LOVELY PROFESSIONAL UNIVERSITY

EVENT MANAGEMENT

Edited By

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SYLLABUS

Event Management

Objectives: The course aims at making the students acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.

S. No.	Topics
1.	Event Management: Introduction: Size of Event, Types, Event Team, Code of Ethics, Concept and Design of Events.
2.	Event Feasibility and Legal Compliance.
3.	Marketing and Promotion of the Event.
4.	Financial and Risk Management.
5.	Planning for Events-preparation for Event Proposal.
6.	Protocol and Staging.
7.	Staffing, Leadership.
8.	Operations, Logistic, Safety & Security management, Crowd Management and Evacuation.
9.	Monitoring, Control and Evaluation.
10.	Careers in Event Management.

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Unit 1: An Introduction to Event Management

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Objectives

After studying this unit, you should be able to:

- Know the Definition, Need and Importance of Events
- Discuss the Term Event Management
- Identify the steps involved in Event Management Procedures
- Explain the Concept of an Event
- Know and tell the size of a Event

Introduction

There are various companies hosting and organizing events on a usual basis. These range from the small time private events to the large-scale international events. Although, the large scales one do happen far rarer, but then the amount of returns they turn out is far beyond expectations. Though, in the past there have been events that have also resulted in losses to the hosts and sponsors for varied reasons. But then, all said and done, event management is concerning organization and execution, and that is precisely where the money lies. Those in the field are paid for their services.

1.1 Event – Definition, Need and Importance

1.1.1 Definition

- Event can refer to a phenomenon, any observable occurrence, or an extraordinary occurrence.
- Marketing Guru, Philip Kotler, defines events as occurrences designed to communicate particular messages to target audiences. Suresh Pillai, Managing Director, Eventus Management, considers events as an additional media whereby two-way or active communication is possible.

1.1.2 Need and Importance of Events

The purpose of the event should drive all the planning.

Example: if you were running a conference for financial planners there could be two quite different purposes:

1. To facilitate an exchange of information, bringing participants up-to-date with the latest changes in financial planning software products.
2. To achieve a memorable out-of-body experience for financial planners in order to develop a positive association with a new software product.

To achieve the first purpose would be quite straight forward as this would require a fairly standard meeting or convention. Fulfilling the second purpose however would be more difficult. For this unforgettable experience you would need a unique venue and carefully planned activities that the participants would enjoy. At the same time the product would need to be reinforced constantly so that attendees would leave with an inescapable association with it. To have fun without the positive association would defeat the purpose. The focus of the first of these purposes

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is information, whereas that of the second is entertainment. Although of any events the main purpose is making a profit, for many it is not. This festival is an example of an event with a community purpose.

Caution Staging an event should be clear and articulate up front .

There may be a number of reasons for conducting an event such as:

1. To inform and educate the community about a cause
2. To obtain media coverage for an activity or organisation
3. To raise funds
4. To celebrate a community's strength and cohesiveness
5. An awards or presentation ceremony

1.2 Event Management

Management of events has traditionally been alluded to as a post marketing activity and assigned the classic production responsibility as in any manufacturing firm. The term management of events therefore carries a totally different connotation when used in the context of events. Management theory would suggest that marketing is also a part of management. Management of an event encompasses all activities involved in planning, organizing, staffing, leading and evaluation of an event.

Did u know? All operational task for an event such as the ground work, viz., venue selection and stage design, arranging the infrastructural facilities required, liaison with artists/ performers and networking with other activities such as advertising, PR, ticket sales, etc., fall under the purview of event management.

1.2.1 Event Management Procedures

Event managers must ensure that event management procedures cover a full range of emergencies including major injury or illness of players or spectators, fire, bomb threat, crowd disturbances and climatic conditions such as lightning, torrential rain, flooding, etc.

Event manage procedures should also assist event personnel to effectively do their job. Although the most important procedures will be about safety, there should be other procedures that lessen risks to the event profitability and the organisation's reputation. These procedures might include:

- Cash management
- Food serving and hygiene
- Waste collection
- Marshaling of competitors
- Restriction of access to certain areas
- Arrival and greeting of visiting dignitaries

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- Loudspeaker announcements during the event
- Giveaways of merchandising or free food and drink
- Raffles and fundraising
- Interviewing Event Staff

The provision of training to event staff (and volunteers) is a critical element in risk management. It is a dangerous situation to presume that procedures have been read and that people will know what to do in an emergency. Ultimately the buck stops with the Event Manager and therefore it is a reasonable use of the Event Manager's time to have meetings with Event Staff, either individually or in groups, to determine their knowledge of procedure.

Event management is the planning and management of an event, project or activity. It is important when staging an event to be clear about WHY the event is being held:

- To inform and educate the community about a cause;
- To obtain media coverage for an activity;
- To raise funds; and
- To celebrate a community's strength and cohesiveness.

Organizers should also clarify WHO the event is for. Most events will cater for a variety of interest groups:

1. The local community;
2. Members;
3. Sponsors;
4. Media; and
5. Potential members.

Regardless of the nature of the event, your target audience or the event's objectives, some key steps should be followed to help ensure a successful event.

Today, there a number of people, who have entered the field because they realize the potential of the market where demand and supply is concerned. In fact, the most profitable aspect of this field is the need for creativity. And that is how and where one earns.

Event management generally means conceptualizing, meticulous planning, organizing and finally executing an event. It is a set plan involving networking of a multimedia package, thereby achieving the client's objectives and justifying their needs for associating with events.

Self Assessment

Fill in the blanks:

1. ..... is concerning organization and execution, and that is precisely where the money lies.
2. ..... can refer to a phenomenon, any observable occurrence, or an extraordinary occurrence.
3. The term management of events therefore carries a totally ..... connotation when used in the context of events.

Notes

4. Management theory would suggest that marketing is also a part of .....
5. Management of an event encompasses all activities involved in planning, organizing, staffing, leading and ..... of an event.

1.3 Event Management – Concept

The concept of Event management is all about applying project management to the creation and development of festivals, events and conferences. It focuses on studying the intricacies of the brand, recognizing the target audience, devising the event concept, planning the logistics and coordinating the technical aspects prior to actually executing the modalities of the proposed event. Post-event analysis and ensuring a return on investment have become chief drivers for the event industry.

1.3.1 Activities in Event Management

In event, activities usually vary with the category of event being organized. Therefore, the following listing is generic in nature. Once marketing has managed to convert an enquiry into a firm order, the hands-on work of event management begins. The following is a sequential flow of how management actually happens, i.e. How planning, organizing, staffing, etc., get together for an event. The flow is divided into three sections:

- the first deals with the pre-event activities,
- the second with the during-event activities and
- the last details the post-event activities involved.

This theory states that the functions of management can be classified into planning, organizing, staffing, leading and controlling.

- ***Planning:*** The planning function is involved in micro-level event coordination activities such as liaison with the creative team discussing, facilitating and arranging for the technical specifications viz., sound, light, stages and sets.
- ***Organizing:*** Organizing in the context of event management essentially involves the description of the activities required for an event, identifying individual and team tasks and distribution of responsibilities to coordinators. Such as exercises helps in creating an intentional structure for clarity or roles and positions.
- ***Staffing:*** Functional responsibilities in a project type organization structure define event management staffing requirements. The importance of team structure, experience, background and expertise of team members plays a crucial role in event management.
- ***Leading and coordination:*** The sum and substance of events as a whole revolves around interpersonal skills. The need for achieving synergy among individual efforts so that the team goal is reached is the main aim of coordination. The overall coordinators need to be leaders with fantastic people skills. The leadership qualities desired of an event manager include the ability to spot a deal and think on one's feet.
- ***Controlling:*** Evaluation and correction of deviations in the event plans to ensure conformity with original plans is the gist of controlling. Evaluation is an activity that seeks to understand and measure the extent to which an event has succeeded in achieving its purpose. The purpose of an event will differ with respect to the category and variation of event. However, to provide reach and interaction would be a generic purpose that events satisfy.

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The basic evaluation process in events involves three steps viz.,

- establishing tangible objectives
- incorporating sensitivity in evaluation; measuring the performance before, during and after the event a lastly correcting deviations from plans.

1.3.2 Sustainable-event Management

Environmental sensitivity is important for two major reasons. First, it is the right thing to do. When allocating scarce resources for an event, remember that no resource is as scarce as the environment in which we live, work, and play. Second, clients are increasingly requesting that every event meet or exceed certain environmental standards. Major corporations have been criticized by their customers for not demonstrating enough sensitivity to the environment. Therefore, when these corporations retain you to manage an event, they want you to reflect their renewed commitment to environmental concerns.

The best way to accomplish this is to clearly define the organization's environmental policy and then incorporate these policies into your event environment design and operations. Event sponsors who practice recycling in all likelihood will want recycling bins at an event they sponsor. Event sponsors who do not use foam products for disposable serving utensils will not want you to specify these items in your catering orders. Meet with the key environmental policy person for the organization sponsoring your event and determine with his or her help how to incorporate such policies within the event environment.

Notes Why not create your own policies? To ensure that events enjoy sustainable growth, it is important for you to establish your own environmental policies that will demonstrate to prospective event sponsors your knowledge and sensitivity regarding these issues. These policies need not be repressive. However, they must be consistent. Do not alter your policies merely to satisfy the budget considerations for the event. Instead, seek creative solutions such as finding a sponsor for the recycling station to make certain that your environmental ideals are well protected at every event.

Recycle your Success

In the exposition event field a growing trend is the recycling to local schools of leftover materials such as paper, pens, pencils, and other reusable supplies. Usually, these items end up in the dumpster when only a few blocks from the venue there may be a school with children who cannot afford these basic supplies. You may wish to incorporate this program in your agreements to inform your sponsor of your policy of recycling your success to help others. Many event sponsors recycle leftover food products to local homeless shelters or food distribution agencies. This assures your guests that you are committed to sharing the success of your banquet with those less fortunate. Some venues require the recipients to sign a hold-harmless form; however, regardless of the legal technicality, this opportunity to feed others should be seized for every event.

Still another way to recycle your success is to build into your event a project to benefit a local organization. Some event organizers provide a day before or after the event to clean up a local playground, paint a school, or perform some other community service using the skills of the attendees at the event. To arrange this activity, contact the volunteer center in the local community. The office of the mayor is a good place to start to locate the local volunteer

coordinating organization. Tell the office what resources you are bringing to their destination and then apply your success to help others.

Inspiration and Perspiration

Although the design phase provides inspiration, it also expands and tests the limits of research. At the conclusion of the design phase the event manager should have a clear idea of the needs and desires of event stakeholders. The goals and objectives that were identified in the research phase represent the skeletal structure in the anatomy of an event, and the flexible elements identified in the design phase represent the musculature needed to move event research forward. Now it is time to add the cardiovascular system to give and sustain life for the event. This is the beginning of the event's life, and the primary organ that will sustain this life is the event strategic plan.

Task Gather more information on the fact that cardiovascular system give and sustain life for the event.

1.4 Conceptualising – Creating and Developing Events

While creating and developing events, one should always consider the five basic promotion techniques. There are five typical or traditional techniques used to promote events. These techniques include advertising, public relations, cross promotions, street promotions, and stunts. Some events use only one of these techniques; others may use all of them to ensure that their message is received and acted upon by their target market.

1.4.1 Advertising

Advertising includes print and electronic media, transportation media (such as bus and rail), advertising specialties (calendars, key rings, coffee mugs, and other products), and outdoor media (billboards). Larger events may use many of these media resources, while smaller events may carefully target their message to one or two media. Print advertising is not limited to magazines and newspapers. It may also include membership directories, inserts in local newspapers, flyers (sometimes called one sheets), posters, church and synagogue newsletters, brochures, and virtually any printed media. When analyzing your print advertising needs, make certain that you test your advertising product in advance with a small distribution to test its effectiveness. Specialists in direct mail recommend that you use a split test approach. This requires that you mail one type of advertising printed matter to one group and a different type to another to test the best response from both types. Varying items such as the colour of the ink, copy, type and weight of the paper, or other decisions may produce different results.

Test your print advertising using focus groups to make certain that your event product is well positioned for success. Classic advertising terms such as free, discount, now, sale, and new may help you influence the consumer to invest in your event. Clever graphics, endorsements, testimonials, and other credibility-building devices will help differentiate your event product from others. Electronic media include radio, television, the Internet, and any form of advertising that involves electronic delivery. Radio advertising is typically used to remind the listener about the event, whereas television is used to build excitement. The Internet is an excellent means with which to reach upscale consumers and those who are interested in science, technology, and travel. Before you select electronic media as a means to advertise your event, examine all potential media outlets. Within television media you may elect to cast your event broadly through major networks or narrowly cast by selecting a finely targeted cable station.

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Example: If you are promoting an arts-related event, you may select a cable station with arts programming.

These decisions may require the assistance of experts in media buying or from an advertising agency specializing in radio or television media. Transportation media require that you place your message on buses, subways, and other forms of transportation. Usually, these media are aimed at a very wide market but have proven effective for circuses, fairs, festivals, and other events that require large attendance from diverse groups. Advertising specialties are those items that are usually given away or offered as a premium, as an incentive to purchase a product or service. Advertising specialties include thousands of products; however, the most typical are calendars, refrigerator magnets, coffee mugs, writing instruments, and key chains. In recent years clothing has become popular as advertising specialties, and some event organizers give away clothing to the media and other key constituent groups and sell the rest at souvenir stands.

Notes Outdoor advertising was, at one time, one of the major forms of advertising in the United States. However, during the late 1960s many billboards were banned in a "beautify America" campaign. Still, the outdoor billboard is an excellent way to reach large numbers of potential event participants for an extended period of time. Regardless of the type of advertising media you select, make certain that you first conduct market research followed by tests to determine actual response. Once you have found a medium that effectively reaches your target market, use repetition to build reinforcement and retention. Finally, measure all responses to develop history and determine where your advertising dollar will pull best for each event.

Caution Do the research very carefully to ensure that the recipient values the item and will use it.

1.4.2 Public Relations

Public relations involve informing the media and your target market about your event and persuading them to support your programs. Public relations activities for your event may include designing, printing, and distributing media kits, producing public service announcements for radio and television, producing and distributing audio and video news releases, or even producing events. In fact, according to many public relations professions, events are the fastest-growing segment of the public relations strategy.

The media kit is typically a presentation-type folder that contains a fact sheet, request for coverage notice, media releases, and even a public service announcement (either written or recorded). This kit is distributed well in advance of the event to the print and electronic media to inform them of opportunities for coverage. In smaller markets, some media outlets may print your media releases word for word, whereas in larger, more sophisticated markets, members of the media may use the kit for background information alone. A Public Service Announcement (PSA) is a written or prerecorded audio or video announcement about your event. Broadcasters in the United States are required by federal law to provide a certain allotment of time for public service announcements. In some cases, the broadcaster may provide help, as a further public service, in producing these announcements. Often, a local celebrity or nationally prominent person will participate at no charge, to add credibility to your announcement.

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The audio or video news release, while a relatively new phenomenon, is one of the most effective ways to distribute your event message. Audio News Releases (ANRs) and Video News Releases (VNRs) require that you pre-tape a news story about your event and then by overnight mail or use of satellite transmission send the story to local stations that you would like to have air the story as part of their news programming. Since news programs are often the most watched segments of television programming, this type of public relations has the potential of reaching a large, well-targeted audience in a credible and cost-effective manner.

Finally, events themselves often become major public relations vehicles. This event-within-an-event serves to further position you firmly in the minds of those in the target audience.

Did u know? A famous novelist once stated that writing is 10 percent inspiration and 90 percent perspiration.

Remember that the two chief goals of public relations are to inform and persuade. Therefore, using collateral materials, public service announcements, and audio and video news releases as well as smaller events are excellent ways to accomplish these two important goals of an overall marketing campaign.

1.4.3 Stunts

During the early 1950s in the United States, advertising agencies used stunts as an important method of breaking through the clutter of traditional print and electronic advertising. Today, stunts continue to be effective but must be crafted carefully to ensure that the integrity of the event is preserved. A stunt involves an activity designed to generate media coverage and attendance by spectators to promote a specific event or series of events. Radio stations continue to rely heavily on stunts and will often provide remote broadcasts to cover stunts involving their on-air personalities. Stunts can be tied to charitable endeavors such as locking up prominent officials until enough donations are raised to cover their release.

Other stunts may involve creating the world's largest pizza, cake, sandwich, or other product. Before you incorporate a stunt in an event marketing program, it is important to analyze how the stunt will further your marketing objectives and to determine all associated costs. Finally, make certain that you chronicle all media coverage that results from the stunt, distribute bounce-back coupons to attendees, and track all responses resulting from the stunt.

1.4.4 Invitation

Whether your invitation is a print or electronic advertisement, a flyer, or a formal engraved document, the copy that is composed, art that is created or selected, and paper that is chosen will greatly influence the response. The central components of all effective invitations are:

- Name of host or event organizer
- Date, time, and location
- Dress requirements
- Parking
- RSVP

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Additional components may include:

- Purpose of the event
- Names of honorary board or committee
- Names of prominent speakers
- Frequency or historic nature of the event (first annual, 100th anniversary celebration, or biannual event)
- Limited supply of tickets
- VIP status

Remember that an invitation is an official offer to the consumer or guest to participate in your event. Therefore, from a legal perspective it is important that you choose your words carefully to reflect the actual event you are promoting.

Each of these components is designed to generate a specific response from the recipient. The most important response is to build anticipation toward acceptance followed by actual attendance.

1.4.5 Marketing Thrust

The purpose of your event marketing campaign is to ensure that every decision you make provides greater value for the overall event outcome. To do this you must carefully match the objectives to the strategies, test all ideas using feedback from actual event consumers, and perhaps most important, use creativity and innovation to differentiate your event product as a unique and valuable investment. By integrating marketing activities such as advertising, public relations, cross promotions, street promotions, and stunts you will be able to build a strong campaign that will effectively promote your event to your target audience.

Task Prepare a letter of confirmation to a speaker who has agreed to speak at your conference. Include as much information as is necessary to provide a clear and helpful framework in which to prepare their presentation and for you to know what requirements they have and what arrangements you will need to make.

1.4.6 Miscellaneous

Order of Proceedings/Schedule of Events/Timeline

For most of the events, a detailed order of proceedings, or schedule of events/timeline, should be prepared and distributed to all people involved in the event (i.e. anyone involved in the organisation of the event, the host, the speaker, relevant senior officers. An order of proceedings should provide a timeline/schedule for the actual event, highlighting key activities in the day/evening for individuals with an official or formal role. It is also useful to include phone contact details for any key people involved in the organisation of the event as well as phone numbers for key guests and security. The order of proceedings should also include arrival and departure arrangements for VIPs and describe how formal introductions will be handled. The order of proceedings should also include a copy of the formal speeches to be used at the event. If a program is being prepared for the event, an overview of the order of proceedings should be included. This should include items such as welcomes, speeches, including the names of the people giving the address, entertainment and any other element to the ceremony or event.

Notes

When setting dates, times and the format of your event, consider the following issues: What day of the week, time of day or time of year to hold your event to ensure maximum appeal to your target audience.

Speakers

Be sure to confirm the following details in writing with the speaker:

- Event date/s, times and venue (and whether parking is available on-site)
- Style
- type and duration of presentation Speaker/s special requirements (e.g. audio/visual, dietary)
- Details of payments if appropriate
- Specify in what form payment will be made and when, particularly for interstate and overseas visitors
- Details of anticipated audience
- Other participants in the event including chairpersons and VIPs likely to be in attendance A complete guest list, including VIPs if appropriate and a running order for the event
- Any other activities in which the person might like to participate while visiting and/or functions to which they are invited
- Ensure that speakers are formally introduced at the event.
- An appropriate staff member (the host/MC) should introduce the speaker
- Request adequate background information from the speaker at least two weeks prior to the event in order to adequately introduce the speaker

IT Services

Consider any special audio or visual requirements for the event, such as microphones and PowerPoint. You may also wish to audio or video tape the proceedings (with permission of the speaker/s). Never assume that the venue has the equipment required, always check. Also, conduct a mock run through of all technical equipment for the event beforehand to ensure that all will run smoothly.

Self Assessment

Fill in the blanks:

6. The ..... is all about applying project management to the creation and development of festivals, events and conferences.
7. ..... is important for two major reasons. First, it is the right thing to do. When allocating scarce resources for an event, remember that no resource is as scarce as the environment in which we live, work, and play. Second, clients are increasingly requesting that every event meet or exceed certain environmental standards.
8. Major corporations have been criticized by their customers for not demonstrating enough ..... to the environment.
9. The ..... phase provides inspiration, it also expands and tests the limits of research.
10. An invitation is an ..... to the consumer or guest to participate in your event.

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1.5 Size of Events

1.5.1 Stretching the Limits of the Event

Whenever research is either inductive or deductive in form and often proceeds in a linear fashion, the design phase is web-like and often kaleidoscopic. Just as the Internet provides you with literally millions of resources for event design, your own mental process must mirror this technology. During the design process the professional event manager considers every possibility and challenges every assumption determined during the research phase. This pushing of the research envelope is essential if you are to produce innovative, highly creative, unique special events that will exceed the expectations of guests.

If you are to steadily increase the value of your work as an event researcher, designer, planner, coordinator, and evaluator, you must strive continually to collect the best information and resources to produce a solid plan that satisfies the needs, wants, desires, and ultimately, expectations of event guests.

1.5.2 How to Determine the Size of Your Event?

After deciding to host a live event to build your business. Now you must decide on the size of your event:

- Will it be large or small?
- Should you have several small events throughout the year, or one large event?
- The scale of your seminar will depend on several factors. What type of event are you planning?
- For more hands-on workshops, there may be a higher cost per person and therefore you may need to have less people at a single event.
- In order to create a more intimate learning environment, you will need to have a smaller scale event. If the topic of your event lends itself to a larger crowd, then by all means fill as many seats as possible. The more eyes and ears in that room, the more exposure and the more profits your event will generate.
- However, consider the purpose of your event. If one goal of your event is to get to know your clients on a more personal level then having a smaller group may be the best option. It will allow you to spend individual time with more people.
- You do not want to have such a large event that your clients do not get that personal experience they expect.
- Some promoters choose to hold several small events throughout the year along with one or two larger events.
- The large events cover broad, more widespread topics that apply to most everyone while the smaller events will be designated for more niche-specific topics and hands-on training.
- If you are just starting out with events, try to have a couple events in a year.
- You will come to find out what works best for you and your business.
- Hiring a skilled event coordinator who specializes in information marketing will make your experience much easier.

Notes

Caselet

How to Determine the Size of Your Event?

Gail Saseen is an entrepreneur, marketing coach, consultant, event planner and speaker, who specializes in helping small business owners develop smart marketing plans and strategies for their businesses. She has earned her reputation, as an implementer and executor, by showing small business owners, entrepreneurs, coaches and consultants how to integrate their marketing strategies, media, and methods, to get maximum results from their marketing dollars. She has provides solutions to business challenges, affordable marketing strategies, direct response marketing, product development, list generation and management practices.

Source: http://www.completemarketingsystems.com

1.6 Types of Events

Events can be classified into four broad categories based on their purpose and objective:

1. ***Leisure events*** e.g. leisure sport, music, recreation.
2. ***Cultural events*** e.g. ceremonial, religious, art, heritage, and folklore.
3. ***Personal events*** e.g. weddings, birthdays, anniversaries.
4. ***Organizational events*** e.g. commercial, political, charitable, sales, product launch, expo.

Broadly speaking following are the categories of events:

1. ***Corporate event*** is another field which includes in-house events as well as larger ones for promotion of products or services. Such fields become meeting point of corporate people of same field.
2. ***Trade fairs*** are a great opportunity to present your latest products to customers and business partners.
3. ***Trade shows*** are exhibitions where companies can present and demonstrate their latest products. A professional presentation is crucial.
4. ***Meetings*** are common business events in large companies, perfect to discuss operational and financial strategies.
5. ***Seminars*** are educational events for the training of managers and employees. Most seminars are not comparable with boring lectures. Interactivity is core.
6. ***Conferences*** are popular and important business events. Everything about the event management of academic, medical and business conferences.
7. ***Grand events*** include prospects like weather, security, celebrities and companies etc. Generally big budgets are involved in them.
8. ***Small events*** like little shows for children, small office parties need to need the purpose and target audience.
9. ***Sporting events:*** There are these sports events which may be at inter school level or intra school level or in colleges or even at state levels. Sports events are not one day events, it needs extensive planning right from the day it starts till the finale. On a larger level, national and international sports events are planned by a bug group of event mangers working together.

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10. There are ***musical events***, where in audience has to be taken care of along with issues like ticketing and managing availability of seats etc. accommodation of the artist and co workers is another deal.
11. ***Networking events*** are personal marketing galas. Such events are great opportunities for contact establishment and personal marketing.
12. ***Opening ceremonies*** are held to start conventions, annual meetings and other events that last for two or more days. Find everything about opening events.
13. ***Theme Parties are*** events that devote to a special topic. Popular events are casino nights or Halloween parties. Ideas and planning tips.
14. ***Golf events*** are golf tournaments or retreats. Those events aim to acquire new customers, to increase customer loyalty or to motivate employees.
15. ***Award ceremonies*** are great events to honor and motivate key staff or to acquire and retain customers. Event planners are able to organize events to remember.
16. ***Board meetings*** focus on strategic goals and visions. The event venue and the planning process should reflect the prestigious nature of these meetings.
17. ***Team building*** events plays a key to develop and motivate teams in companies and divisions.
18. ***Business dinner*** is a long-standing corporate tradition to conclude fiscal years, celebrate new milestones or to get in contact with key customers.
19. ***Press conference*** is a perfect business events to promote new products, launch marketing campaigns or to inform the shareholders and public about financial issues.
20. ***Incentive travel*** is perfect to reward and to motivate employees or to increase customer loyalty and retention.
21. ***Product launch*** are critical for the successful market introduction of some products. A perfect product presentation might also increase the media coverage.
22. ***VIP events*** are used to increase customer loyalty. Professional planners organizing VIP events that ultimately increase your revenues.
23. ***Shareholder's meeting*** is yearly and obligatory events to inform a corporation's shareholders about company issues and to elect the Board of Directors.
24. ***Incentive events*** motivate employees or close the ties to customers. Event managers are planning events that help to enhance customer loyalty.
25. ***Executive retreats*** escapes from stressful work schedules and the day-to-day business. Learn how they should stimulate free thinking and creativity.
26. ***Wedding*** should be the most important days in the life of brides, grooms and their families. Professional event managers help to plan the events.
27. ***Wedding Anniversaries*** celebrate milestones in a couple's life together. Ideas and hints that help you to plan those events or find professional even managers.
28. ***Birthday*** require seldom a professional event manager, but there are exceptions. Find out how event managers can help you to make your party a success.
29. ***Family events*** are great opportunities to assemble whole families. We offer hints and ideas to plan perfect family events like birthdays, weddings, etc.
30. ***Convention:*** Convention is a formal meeting of members, representatives, or delegates, as of a political party, fraternal society, profession, or industry.

Notes

31. ***Festivals:*** Festivals which are mostly arranged in open spaces are at a greater risk. There will be huge area undertaken for this purpose. It is during this time, that people get crowded and there are already problems around. When in such a situation, the weather goes bad, it becomes hard for the merchants and the crowd to move themselves and their belongings to safety.
32. ***Family functions*** for example, a wedding ceremony like a garden wedding which requires only as mall space in the garden, can be a success only when the weather is fine and clear.
33. ***Star events*** music and dance performances given by famous celebrities and performers usually prefer open air theatre which can again be at the risk when it comes to weather.

1.6.1 Event Organizer

Hosting a party or a conference can be pretty hard especially when you are going to be a part. There are quite a lot of benefits when it comes to hiring an event organizer to help you with your event. An event organizer can give you good tips on how to manage the crowd and will give you ideas on your existing plans on how to make the event a huge success.

Figure 1.1: Conference/Seminar Organizer

Organizing a seminar or a conference while being a part of it is a pretty tedious task.

Following are the different types of events:

- Birthday Party Organisers
- Celebrity/Artiste Management
- Conference/Seminar Organisers
- Corporate Event Organisers
- Exhibitions and Trade Fairs
- Fashion Shows
- Game Shows
- Magicians
- Party and Wedding Organisers
- Party Organisers
- Product Launches

Notes

- Road shows
- Stage Shows

Birthday parties are that one time of the year when you can make even an 80 year old, party like a toddler. Make them feel special by organizing the best bash ever. Invite your guests; let the birthday party organizers will do the rest.

Figure 1.2: Birthday Party Organizers

Celebrity and artiste management is no easy task, and dealing with celebrities can be really hard. Why do you want to run around finding a suitable celebrity or model to help you out with your event when you can get the pros handle it?

Figure 1.3: Celebrity and Artiste Management

Notes

Why waste time on organizing a party yourself when you can get professional event organizers to help you out and make your event a grand success.

Figure 1.4: Corporate Event Organizers

Hosting Exhibitions or Trade Fairs involves a lot of work and very tiring.

Figure 1.5: Exhibitions and Trade Fairs

Hosting a fashion show is not easy and there are many factors that have to be taken into consideration before you can start up such as decoration, and preparation of dais etc. Why bother with all that when you can get professional event organisers to help you out? The fashion show event organisers will take care of the rest while you sit back and enjoy.

Notes

Figure 1.6: Fashion Shows

Hosting a game show during a party is not easy. And there are a lot of other factors such as crowd control that could make hosting a game show even harder. The best option would be to hire a game show organizer to help you out. These game show organisers can help you with everything from hosting, planning and giving out the gifts.

Figure 1.7: Game Show

Notes

Why learn to perform a few gimmicks off the internet when you can get magicians to perform for you, and make your event a memorable one.

Figure 1.8: Magic Show

Hosting a wedding is a tedious task and if you do it yourself there would hardly be any time for you to have fun. Let the wedding organisers take care of all the work, while you have fun!

Figure 1.9: Wedding Organizer

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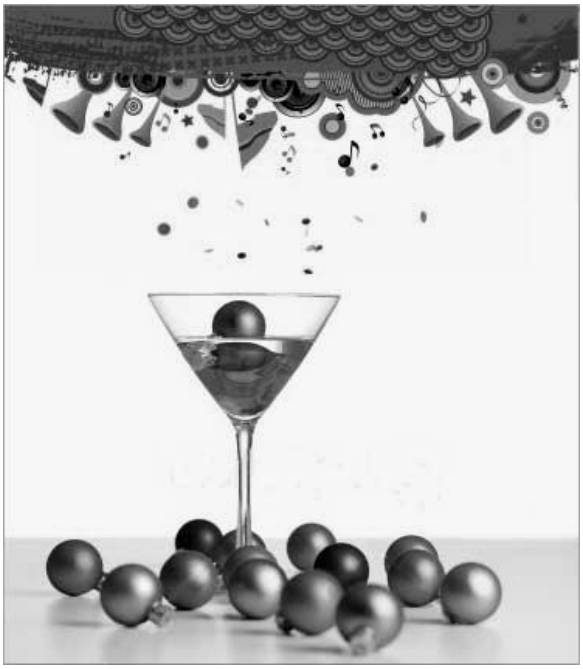
Planning and organizing house parties can be a pretty tough job, especially when you want to get a bit of the action too. Call in the pros and let the party organisers take care of everything needed while you enjoy your party.

Figure 1.10: Party Organizer



When you are launching a product for the first time in front of spectators you should pay more attention to the launch and not the logistics. Let organisers help you organize your event and help make your launch a big success.

Figure 1.11: Product Launch

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Hosting road shows aren't an easy task especially if you are going to play a vital part of it. So why bother with the trouble of organizing road shows when you can get professionals to help you out?

Figure 1.12: Road Shows

Stage shows are harder to organize than most films. Let the professionals handle it.

Figure 1.13: Stage Shows

Notes

There are almost countless types of events, some are demanded frequently by customers, others seldom Find in-depth information about the most important types of events. Eventmanagement.com presents and describes the diversity of the event planning industry.

1.6.2 Types of Sports Events

Figure 1.14: Sports Events

The organization of events is perhaps the primary activity of sport and recreation organisations. Workers in the sport and recreation industry, salaried and voluntary, are essentially organizers of people whether they be event directors, coaches, referees, instructors or facility supervisors. This organization of people is manifest by what we see and call an "event". The term "event" in the sport and recreation industry usually refers to a situation where participants, facilities, equipment and other resources are coordinated to enable a form of sport.

The events conducted by Sport/Recreation organisations include:

- Competitive or non-competitive sport and recreation events
- Courses
- Promotional events
- Conferences
- Fundraising events

Competitive events may range from the Olympic Games to a small local under 7's soccer match and anything in between. The scope of the events therefore depends upon the purpose of the event, the extent of participation, the facilities and equipment required, and the importance of the event in terms of community interest.

The organization of **courses** to assist participants learn more about playing, coaching and officiating are a fundamental part of the work carried out by recreation organisations. Such events must be carried out to ensure the continuance of the sport or recreation activity.

Promotional events are not primarily organized for the benefit of the player or participant. They are organized to promote the sport or form of recreation activity to a target market with the underlying objective to increase participation. They may also have a second objective to promote the sponsor to the target market as well.

Conferences have many objectives. They may be organised gatherings of participants and/or members to carry out planning, to review progress, discuss important issues, circulate new information, select committee personnel, examine the position of the organisation and to impart new knowledge about the sport or recreation activity.

Fundraising events include dinner functions, special entertainment functions, bingo or card nights, charity auctions and awards evenings.

Irrespective of the type of event, the skills required to manage an event are much the same and only the magnitude and complexity differs. Persons who are called upon to manage an event may acquire many titles but in this text for the sake of simplicity they will be called the event Director.

Notes

Trade Fair and Shows

Business can achieve success only when it is promoted well in public. Trade fair and shows are means of promotion when person(s) can put forward their brand and let public know more about it. This brings them in to recognition in market then show can be related to anything like food, clothing, automotive, textile, jewellery, gifts, etc. They can easily gain new customers by providing them with some good deals. In a trade fair and shows within limited budget, they can organize best stuff for themselves with bigger space and proper arrangement. Good management can always take them to the desired height provided they are aware about the competition.

Following are some of the things which allows to successfully organize trade fair and shows:

1. ***Building quality team work:*** Success can be handled by single person, but it comes only when there are efforts of different people. In order to welcome success by means of trade shows you need to carry out proper team work. Organizing such shows require you to understand the market scenario and making proper utilization of area for trade show. Allot work to people of different department and take proper follow up.
2. ***Managing staff:*** Managing work allotted to staff members is not an easy task. You need to first make them understand the work they need to carry out and then examine the work done by them. See to it that internal conflicts between staff members if any do not affect the result of your work. Give instructions to them related to display of your product and see to it that they make proper arrangements. Also arrange proper food and beverages for staff members so that they can work properly.
3. ***Good networking:*** Get in touch with different members participating in the course of trade fair and shows. Understand their way of dealing such shows to achieve success. Build your networking skills in such shows in order to develop business. Also get in touch with previous year members and try to understand the negative and positive aspects of show.
4. ***Sending proper invitation:*** Invite your members, clients, relative by mailing them invitation card and also by messaging them. If required also send reminders so that date of show does not get skipped from their mind. Send special invitation to important clients in order to fetch more business.
5. ***Understanding competitors move:*** If you have competitors in the same show displaying same products like you then keep a tab on their every move. You have to come out as successful person after the trade show and for this you need to beat the strategies adopted by business rival. You can enter market when you prove yourself different from others successfully and for this it is essential to make out the next move of competitors.
6. ***Visiting different trade fair and shows:*** There are many trade fairs and shows organized by different countries, if possible try to visit such shows and notice the way they display their product. Via internet you can get information about such shows. If you can't personally visit such shows then get information by online means.
7. ***Plan strategies to enhance sales:*** The aim of such shows is to enhance sales and this can be done by proper planning of trade fair and shows. Single person cannot bring success with trade shows and so it is essential to plan strategies with proper team work.

Planned Special Events: Characteristics

Five categories of planned special events are as follows:

Notes

Discrete/Recurring Event at a Permanent Venue

Characteristics

1. Predictable starting and ending times
2. Known venue capacity
3. Anticipated demand typically known
4. Advance ticket sales
5. Concentrated arrival and departure demands

Effect on Community

1. Need to give special attention to weekday events due to their potential impacts on commuter traffic, transit operations, businesses and residents.
2. Need to minimize impacts on access to businesses and residents due to concentrated arrival and departure demands.
3. Need to identify ways to minimize community impacts and improve transportation system operations during future venue events.
4. Need to consider parking restrictions or issuance of residence parking stickers so that event patrons do not impact residences by parking on residential streets in the vicinity of the venue.

Continuous Event

Characteristics

1. Occurrence often over multiple days
2. Patrons arrive and depart during the event day
3. Less reliance on advance ticket sales
4. Capacity of venue not always known
5. Occurrence sometimes at temporary venues
6. Parking availability varies

Effect on Community

1. Need to assure that the significant level of personnel required over the multiple days of operation can be provided to minimize impacts to the community.
2. Need to apply changes made in the traffic management plan to minimize community impacts for future continuous events.

Street Use Event

Characteristics

1. Occurrence on roadway requiring closure
2. Specific starting and predictable ending times
3. Capacity of spectator viewing area not known
4. Spectators typically not charged or ticketed

Notes

5. Parking availability varies
6. Impact on emergency access and local services

Effect on Community

1. Need to consider effect on access and parking of residents and businesses of a street along which the event will be held.
2. Need to consider communicating with and involving the participation of businesses and residents on the street that will be closed for the event.
3. Need to assure that bus transit stop relocations during the event are communicated in advance to residents and businesses.
4. Need to require adequate sidewalk passage area and fire lanes at all times to permit access of emergency vehicles to adjacent residents and businesses along the streets utilized by the street use event.
5. Need to notify all businesses and residents located on the street to be used or closed of the event dates and times.

Regional/Multi-Venue Event

Characteristics

1. Occurrence of events at multiple venues at or near same time
2. Ingress and egress operations for concurrent events may occur at same time
3. Parking areas may service demand from different events over day

Effect on Community

1. Need to coordinate activities of the events in order to minimize traffic impact on the community.
2. Need to offset occurrence of ingress and egress times to minimize effect on traffic, parking, resources and the community.
3. Need to examine event scheduling to avoid departing traffic from one event coinciding with arriving traffic from another event to minimize effect on traffic, parking, resources, and the community.

Rural Event

Characteristics

1. Rural area and possible tourist destination
2. High attendance events attracting event patrons from a regional area
3. Limited roadway capacity
4. Area lacking regular transit service

Effect on Community

1. Need to meet with residents and businesses to minimize effect on adjacent roadways.
2. Need to use public surveys to assess all community effect and incorporate successful lessons learned to apply to the next event.

Notes

1.7 Events Team

Teams are made up of individuals who have different outlooks and abilities, and are at different stages of their careers. Some may find that the tasks you've allocated to them are challenging, and they may need support. Others may be "old hands" at what they're doing, and may be looking for opportunities to stretch their skills. Either way, your responsibility as a manager is to develop all of your people.

Your skills in this aspect of management will define your long-term success as a manager. If you can help team members to become better at what they do, you will soon become known as a manager who other people want to work for, and you'll be making a great contribution to your organization too.

The most effective way of developing your people is ensuring that you give regular feedback to members of your team on their work. Many of us are nervous of giving feedback, especially when it has to be negative. However, if you give and receive feedback regularly, everyone will come to benefit from improved performance.

1.7.1 Team Management

Team management refers to techniques, processes and tools for organizing and coordinating a group of individuals working towards a common goal i.e. a team.

Several well-known approaches to team management have come out of academic work. Examples include the Belbin Team Inventory by Meredith Belbin, a method to identify the different types of personalities within teams, and Ken Blanchard's description of "High Performing Teams".

The 'Team Development Model', identified by Bruce Tuckman, offers a foundational definition of the stages teams go through during their lifecycle. Those stages are labeled Forming, Storming, Norming and Performing.

While the activities of team management are not new, many of the tools used by team managers are. The more Organizational Development-oriented practitioners often use interview-based analysis and provide reportage and insights that team leaders and their management may use to adapt team practices for higher performance. Teams can also be developed through team building activities - which can also be used simply to build relationships where team members lack cohesion due to organizational structure or physical distance. Project managers may approach team management with a focus on structure, communications and standardized practices.

With the growing need to integrate the efforts of teams composed of members from different companies and geographies, organizations are increasingly turning to a new class of Internet software for team management. These tools combine planning and collaboration with features that provide a structure for team relationships and behaviors. In addition, there are tools that facilitate the forming of highly productive teams through analysis of personality and skills profiles.

1.7.2 Team Management Skills

Different people have different needs when it comes to motivation. Some individuals are highly self-motivated, while others will under-perform without managerial input.

- ***Communicating and Working with Your Team and with Others:*** Communication skills are essential for success in almost any role, but there are particular skills and techniques that you'll use more as a manager than you did as a regular worker. These fall under two headings: communicating with team members, and communicating with people outside your team. We'll look at each in turn.

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- ***Communicating With People in Your Team:*** As a team manager, you're likely to be chairing regular sessions as well as one-off meetings. Meeting of all kinds, and regular ones in particular, are notorious for their capacity to waste people's time, so it's well worth mastering the skill of running effective meetings.

Many meetings include brainstorming sessions, and as team manager, you'll often have to facilitate these, so you'll need to be comfortable with how to do this. There's more to it than simply coming up with creative ideas, as you do when you're just a regular participant in such a session. Make sure that you understand where they can go wrong, and what you can do to avoid this.

Active listening is another important skill for managers – and others – to master. When you're in charge, it can be easy to think that you know what others are going to say, or that listening is less important because you've thought of a solution anyway.

Don't fall into this trap. Most good managers are active listeners: it helps them detect problems early (while they're still easy to deal with), avoid costly misunderstandings, and build trust within their teams.

- ***Communicating with People Outside your Team:*** Your boss is probably the most important person you need to communicate with. Take time to understand fully what your boss wants from you and your team – if you know exactly what she likes, and how she prefers it to be delivered, you'll be better able to meet with her approval.

Don't be afraid to ask your boss to coach or mentor you: you can usually learn a lot from him, but he may not be proactive about offering this. If you're approaching your boss for advice, make sure you've thought things through as far as you can. Introduce the subject with a summary of your thinking, and then say where you need help.

Also, as a manager, part of your job is to look after your team and protect it from unreasonable pressure. Learn skills like assertiveness and win-win negotiation so that you can either turn work away, or negotiate additional resources.

Another part of your job is to manage the way your team interacts with other groups. Use stakeholder analysis to identify the groups you need to deal with. Then talk to these people to find out what they want from you and what they can do to help you.

1.7.3 Managing Discipline

However much you hope you won't ever have to do it, and however much feedback you give, there comes a time in most managers' careers when they have to discipline an employee. Discipline may be subtly different from basic feedback because it doesn't always relate specifically to the employee's work. You can give feedback on their phone manner, for example, but handling problems with timekeeping or personal grooming can need a different approach.

Obvious breaches of the law or of company policy are easy to identify and deal with. But what of other situations? On one hand you don't want to feel or seem petty. On the other hand, you can't let things go that should be dealt with.

Use these rules-of-thumb to help you decide whether you need to take action. If the answer to any is yes, then you need to arrange a time to speak to the employee in private.

1. ***Does the issue affect the quality of the employee's deliverable to the client (internal or external)?*** A graphic designer regularly only gets in to work late, although he stays late to make up for this. Customers are sometimes frustrated by not being able to get through to him at the start of the day, particularly when he's working on rush jobs.

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2. ***Does the issue adversely impact the cohesiveness of the team?*** Individual designers tend to work on their own projects, with few meetings between design team members, so cohesiveness is not impacted. However people are noticing his lack of punctuality, and other people's timekeeping is beginning to slip.

3. ***Does the issue unnecessarily undermine the interests of other individuals in the team?*** The designer sitting next to the latecomer is unhappy that she has to field calls from clients before he reaches the office, and is unable to give a firm answer to the question "When will he be in?"

The design team manager decides to speak to the latecomer because of the impact on his co-worker. They agree that coming in to work late is not a problem (he has a long commute, with heavy traffic en route) but that he will commit to being in by 9.30am every day to reduce the number of calls his co-worker has to field, and also give her a fixed time to give clients. He will work late to make up time, and will take on a task she doesn't like to make up for her extra phone handling.

When you are faced with a potential discipline issue, take the time you need to gather information about the situation, then decide what you're going to do and act. Discipline issues rarely go away of their own accord, and they usually get worse, often causing considerable unhappiness and resentment amongst other team members.

1.7.4 Challenges of Teamwork

If you have ever served on a committee, marched in a band, sung in a choir, or played on a team, you know the challenges of developing successful teams. The most frequent problems that event managers face when developing teams are:

Communications

Excellent event coordination is the result of continuous, consistent, high-quality communications between the event stakeholders. The event manager is responsible for developing and sustaining the event communications to ensure that all stakeholders are informed, in touch, and involved in each of the phases of managing the event. The following are several methods that you may use to establish and/or improve a high-quality communications network for your event.

1. Conduct a communications audit and find out how your event stakeholders best send and receive information.
2. Avoid communications that are blocked by noise, visual distraction, or other interference.
3. Include an "Action Required" statement on all written communications to confirm that communications have been received and understood.
4. Use nontraditional communications such as audio and video tapes to increase impact, retention, and action.
5. Use written change orders to record changes during your event. Make certain the client or other responsible person signs the change order to authorize the addition, deletion, or substitution of services or products.

Self-Interest

Many committees are comprised of people who essentially bring their personal views, bias, and agendas to the event planning process. It is the responsibility of the event manager to persuade each person to forgo personal interest for the sake of group interest. Only through a strong group effort can an event achieve a successful outcome. You may wish to invite an expert in team building or conduct team building exercises yourself to develop trust, congeniality, and a common purpose

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among the team members. One way to begin this process is through an informal series of events such as social functions where the event stakeholders get to know, like, and trust one another before they sit down to deliberate (plan) an event. During this social period the event manager may observe the participants to begin to identify those who naturally work best in teams and those who will need more coaching or persuasion to feel comfortable working in a group project.

Dependability

One of the biggest management problems in working with volunteers is time and attendance. Because volunteers are not compensated for their efforts, many do not feel the obligation to arrive on time or even to show up at all. This is why many event managers actually schedule between 25 and 50 percent more volunteers than will be needed, to compensate for the serious problem of attrition at events.

Of course, the easiest way to ensure dependability is to recruit dependable people. Keep accurate records of time and attendance and use the records to determine who to engage for future events. During the interviewing or recruiting process, check references carefully to make sure that your stakeholders have a pattern of punctuality that can be shared with your event. In the event management profession, the definition of punctuality is "early." Because of the numerous variables that can occur before, during, and after an event, it is essential that all event stakeholders arrive at an event site early enough to be able to spot potential challenges and overcome them before the guests or other vendors arrive.

Trust

Trust must be earned by the event manager. Trust is the result of the sustained effort by the event manager to develop an atmosphere and environment wherein the event stakeholders invest their trust in his or her behavior and judgments. Trust, in fact, is the net result of a pattern of positive behaviors exhibited by the event manager. When these behaviors are erratic or quixotic, the trust factor begins to diminish. To develop, establish, and sustain trust, the event manager must earn it and ask for it from his or her stakeholders. Event stakeholders cannot blindly trust every event manager. Rather, they must use their best judgment to determine when and how to invest their trust. Trust should not be invested without question or careful analysis by the stakeholders. However, an event organization that is not firmly rooted in trust between the event manager and his or her stakeholders is one that is precarious and cannot achieve the level of success required to meet the expectations of all the stakeholders.

Collaboration

The final quality of effective event coordinators is the ability to develop close collaboration between all the stakeholders. This is extremely difficult, due to the disparity between the personalities, skills, and experiences of each stakeholder. Imagine a pre-event conference with all the stakeholders. You may have at the same table persons with a wide variety of formal education, an even wider range of skill and experience level, diverse ethnic backgrounds, and completely different technical abilities. How does the event manager inspire and encourage close collaboration between such a varied groups of stakeholders? The key to collaboration is purpose. The event manager must clearly articulate the purpose of the event and convince each stakeholder that they must work with others to achieve or exceed the expectations of the guests. The distinguished anthropologist Margaret Mead once wrote: "Never underestimate that a small group of people committed to a common goal can change the world. In fact, it is the only way the world can be changed." Your world or universe is the event you are responsible for managing. Therefore, you must firmly remind the stakeholders that self-

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interest must be left outside the event environment. The purpose of the event team is to cooperate and collaborate to achieve the goals and objectives of the event, and the event manager is the leader of this effort.

Traps to Avoid

There are a number of common mistakes that new managers tend to make. Take care to avoid them! These are:

1. Thinking that you can rely on your existing job knowledge and technical skills to succeed as a manager. It is essential that you take the time to develop good management and people skills as well – these can be more important than your technical skills!
2. Failing to consult regularly with your boss, in a misguided attempt to show that you can cope on your own.
3. Approaching your boss without having thought a problem through, and without having thought about how the problem could be solved.
4. Embarrassing your boss, or letting her get a nasty surprise. Follow the "no surprises" rule.
5. Doing anything that requires your boss to defend you to others. This can cause your boss to "lose face" with his peers and superiors, and it makes him look bad for not "nipping the problem in the bud."
6. Failing to talk to your customers (whether internal or external) about what they want from you and your team.
7. Using your authority inappropriately – make sure that everything you ask people to do is in the interests of the organization.

Many of these points sound obvious; however it's incredibly easy to make these mistakes in the rush of everyday managerial life.

1.8 Event Team Management

You need a team to organize an event. You can't do everything by yourself. So I don't need to tell you further, how important a team is for your event. Event mismanagement is mostly about team mismanagement.

Do the following things for effective team management:

Know Your Team

Just knowing the names, faces and job profile of your team members is not enough. You must have good knowledge of there personality, life style, likings, disliking, family background, status, educational qualification, knowledge level, customs, religion and especially there needs and wants. By needs and wants I mean there physiological needs, safety needs, social needs, esteem needs, cognitive needs and self actualization needs.

Every person has different needs and different priority to fulfil them. While for some getting recognition is more important than job security. For others job security is more important. Determine the needs of your team members and fulfil them in order to get optimum results from them.

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Physiological Needs

The need to have food, water, warmth, shelter and other things necessary for survival.

Your team members will not feel anything, if these needs are met but can cause them discomfort, sickness and pain if these needs are not full filled. So as an event manager it is your job to make sure that all the physiological needs of your team are met from time to time. Just imagine how a team member who hasn't eaten anything all day will perform his duty in the evening and you will get my point.

Safety Needs

It includes need to be safe from physical and psychological harm. It also includes job security and financial security.

As an event manger you have to ensure safety of your team especially women. A person can't give his best in an unsafe environment.

To protect your team from psychological harm, make sure there are no internal conflicts (like ego clashes, altercations, conflict of interest etc) among team members. If there are conflicts, then resolve them judiciously.

Providing job security to your team is also very important. At no point any team member should feel that his job is under threat either by your actions or by someone else actions.

Take care of your team beyond the work place. If any team member is facing a financial problem, then help him as much as you can.

Social Needs

It is the need to feel a sense of belonging and acceptance. Need to love and be loved by friends, intimate partner, family and social groups like your team.

To fulfil this need, there must be cordial relationship between you and the team and among the team members. A team member will not perform his best if he has considerable family problems. Try whatever you can to reduce his family problems. If you can't do much at least accept his problems and empathize with him. Try to reduce his stress by giving him a day off or engaging him in the sport he likes the most. Ask you team members to be as supportive to him as possible. All this will help.

People who have strong social needs should not be placed in a job where they have minimum interaction with people. They are the best for marketing or PR type jobs.

Esteem Needs

It is the need to get respect, recognition, fame and status.

Some people have stronger esteem needs than the other. You will have to identify those team members who have strong esteem needs and then find ways to fulfil those needs. For e.g. if a person is working very hard to get recognition among the team members and you are not giving him the recognition he deserves (by openly praising him or giving him promotion) then sooner or later his motivation level will go down and he will not give optimum results or worst will not perform and quit.

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Cognitive Needs

It is the need to understand, learn, discover and explore.

People who have strong cognitive needs should not be placed in a job which is monotonous and which doesn't offer any possibility of intellectual growth. Frankly speaking, people with strong cognitive needs are not suitable for event management jobs.

Self Actualization Need

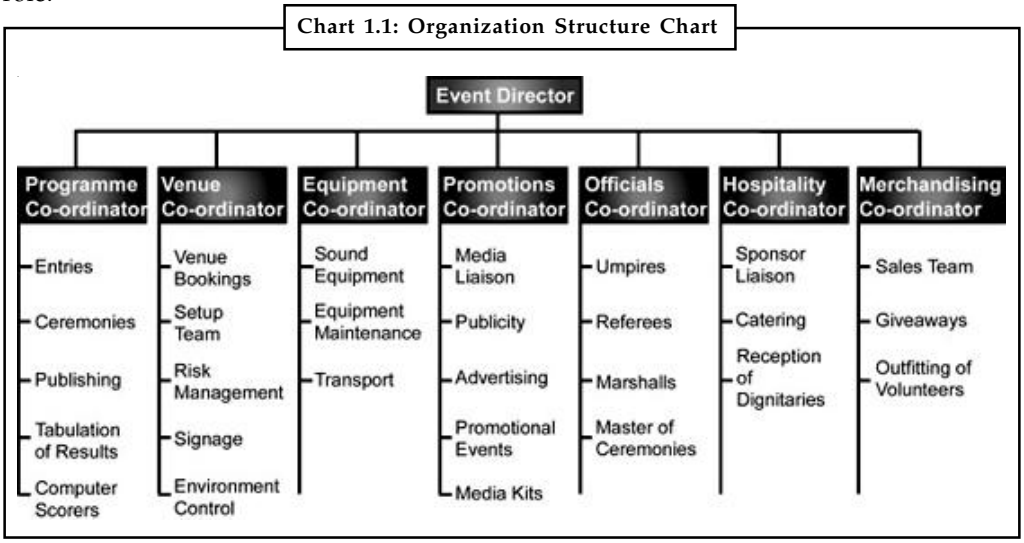
It is the need to be the best. It is the need to become everything, one is capable of becoming.

Very few people have such type of need. If you have some one in you team with this need, then you have both advantage and disadvantage. The advantage is that you can always expect optimum results from him. The disadvantage is that he will tirelessly seek for the position of leadership and if he didn't get it, then he will leave you soon and may even become your competitor.

1.8.1 Structure of an Event Management Team

The work involved in planning, organizing and conducting a major event can be sufficiently great to require the employment of a team of people. It may require people to be involved on a full-time, part-time, contractor, casual and voluntary basis over a considerable amount of time. The organization chart below indicates the magnitude and diversity of the team needed to run a major sporting event such as a National or State Championships. Smaller events will obviously require a much smaller team, and individuals in the team may be able to take on more than one role.

Chart 1.1: Organization Structure Chart



Furthermore, with small modifications, the same organisation structure could be applicable to running a different type of event such as a conference.

An important aspect of the above model is that each department has a coordinator. As exceptionally important people in the event management team, they should be identified and recruited as early as possible.

Coordinators should be a part of the organizing committee and collectively they will share in decision making processes with other people of event management team.

The selection of coordinators is usually on the basis of knowledge or expertise and sometimes because only one person volunteers for the task. Whether coordinators have expertise or not,

Notes

Event Directors need to appreciate that sport and recreation depends very considerably on the input of voluntary persons. Therefore systems should be put in place to recognize the contribution of volunteers and to provide non-monetary rewards. In consultation and close cooperation, the Event Director should develop and/provide a job description for each department head.

1.9 Event Management Information System

A basic Event Management Information System (EMIS) needs to contain information concerning the following:

- General Event Information: Event Category ID, Event Variation ID, Name, Type ID, Status, Location, the start date/time, end date/time, Required staffing, confirmations, available spaces, event description in brief and the employee ID of the event managers.
- Event Attendees: Attendee ID, First/Last Name, Title, Company Name, Address, Phone/ Fax/E-Mail, Website URL.
- Event Registration: Registration ID, Attendee ID, Employee ID, Event Category ID, Event variation ID, Registration date/time, Sales tax rates, Fee schedule ID, Registration fee.
- Event Category: Event Category ID, Event Variation ID.
- Employees and staff assigned to the Event: Employee ID, Name, Title, Phone/Fax/ E-Mail.
- Event Pricing: Fee schedule ID, Event ID, Fee Description Fee.
- Event Management Company Information: Setup ID, Sales Tax Rate, Company Name, Address, Phone/Fax/E-Mail, Default Payment Terms, Default invoice Description.
- Payment Records: Payment ID, Registration ID, Payment Amount/Date, Payment mode (credit card – name/expiry date/cheque/cash), Payment method ID.
- Payment Methods: Payment Method ID, Payment Method, Debit/ATM card and Credit card.

This system should be able to generate queries such as:

- the number of attendee at any given event,
- the sum of all payments,
- total registrations by an attendee etc.,
- Reports that should be available from this system are: attendee listings, invoices, sales by employee and event type.

The identity numbers are used to clearly distinguish between items and are usually unique and generated by the system automatically. It keeps track of relevant records such that there is no repetition and duplication of entries as well as keeping a sequential record of relevant fields such as attendees and registrations etc, ID's help in maintaining and generating records. This basic framework can be expanded to be a web-based system that can be accessed from any computer anywhere. Thus, giving greater control over information about the status of the event due to real time availability.

Notes

Self Assessment

State whether the following statements are true or false:

11. The organization of events is perhaps the primary activity of sport and recreation organisations.
12. Promotional events are not primarily organized for the benefit of the player or participant.
13. Business cannot achieve success when it is promoted well in public.
14. Teams are made up of individuals who have different outlooks and abilities, and are at different stages of their careers.
15. Team management refers to techniques, processes and tools for organizing and coordinating a group of individuals working towards a common goal.

1.10 Code of Ethics

Code of ethics promote and encourage the highest level of ethics within the profession of the special events industry while maintaining the highest standards of professional conduct. Strive for excellence in all aspects of our profession by performing consistently at or above acceptable industry standards.

Use only legal and ethical means in all industry negotiations and activities.

Protect the public against fraud and unfair practices, and promote all practices which bring respect and credit to the profession.

Provide truthful and accurate information with respect to the performance of duties. Use a written contract clearly stating all charges, services, products, performance expectations and other essential information.

Maintain industry-accepted standards of safety and sanitation.

Maintain adequate and appropriate insurance coverage for all business activities.

Commit to increase professional growth and knowledge, to attend educational programs and to personally contribute expertise to meetings and journals.

Strive to cooperate with colleagues, suppliers, employees, employers and all persons supervised, in order to provide the highest quality service at every level.

Lacking ethics in business is at an all-time high. In the event planning industry, business ethics are crossed frequently — sometimes inadvertently and other times with deliberate intent. Event planners today are navigating a mine-field of potentially sticky situations that can easily blow up in their face. Without a personal, professional and company code of ethics, lines of acceptable behavior are easily crossed.

Ethical employers want to ensure that their employees are above reproach, and that their decisions are not swayed by having received personal perks and favors. And employees want to ensure that they are not being perceived as having allegiances that can be purchased by a lunch, a gift or a getaway weekend. If a destination is selected, it is not payback for being invited on a farm trip or having had a personal vacation hosted, but because it is the right destination for the client. The same applies to the selection of a venue, hotel and airline, and the contracting of other industry suppliers such as caterers, decor companies, entertainers, photographers and rental companies.

Notes

Case Study

Q3 Develops a Database Driven Web based Application that Helps all Aspects and Working of the Organization of Events and Seminars to be Done Online

Q3's global sourcing model gives the maximum benefit to customers in terms of cost savings, improved quality, access to highly talented professionals, flexibility of operations and reduced time to market.

Company Profile

The Client is a US based broadcast network company that brings engaging live and on-demand medical education programs to hospital and community based health care professionals. The participants can register to Client's programs free of cost. The Client provides interactive access to CME certified and non-certified medical education programs across the country, covering a wide range of therapeutic areas.

Business Situation

Earlier, the Client managed all its events and seminars manually. This was a tedious task for the company. To overcome the problem of manual work involving too many man hours, the Client decided to automate its process. The Client wanted to have a database driven Web based application that will help the organization of events by allowing all aspects associated with the organization to be handled online.

However, this new demand of the Client was accompanied with greater expectation from the participants; becoming difficult for the Client to cater to all. At this time, the Client showed faith in Q3 and decided to hire its services.

Challenges

The challenges were to:

- Study the specifications given by the Client.
- Design database in such a way that it contains the required information in a normalized way.
- Create front end in Flash using Flex) which will communicate with back end (using Spring Framework) which is used by website part of the project also.

Technical Solution

Q3 came up with a dedicated team of developers and QA experts to bring up a technical solution for Client's requirements. The team of developers analyzed the requirements, investigated on the possibility of standardizing the product, designed the Web application as per Client's requirements, and finally came up with a solution that ensured all needs and objectives are covered. The QA team got involved from the very beginning to ensure desired quality and bug free software is provided timely including all the objectives laid by the Client.

Technologies

- Windows XP/Vista
- Eclipse Ganymede v3.4.1 - IDE

Contd.....

Notes

- iBator - Tool to generate DAOs, business objects, and SQL maps from DB schema
- Adobe Flex 3.2 SDK
- BlazeDS - Java remoting technology for communication between Flex and Java
- Adobe Flash
- Apache Ant - build and deployment
- Tomcat
- MySQL

Benefits

- The Client gained more popularity and trust of its customers.
- Earlier whole data was managed by Client in excel sheets. And fetching information from these excel sheets was a very tedious task which is now easily managed by the system.
- Users outside the organization can easily check for the upcoming events and register for those.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://casestudies.q3tech.com/case-studies/casestudy_event_management_solution.html

1.11 Summary

- Event management focuses on studying the intricacies of the brand, recognizing the target audience, devising the event concept, planning the logistics and coordinating the technical aspects prior to actually executing the modalities of the proposed event.
- There are five typical or traditional techniques used to promote events.
- These techniques include advertising, public relations, cross promotions, street promotions, and stunts.
- Event management is concerning organization and execution, and that is precisely where the money lies.
- Event can refer to a phenomenon, any observable occurrence, or an extraordinary occurrence.
- The term management of events therefore carries a totally different connotation when used in the context of events.
- Management theory would suggest that marketing is also a part of management.
- Management of an event encompasses all activities involved in planning, organizing, staffing, leading and evaluation of an event.
- The concept of Event management is all about applying project management to the creation and development of festivals, events and conferences.

Notes

- Environmental sensitivity is important for two major reasons. First, it is the right thing to do. When allocating scarce resources for an event, remember that no resource is as scarce as the environment in which we live, work, and play. Second, clients are increasingly requesting that every event meet or exceed certain environmental standards.
- Major corporations have been criticized by their customers for not demonstrating enough sensitivity to the environment.
- The design phase provides inspiration, it also expands and tests the limits of research.
- An invitation is an official offer to the consumer or guest to participate in your event.
- The organization of events is perhaps the primary activity of sport and recreation organisations.
- Promotional events are not primarily organized for the benefit of the player or participant.
- Business can achieve success only when it is promoted well in public.
- Teams are made up of individuals who have different outlooks and abilities, and are at different stages of their careers.
- Team management refers to techniques, processes and tools for organizing and coordinating a group of individuals working towards a common goal.

1.12 Keywords

Celebrity: A famous person, especially in entertainment or sport.

***Campaign*:** A series of things such as television advertisements or posters that try to persuade people to buy a product.

Organizing: It involves the description of the activities required for an event, identifying individual and team tasks and distribution of responsibilities to coordinators.

Controlling: Evaluation and correction of deviations in the event plans to ensure conformity with original plans is the gist of controlling.

Event: Event can refer to a phenomenon, any observable occurrence, or an extraordinary occurrence.

Event Management: Event management is concerning organization and execution, and that is precisely where the money lies.

Evaluation: Evaluation is an activity that seeks to understand and measure the extent to which an event has succeeded in achieving its purpose.

***Teams*:** Teams are made up of individuals who have different outlooks and abilities, and are at different stages of their careers.

Team management: Team management refers to techniques, processes and tools for organizing and coordinating a group of individuals working towards a common goal.

Concept of Event management: The concept of Event management is all about applying project management to the creation and development of festivals, events and conferences.

Invitation: An invitation is an official offer to the consumer or guest to participate in your event.

Notes

1.13 Review Questions

1. Define the term event.
2. Why events are needed in life?
3. What are the various types of events?
4. Discuss the Term Event Management.
5. What are the objectives of event management?
6. Identify the steps involved in Event Management Procedures.
7. Explain the Concept of an Event.
8. What is meant by the size of a Event?
9. What are the essentials of event management study?
10. What are five traditional techniques used to promote events? Explain each of them.
11. Write a short note on events for product launch.
12. What is team management?

Answers: Self Assessment

1.	Event management	2.	Event
3.	different	4.	management.
5.	evaluation	6.	concept of Event management
7.	Environmental sensitivity	8.	Sensitivity
9.	Design	10.	official offer
11.	True	12.	True
13.	False	14.	True
15.	True		

1.14 Further Readings

Books

Allen, J. (2000). Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events. Toronto, Ontario, Canada: Wiley.

Astroff, M. T., and J. R. Abbey (1995). Convention Sales and Services, 4th ed. Cranbury, NJ: Waterbury Press.

Baldridge, L. (1993). Letitia Baldridge's New Complete Guide to Executive Manners. New York: Rawson Associates, Maxwell Macmillan International.

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Bergen, M. T. (1988). How to Have Fun at Work: The Complete Employee Services/Recreation Handbook. Crete, IL: Abbott, Langer & Associates.

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http://en.wikipedia.org/wiki/Event_management

yellowpages.sulekha.com/Delhi

http://www.eventmanagement.in/

http://www.leoisaac.com/evt/index.htm

http://media.wiley.com/product_data/excerpt/36/EHEP0008/EHEP000836-1.pdf

http://www.csu.edu.au/__data/assets/pdf_file/0015/50190/Event_Guide.pdf

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Unit 2: Concept and Design of Events

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2.8.9 Amenities and Furnishings
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Objectives

After studying this unit, you should be able to:

- Know the functions of event coordinator
- Discuss the method to develop concept of an event
- Describe how to evaluate the event concept
- Explain the Design of an event
- Tell consideration for selecting an event venue

Introduction

The recent growth of festivals and events as an industry around the world means that the management can no longer be ad hoc. Events and festivals, for instance the Asian Games, have a large impact on their communities and, in several cases, the whole country. The industry now comprised of events of all sizes from the Olympics down to a breakfast meeting for ten business people. Many industries, charitable organizations, and interest groups will hold events of some size in order to market themselves, build business relationships, raise money or celebrate.

2.1 Event Coordination

Regardless of the type and size of your event, you should establish a formal "event committee" consisting of committed members who are clear about their skills and what they are prepared to contribute. One person should lead the project as the Event Coordinator.

The event coordinator will need to be well organized, a good leader with great communication skills and able to generate enthusiasm. It is their responsibility to keep track of the event as a whole and to assign tasks to the event committee.

The event committee may consist of other members of your organisation, members of other organisation if it is a joint event, volunteers and other interested parties. The size of the committee is dependent on the size and complexity of the event.

One person needs to lead and make the final call on all decisions and take on the overall responsibility of the event and should be clear to all that are involved with the event. This should be the Event Coordinator.

Task Gather the information on responsibilities of event coordinator.

As early as possible outline the responsibilities of each member, their tasks, their deadlines, the resources available to them, reliance on other members for support and any interdependency of tasks. Open and clear communication is necessary to ensure tasks are completed.

Notes

2.2 Developing an Event Concept

The key questions to ask at early developmental stage are:

1. What is this event for?
2. What form will it take?
3. When and where will it be held?
4. How will the event benefit participants?
5. What could be barriers?

Events Concept intervenes as consultant, coordinator and creator of unique event projects for corporations, institutions and government bodies.

Deploying a direct link between the brand and it's different audiences: internal, B2B, B2C and consumer, Events Concept creates a global and holistic approach that differentiates!

In developing a concept for your event you need to determine the reason you are holding the event. Typical reasons for hosting an event include to celebrate, increase sales or to raise money for charity. Raising money for charity is an interesting concept and many business connect a charity to an event hoping it will encourage people to pay a higher price to attend or encourage more people to attend the event – this rarely is the case, particularly in a market that is saturated with many worthwhile charities.

Charities who run an event for themselves will find at the end of the day the work and insurance requirements versus the income received do not balance. Raising dollars for charities needs to be managed efficiently and effectively.

Once the primary reason for holding the event has been defined the event manager should then develop clear objectives for the event. This may include raising a defined amount of money; having a level of attendance; converting new customer or up-selling to current customers; gaining publicity or creating a WOW factor that will be talked about long after the event.

With a clear understanding of an events objectives, it is possible to bring together key stakeholders and brainstorm on the creative of your event including name, branding, promotional opportunities, the type and style of the event; date; venue; theme; activities that may take place at the event; entertainment; speakers and master of ceremonies that you may use. This is the time to think outside of the square – do not place boundaries on you or your event until you start piecing together all of the logistics. Be creative and if you think you are not creative include people who are creative.

You will now have your event concept; it is creative but will also meet the objectives that have been set for the event. With a clear concept in place the next step will include planning and budgeting. It is at this stage that you need to think of absolutely everything you will need to make your event happen. Start talking to your event manager and suppliers including venue, caterers, decorators, and entertainers – everyone that you will need to utilise to bring your event together and make it happen. If your suppliers are good they will troubleshoot some of the issues for you and often give you solutions.

Is your proposed date going to clash with a public holiday, school holiday, religious ceremony or other event held on the same day that will mean your proposed audience will not be able to attend?

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It is in the planning stage that you need to start taking notice of the barriers that will stop your event from looking the way that you want it to. How are you going to get around or smash through the barrier? Any changes to the way that your event looks must not compromise your objectives or standards of your company.

Caution When planning an event the date is often overlooked and the importance taken for granted.

With thorough planning and detailed implementation your event will be a success. Visionary events and marketing can assist with concept development, planning and implementation of your event. We can do some or your entire event – whatever additional resources you need to make it happen! Our event management packages are excellent value and are affordable for any organisation to utilise.

The key to creating an excellent event is to make sure that the concept you have developed will achieve the objectives and also appeal to your audience. If you get this right you are on the way to creating a successful event.

Task How will you create a successful event?

2.3 Evaluating the Event Concept

Some general suggestion for avoiding weather problems is the timing of the event is often linked to the season or the weather. For example, a food-and-wine festival would be better programmed for early autumn than for mid-summer when the heat would be intolerable for both the audience and the vendors. And mid-winter is certainly not the time to hold a flower show. Although this might seem obvious, it is surprising how often events are programmed to occur at very unsuitable times. The timing of sporting events is of course limited to the sporting season and their traditional competitions. Broadcasting the event to international audiences is another consideration.

Evaluation of an event concept must take into account the following four time related factors:

1. Season
2. Day of the week
3. Time of the day
4. Duration

Depending on the type of event, too much snow or not much snow in the case of an outdoor winter festival could determine the success of an event. Rain or high temperatures can affect summer festivals. Events that are scheduled too close to holidays or to other community events may have poor attendance. Certain times of the year seems to have an over supply of events. Wise event planners take into consideration the time of the year, normal weather patterns and already scheduled events that may draw attendees away.

Self Assessment

Fill in the blanks:

1. The recent growth of festivals and events as an industry around the world means that the management can no longer be .....

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2. The event ..... will need to be well organized, a good leader with great communication skills and able to generate enthusiasm.
3. The event ..... may consist of other members of your organisation, members of other organisation if it is a joint event, volunteers and other interested parties.
4. The size of the committee is ..... on the size and complexity of the event.
5. It is in the ..... stage that you need to start taking notice of the barriers that will stop your event from looking the way that you want it to.

2.4 Major Consideration for Selecting an Event Venue

1. Size of the event (including the size of the audience)
2. Layout of the site and its suitability for the event
3. Stage, field of play or performance area
4. Transport and parking
5. Proximity to accommodation and attractions
6. Supply issues for goods and services providers, such as caterers
7. Technical support
8. Venue management

An inspection of the site should reveal any limitations, the aspects to consider include:

1. Compatibility with the event theme
2. Audience comfort
3. Visibility for the audience (line of sight)
4. Storage areas
5. Entrances and exits
6. Stage area (where relevant)
7. Equipment
8. Safety and security
9. Access for emergency vehicles.
10. Evacuation routes

In viewing a potential event site, there are three major stake holders who need to be considered and whose perspectives could be quite different: the performers, the audience and the organizers. Performers mean those in the limelight, whether this involves providing an educational talk, dancing in a parade, presenting an award. Performers have some specific needs that are fundamental to their success, such as the level of intimacy with the audience (often the result of distance from the audience) or the volume of the sound. Secondly the audience has needs, the primary one being to see what is going on. The level of lighting and sound, as well as access to and comfort of the seats also contributes to audience satisfaction. Catering and facilities are generally secondary. Finally from a management perspective, the venue must help to minimize risks such as adverse weather, power failure, accidents and emergencies.

Your role now is to ascertain that the conference runs smoothly and any difficulties that may arise are handled efficiently and promptly. It is very wise to allocate a sufficient number of

Notes

people to assist you on the day. Ensure your team members understand their responsibilities and tasks on the opening day of the conference. Hold a rehearsal to confirm arrangements and identify areas that may need further planning.

Caution Always keep your contingency plan handy.

2.5 Event Design

It means, how is the event going to happen. The administration of a professional event is the first competency that must be mastered in the certified special events professional body of knowledge. Comprehensive administration is the foundation for all successful events. The administration of an event provides you and the stakeholders with data with which to design the dream that will produce the deliverables you desire. The term event originated from the Latin term e-venire. E in Latin means "out" and venire means "come." Therefore, events are, in fact, "outcomes." During the administration process the event manager must make certain that data identified during research are used to drive the design and ultimately to produce the measurable outcomes required by event stakeholders:

Research (data) + Design = Planned Successful Outcomes

Research without the important phase of design will result in a dry, one dimensional and perhaps boring event. To produce a multidimensional and multisensory event experience that transforms guests, you must research as well as design the event outcome. The research and design phases ultimately produce the tools with which you can construct a blueprint of the event plan. The final event plan is, in fact, a direct reflection of the research and design phases.

Your role now is to ascertain that the conference runs smoothly and any difficulties that may arise are handled efficiently and promptly. It is very wise to allocate a sufficient number of people to assist you on the day. Ensure your team members understand their responsibilities and tasks on the opening day of the conference. Hold a rehearsal to confirm arrangements and identify areas that may need further planning. Keep your contingency plan handy.

2.5.1 Inside the World of Event Design

A successful decorator must offer a full range of services and products to be successful. Hargrove, Inc. will rent out a single prop or create an entirely new themed event. This diversity has proven successful for over 40 years. Although there are millions of new decorating ideas for special events, not all of them are practical. Therefore, it is always important to consider the following when choosing decorations:

1. What will the venue (site, building) allow in terms of interior/exterior decor?
2. What are the policies regarding installation? What are the policies or laws of the local municipality regarding decorating materials?
3. What is the purpose of the decor?
4. Are you conveying a specific theme?
5. Is there a specific message?
6. What period or style are you attempting to represent?
7. What are the demographics and psychographics of your attendees?

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8. Are they spectators or participants?
9. What are the budgetary guidelines for the decor?
10. How long will it be in use?
11. Which existing scenic pieces can be modified to fit your theme or convey your message?

2.5.2 Decor Costs

When hiring a design professional for an event, expect to cover not only the cost of labour, delivery, and the actual product, but also the consultation fee of the designer. In some cases this consultation fee may be included in the final bid for the job. If you are soliciting many different proposals, it is best to outline your budget range for the project to the prospective designers up front. This openness may dictate the selection of products for your event. Labour is a major component of design charges because the designer-decorator's craft is so time consuming.

The complexity of the design will affect costs, as will the amount of time available for installation. The longer the time allowed for installation, the fewer persons required. Allow enough time for the designers to do their work from the very beginning, alleviating the need for extra last-minute labour to complete the job. While many variables are involved in pricing decor, a typical margin of profit above the direct cost of materials and labour is 40 percent. This does not include the general overhead associated with running a business, including insurance, rent, promotion, vehicles, and the like. Therefore, today's designers must be very careful when quoting prices to ensure that costs are recovered adequately and allowing for a profit. When purchasing design services, remember that each designer possesses a unique talent that may be priceless to your particular event. This perception of value may, in your estimation, overrule the pricing formulas described above.

2.5.3 Developing and Implementing the Design for your Event

Once the design has been developed and the plan finalized, the two must be merged to begin the implementation process. During the coordination phase we arrive at the intersection of research, design, and planning and through the convergence of these three places begin to operationalize the event itself. The coordination phase provides us with the opportunity to see the results of our early labors in research, design, and planning. It is also the opportunity to ensure that we preserve the integrity of our early efforts. Too often, changes are made during the coordination phase that affects the outcome of the event negatively because they do not preserve the integrity of the design and planning process. One technique for ensuring that you continually preserve the integrity of your event design is to appoint one person to monitor the coordination and make certain that there is a obvious relationship between the design, plan, and the final version of the event. Another method is to develop a series of written or graphic cues, such as design renderings or goals and objectives to make certain the stakeholders hold fast to the early vision of the event.

2.5.4 Purposes of Event Technology

Whether the purpose of your event is to educate or entertain or perhaps both, the technology that you select will help you best achieve your goals and objectives. In the conference event field you may select slide projectors, overhead projectors, a TelePrompter, or perhaps one microphone to improve communications between the presenter and the participant. The entertainment field may require theatrical lighting and special effects such as fog, laser, or strobe lights. Other fields will require different technology, however, ultimately the purpose of the event will determine

Notes

the final selection and coordination of the event technology. Table 2.1 provides a guide for general use in selecting equipment for the event style and purpose.

Table 2.1: Matching Technology to Style and Purpose

Style	Purpose	Technology
Civic	Attract attention	Special effect: pyrotechnics
Conference	Communicate Audiovisual: video magnification Focus Lighting: key lighting of lectern	
Education	Build retention	Audiovisual: interactive CD
Entertainment	Attract	Sound and lights: announce and chase
Exposition	Educate	Video: product description
Festival	Communicate	Sound: public address
Reunion	Excite	Audiovisual: slide show of guests

2.5.5 Audiovisual Effects

The term audiovisual was probably coined in the 1950s, when schools, and later businesses and then associations, used slide and overhead projectors for instructional purposes. During the 1970s this technology expanded rapidly with more sophisticated audio tools as well as video enhancement due to the invention of video projection systems. Indeed, today dozens of audiovisual tools are available for use by event managers. However, you should concentrate on those 10 tools used most often in the production of civic, entertainment, expositions, festival, and conference events. These tools are readily available in most event markets or may be obtained from nearby larger markets.

Audiovisual projection is divided primarily into two projection fields: visual and audio. The tool and its power depend on the factors described in the checklist above. Audience size, distance, the age, and type of attendee are critical considerations when selecting a tool. The right tool will make your task easier and more enjoyable for your guests, and the improper tool will cause you frustration and irritate your guests. Therefore, when selecting audiovisual tools for an event, refer to the checklist to check and balance your decision. Digital images are rapidly replacing traditional photography in the event management production industry.. Monitor industry publications such as Event World and Special Events magazine to stay current with the latest technological advancements in the audiovisual field.

Did u know? Today's slide projector is rapidly being replaced by the notebook computer loaded with hundreds of slides and entire educational programs, including music and video.

2.6 Themed Events

The theme party or theme event originated from the masquerade, where guests would dress in elaborate costumes to hide their identity. From these masquerade events a variety of themes were born. Today, it is typical to attend western, Asian, European, South and Central American themed events, as often themes are derived from destinations or regions of the country or world. An important consideration when planning theme parties is to understand the history of

Notes

the group. Themes can be overused and it is essential that you rotate themes to maintain the element of surprise. When planning theme parties, ask your client the following questions:

1. What is the history of your theme parties? What did you do last year?
2. What is the purpose or reason for this event?
3. Is there a specific theme you wish to communicate?
4. To convey the theme, is food and beverage, decor, or entertainment most important for your group's tasks?
5. Remembering that first and last impressions are most important, what do you want the guests to most remember from this event?

The answers to these questions will provide you with ample instructions to begin your planning of a terrific themed event. When selecting a theme, make sure you are certain that the theme can be communicated easily and effectively through decor, entertainment, food and beverage, and of course, invitation and program design.

2.6.1 Big Theme Success with Small Budgets

Even the slightest budget can enjoy big results through a carefully planned theme event. First, you must decide what elements are most important because it is not likely that you will be able to fund equally everything you desire. If your guests are gourmets, the largest percentage of the budget will be dedicated to food and beverage. On the other hand, if they are creative, fun-loving people who are only slightly interested in the menu, you will want to shift your expenditure to decor and entertainment. Make certain that the first impression (entrance area) is well decorated, as this not only sets the tone for an event but is often the most photographed area. Next, include a series of surprises, such as a dessert parade or the arrival of a guest celebrity as your auctioneer, to keep guests on the edge of their seats.

Finally, share your resources with others. Check with the director of catering at the hotel and find out if other groups are meeting in the hotel before, during, or following your stay. Ask for permission to contact their event manager and determine if you can produce the same event and split the costs for decor and entertainment. You will find that you can afford 50 percent more by allocating your scarce resources in this manner.

2.6.2 Trends in Theme Events

When designing interactive events, keep in mind the safety of the participants. Alcohol will, of course, increase the margin of risk for a guest. Some event managers require guests to sign hold harmless waivers to acknowledge the risk involved with the activity. Your event environment is the opportunity to explore dozens of opportunities in decor, entertainment, and other elements to make every moment unique and memorable. Every event manager has basically this same opportunity.

But understanding how the various pieces fit together to solve the puzzle that is the event environment, you provide a finished picture that will be remembered by your guests for years to come. Your ability to design, balance, and mold this collage will be rewarded by the guests' total immersion in the environment, leaving an indelible impression for many years. Remember, this is one reason you are so valuable. You are the artist and scientist who makes and plans this unique moment in time.

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2.6.3 Designing the Event Environment

Like a playwright who molds his or her play to create a setting that a theater's limited confines can accommodate, event managers face a similar challenge each time they are called upon to create an environment. Whether the site is a palatial mansion or a suburban park, the challenges remain the same. How can the site be adapted to meet the needs of guests? Ballrooms with their four bare walls, department stores filled with products, and even main streets upon which parades are staged offer the same problems and opportunities as those confronting playwrights and set designers.

When creating an environment, the special events professional must again return to the basic needs of the guests. The final design must satisfy these needs to become successful. Lighting, space, movement, decor, acoustics, and even such seemingly mundane concerns as rest rooms all affect the comfort of the guests and so play vital roles in creating a successful environment.

Self Assessment

Fill in the blanks:

6. In viewing a potential event site, there are three major stake holders who need to be considered and whose perspectives could be quite different: the performers, the audience and the .....
7. ..... mean those in the limelight, whether this involves providing an educational talk, dancing in a parade, presenting an award.
8. The ..... has needs, the primary one being to see what is going on. The level of lighting and sound, as well as access to and comfort of the seats also contributes to audience satisfaction. Catering and facilities are generally secondary.
9. From a management perspective, the ..... must help to minimize risks such as adverse weather, power failure, accidents and emergencies.
10. The theme party or theme event originated from the masquerade, where guests would dress in elaborate costumes to ..... their identity.

2.7 Five-card Draw: Playing the Five Senses

When attempting to satisfy the needs of guests, remember that the five senses are most powerful tools. Like five winning cards in the event manager's hand, combining the five senses—tactile, smell, taste, visual, and auditory—to satiate the needs of guests is the primary consideration when designing the event environment. The olfactory system creates instant emotional and creative reactions within your guests. In fact, smell may generally be the strongest sense in terms of generating emotional response; however, this will vary among individual guests. Therefore, as the event manager you must actively seek to employ in your environmental design elements that will affect all the senses.

Just as some guests are sensitive to certain stimuli, such as smell or auditory, other guests have a primary sense that they rely upon. Due to the influence of television, many baby boomers may rely primarily on their visual sense. When designing the environment, this is important to recognize when you are trying to communicate your message quickly. Use the senses as instruments to tune the imagination of guests.

Be careful to avoid playing sharp or flat notes by overdoing it. Find the perfect sensory melody and guests will become involved in your event creatively and emotionally.

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The following procedures will enable you to survey guests to determine their level of sensitivity as well as their primary sensual stimuli in order to create an effective event sensory environment.

1. Use a focus group to determine the primary sensory stimuli of your guests.
2. Identify any oversensitivity or even allergies guests may have that could be irritated by certain sensory elements.
3. Use the draft diagram of the event environment to identify and isolate the location of certain sensory experiences.
4. Share this design tool with typical guests and solicit their attitudes and opinions.
5. Audit the venue to determine the preexisting sensory environment and what modifications you will be required to implement.

2.7.1 Soundscaping

To communicate with the guests at an event, you must design a sound system and effects that are unique and powerful enough to capture their attention. Do not confuse powerful with loud, however. Poignant background music at a small social event has as much power as a booming rock beat at a retail promotion. As with other components of event production, successful use of sound requires gauging and meeting the needs of the audience. Sound by itself is a most powerful sensation. The eyes can deceive, but the way in which others speak and the thoughts they share reveal much about personality and intentions. Sound unlocks our imagination and allows us to visualize images buried in our subconscious.

When planning the sound design for your event, many questions need to be considered. What is to be the dominant sensory element for the event? Sound may be the dominant sensory element for your event.

Example: if live music or extensive speeches are the major component of your event, your investment in high-quality sound production may be paramount.

How will sound help support, reinforce, or expand the guests' perceptions of the event? Consider the theme of your event and devise ways in which sound can be used to convey that theme to the guests.

Example: if you are planning a Polynesian theme event, the use of recorded island-type music at the entrance will help communicate that theme.

Are the architectural conditions in the venue optimal for sound reproduction? This question is most important considering the number of new sites being created every day. The majority of these sites were not designed for optimum sound reproduction, and the event planner or sound designer must therefore consider how to improve the sound conditions in the venue. In the five special events markets, sound design, like lighting, is growing tremendously. In the social market, not only are live bands used more than ever, but with the addition of new electronic instruments, the repertoire of a small live band can be increased manifold. Moreover, the rise of the disc jockey format and the more frequent use of videotape necessitates that the sound quality must be better than ever before. As the sophistication of the audio components available to the average consumer has increased, the sound systems for retail events have had to improve in quality as well to match the sound many guests can experience in their living rooms. Whether it be a fashion show or a visit with Santa, excellent sound is required to give the event credibility and value in the eyes (or ears) of the guest. Millions of dollars' worth of merchandise may be on display, but if the sound system is poor, the guest perceives less value and is less inclined to buy.

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Meetings and convention events also place more significance on sound reproduction for their programs. Gone are the days when a meeting planner was content to use the hotel house speakers for live music. Today, many musical groups carry their own speakers, mixing boards, and operators.

2.7.2 Visual Cues

Baby boomers and subsequent generations, raised in front of television sets, may require strong visual elements to assist them with experiencing your event. This includes using proper signs to orient the guest and provide clear direction. Additional visual elements that must be considered are the proper and repetitive use of key design elements such as the logo. A logo is the graphic symbol of the organization sponsoring the event. Not only must this symbol be represented accurately, but it must always appear in the same manner to benefit from repetitive viewing and establish consistency to promote retention.

2.7.3 Touch

Whether you are considering the cloth that will dress the banquet table, the napkins, or the printed program, touch will immediately convey the quality of the event environment. To establish this sense, use several different textures and while wearing a blindfold, touch the various elements to determine what feelings are promoted. When handling the cloth, do you feel as though you are attending a royal gala or a country picnic? When holding the program, are you a guest of the king or the court jester? Use this blindfold test to help you narrow your choices and effectively select the right fabric, paper, or other product to properly communicate the precise sense of touch you desire.

2.7.4 Smell

Earlier we discussed the use of a perfume such as Jungle Gardenia to stimulate the sense of memory through smell. Remember that throughout the event environment a series of smells may be present that will either create the correct environment or confuse and irritate the guest. When conducting the site inspection, note if the public areas are over deodorized. This smell is often a clue that these chemicals are being used to mask a foul smell. Instead, you may wish to look for venues whose aromas are natural and the result of history, people, and of course, natural products such as plants and flowers. Some people are extremely sensitive to strong odors.

Therefore, when using the sense of smell, do not overdo it. Instead, establish neutral areas where the smell of a scented candle, flowers, or food odors is not present, to provide the nose with a respite from this stimulation. However, establishing individual areas that have a strong aroma of pizza baking or chocolate melting is also important to both attract and convey the proper atmosphere. You may, for example, wish to incorporate the smell of barbecue into your western-themed event or pine trees into your Christmas wonderland. Again, when establishing these areas of smell, try and isolate them so that the guests can return to a neutral zone and not feel overwhelmed by this sense.

2.7.5 Taste

The sense of taste will be discussed later; however, the event manager must realize that the catering team members play a critical role in establishing a strong sensory feeling for the event. Consult in advance with the catering team and establish the goals and objectives of the food presentation, and then determine how best to proceed in combining the other four senses with the sense of taste to create a total olfactory experience for the guests. Keep in mind the age, culture, and lifestyle of the guests. Older guests may not be as sensitive to taste, whereas other guests may require spicier food combinations to engage the sense of taste. The taste sense

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historically has been linked with a strong sensual experience. Play the taste card for all it is worth and you will transform guests from spectators to fully engaged participants who will long remember the succulent event you have designed.

Notes **Blending, Mixing and Matching for Full Effect**

Make certain that you carefully select those event design sensory elements that will support the goals and objectives of the event. Do not confuse or irritate guests by layering too many different senses in an effort to be creative. Rather, design the sensory experience as you would select paint for a canvas. Determine in advance what you hope to achieve or communicate and then use the five senses as powerful tools to help you accomplish your goals.

2.8 Bells and Whistles: Amenities that make the Difference

Once you have established the atmosphere for your event environment and satisfied the basic needs of all guests, you have the opportunity to embellish or enhance their experience by adding a few well-chosen amenities. An amenity is best defined as a feature that increases attractiveness or value. In today's added value-driven business environment, amenities are more important than ever before. These amenities may range from advertising specialty items given as gifts at the beginning or the end of the event, interactive elements such as virtual environments, and even child care.

A popular way to stretch the budget is to transform the guests into décor elements. This is accomplished by distributing glow-in-the-dark novelty items such as necklaces, pins, or even swizzle sticks. As guests enter the darkened event environment, their glowing presence suddenly creates exciting visual stimuli. Firms such as Liquid Light in Los Angeles specialize in customizing these items with the slogans, logo, or name of the sponsoring organization. Another effective amenity that is growing in popularity is the virtual event environment. Using virtual reality software, guests are able to experience many different environments at the same time. Wearing specially constructed goggles, the guest is propelled visually to the top of a skyscraper, where he or she does battle with evil demons or may stroll casually through a virtual trade show environment pausing to visually inspect a variety of different booths. These systems have become integral to the success of high-tech industries and are gaining in importance in assisting guests in maximizing their time while at an event by providing the opportunity to visit several different environments in a short time period.

Whether dealing with glow-in-the-dark jewelry or virtual reality software, the needs, wants, and desires of guests must be evaluated consistently to determine if the communications media you are using are effective and efficient. Using feedback from specific populations will help you achieve this purpose rapidly.

2.8.1 Identifying the Needs of your Guests

Once you have gathered all the quantitative data from the site inspection, it is time to analyze your findings and determine what implications emerge for your event environment design. Most important considerations include the legal, regulatory, and risk management issues that are uncovered during site inspection.

2.8.2 Implications of Size, Weight and Volume

Let us assume that your design requires massive scenery and that the ingress to your venue is a door of standard width and height. How do you squeeze the elephant through the keyhole? The

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answer is, of course, "very carefully." Seriously, make certain that your design elements can be broken down into small units. Using component parts for the construction process will enable you to design individual elements that will fit easily through most doorways. Weight is an important consideration, as many venues were not built with this factor in mind. Before bringing in elements that have extraordinary weight, check with the facility engineer to review the construction standards used in the venue and then determine if the stress factor is sufficient to accommodate your design. Furthermore, shifting weight can cause serious problems for certain venues. Therefore, if you are using a stage platform and simply placing a heavy prop, you may not experience any problems. However, if on this same platform you are showcasing 50 aerobic dancers performing high-energy routines, the platforms may not be sufficiently reinforced to handle this shifting weight. In addition to reviewing the stress weight that the area can accommodate with the engineer or other expert, conduct independent tests yourself by actually walking across the stage or examining the undergirdings to ensure that what goes up will not come down.

The final consideration is volume. The fire marshal determines the number of persons that can be safely accommodated in the venue. You, however, greatly influence this number by the seating configuration, the amount of decor, and other technical elements that you include in the final event environment. Less equals more. Typically, the fewer design elements you incorporate, the more people you can accommodate. Therefore, when creating your total event design, first determine the number of people you must accommodate. Subtract the number of square feet required for the guests and the remainder will determine the volume of elements that contribute to the event environment.

Example: Calculating and Sizing the Event Environment

1. Identify the total number of persons and multiply the square feet (or meters) required for each person. For example:

   100 couples × 10 square feet per couple = 1000 square feet

2. Subtract the total number of square feet required for the couples from the total space available. For example:

   2000 square feet available for dance floor – 1000 square feet required by couples = 1000 square feet available for props, tables, chairs, and other equipment

Do not do this in reverse. Some event managers create a lavish design first, only later to find that the number of guests will not allow them to install this design.

2.8.3 Securing the Environment

Just as the fire marshal is responsible for determining occupancy, the police and local security officials will determine how to secure an environment to reduce the possibility of theft or personal injury. When considering the theme and other important design elements, remember that people will be walking under, over, and within this environment, and their safety must be paramount in your planning. Providing adequate lighting for traversing the event environment, securing cables and other technical components with tape or ramps, and posting notices of "Use Caution" or "Watch Your Step" are important considerations when designing beautiful as well as safe event environments. Theft, sadly, is a major concern in designing an event environment. Do not make it easy to remove items from the event environment. Secure perimeter doors with guards or provide bag check stations at the entrance to discourage unscrupulous persons from easily lifting valuable event elements. This is especially important when designing expositions where millions of dollars of merchandise may be on display for long periods of time. Furthermore, do not allow event participants to store merchandise or personal goods such as purses in public areas. Instead, provide a secure area for these elements, to ensure a watchful eye.

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2.8.4 Transportation and Parking Factors

The venue may or may not provide easy vehicle ingress. Therefore, well in advance you must locate the proper door for load-in of your equipment, the times the dock is available for your deliveries, and other critical factors that will govern your ability to transport equipment and park your vehicles. Another consideration for transportation relates to approved routes for trucks and other vehicles. Once again, confer well in advance with transportation and venue officials to determine the most efficient route. Whether you are parking your vehicles in a marshaling facility or on the street, security must be considered as well as easy access. Some venues may not be located in the safest of neighborhoods, and therefore securing your vehicles and providing safe and fast access to them are important. Well-lit fenced-in areas are best for parking; however, the proximity of the vehicles to the loading area of the venue is the prime concern.

You may think that transportation and parking have little to do with creating a proper event environment, but these two considerations should be given significant attention. Many events have started late or suffered in quality due to late or lost vehicles and inefficient load-in operations. Remember, you may design the most incredible event environment, but until it is shipped, loaded in, and installed properly, it is only your idea. Proper transportation and installation will turn your idea into a dynamic event environment.

2.8.5 Manage the event Environment and they will Come Back

Understanding the basic needs of the guest is of paramount importance, especially when you are working with a smaller budget than you would like. In circumstances where the budget is severely restricted, there are ways, using your imagination, to stretch limited funds. Use your budget to enhance the beginning and the end, as these are what the guest will most remember. Following are some considerations for managing the design of an event environment.

2.8.6 Entrances and Reception Areas

The event manager must immediately establish the theme of the event with environmental design. The use of proper signs, bearing the group's name or logo, and appropriate decor will reassure guests that they are in the right place. Consider the arrival process from the guests' point of view. They received the invitation some time ago and probably did not bring it with them to the event. Therefore, they are relying on memory to guide them to the right building and the right room. Once they have located parking, they ask the attendant to direct them to XYZ event.

The attendant is rushed, having to park several hundred cars for perhaps as many as six different functions and cannot recall the exact location of the affair. Should the guests stumble upon your site and not recognize it because the logo is absent or the entrance does not communicate the theme of the party, they will become confused and lost. Providing your own personnel in costume or professional wardrobe will help guests locate your event, as will proper signage. Upon arrival, guests should have an "Ah-ha!" experience, knowing that they have arrived at the right place at the right time. You can offer guests this experience and create a positive impression by proper design of the reception area at which they are greeted. When guests must wait in long lines, they often begin to resent the event or its hosts. You must plan for these delays and offer solutions.

2.8.7 Function Areas

The reception area may create the first impression, but the main function area will determine the effectiveness of the overall design. This is the area in which guests will spend the most time, and this is the area where your principal message must be communicated to guests in a memorable manner. Traditional space designs are currently being rethought by meeting planners as well as psychologists to develop a more productive environment.

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2.8.8 Innovative Sites

The purpose of creatively designing your environment is to provide a dynamic atmosphere within which your guest may experience the event. Nonetheless, the event planner is increasingly faced with the challenge of finding innovative, creative environments in which to stage their events. Curators of museums and public buildings in record numbers throughout the world have begun setting fees and offering their buildings to groups that wish to host a reception or meeting in a novel atmosphere. With these new opportunities for use of public space come increased challenges for decorators, who must now cope with the increased demand for atmospheric props in place of flats, banners, murals, and other more traditional scenic devices. Use this list to brainstorm with your event stakeholders to determine the best venue for your next event. The possibilities for exciting, innovative, and offbeat event sites are infinite. It is important, however, that your selection be logical and practical in terms of location, parking, setup, budget, and use of space.

Wherever you turn, you will find new products and new services available to help you transform an environment for a creative special event. Many unusual products can be found at gift shows (trade shows featuring new and unusual gift items), antique stores and shows, flea markets, used and classic clothing stores, hotel closeout sales, and other businesses selling off stock.

2.8.9 Amenities and Furnishings

The possibilities for linens, silverware, glassware, centerpieces, and even costumes for servers are greater in the profession today than ever before. Sites, sources, and suppliers for these items can be found in journals such as Event World, Special Events, and various industry newsletters.

Notes **Edible Centerpieces and Displays**

The centuries-old European custom of including elaborately designed food displays as part of the decor is finally becoming popular. This important area of setting design can range from fancy carved crudités for the hors d'oeuvres to elaborate centerpieces carved from thick dark chocolate. Today's special events professionals are as concerned with the aesthetic appeal of food selections as they are with taste. When incorporating food into an overall design, remember that ultimately, most food is intended to be eaten. The display must be accessible to guests and still look appealing after guests are served. If possible, a server should offer the first guests who visit the display a serving of the decorated or carved item. This will help encourage other guests to help themselves. You may wish to prepare two versions of an item: one for show on an elevated, lighted platform, and one for serving, placed within reach of guests. This will allow every guest to appreciate the work of your culinary artists throughout the event.

2.8.10 Decorating the Environment

The decorating profession has undergone a rapid transformation than ever earlier. Today, making it lovely involves a specialized professional in touch with the latest styles and products with which to create specific environments that will satisfy guests' individual needs. Today's designers are creating more profound, if only temporary, works of art to frame special events. Sixty years ago special events were most often held either in private rooms, private clubs, churches, public sites, or hotels. Modern decorators are faced with the challenge of turning almost any conceivable space into a suitable environment for a special event.

From football fields to tractor–trailers, today's decorators must display more imagination, creativity, and skill than ever before to keep pace with changing styles and trends. The designer/decorator's craft is one of transformation.

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Regional customs and geographic location may determine to some extent what types of products are used for some events. But expanded delivery services, which allow suppliers to express-mail almost anything overnight, have enabled designers and decorators to obtain almost any product for a special event, regardless of location.

One challenge that decorators face is designing an environment that will satisfy both primary and secondary audiences. Creating designs and products that will translate to television, film, and still photography is becoming increasingly important. Consequently, when formulating design ideas, consider both the primary and secondary audiences—who will view this event and in what format? Perhaps the design will be detailed in such a way that it will show well in close-up photography.

Many stock decor items available in today's events marketplace did not exist 60 years ago. Synthetic fibers and plastics have become increasingly sophisticated, enabling the fabrication of countless imaginative pieces. Even as these lines are written, products continue to be developed, providing greater selection at lower cost. Trying to describe all the products and techniques available to the event practitioner is impossible. The following discussions will introduce you to some of the more popular products and the imaginative ways that some innovative special events planners use them. Their continual exploration of new ways to satisfy clients' needs is the ultimate key to creative design.

Interactive Decor

Today's guests want to be more than just spectators at a special event—after all, movies and television provide plenty of opportunities to watch fantastic special effects and see gorgeous set designs and wonderful performances. To provide more than just a passive viewing experience, the event designer must create an environment that allows the guests to participate—to be actors in the decorator's dream world.

At this point it is sufficient to understand the significance of creating a design that will meet the needs of the guests. Today, any site can be transformed through decor, using a variety of products and techniques. Regardless of the site and the decoration details, however, the designer's objective remains the same: satisfying the guests. To accomplish this goal, the designer must involve the guests in the event as much as possible through their senses, their activities, and their emotions.

Self Assessment

State whether the following statements are true or false:

11. When attempting to satisfy the needs of guests, remember that the only four senses are important.
12. Like five winning cards in the event manager's hand, combining the five senses—tactile, smell, taste, visual, and auditory—to satiate the needs of guests is the primary consideration when designing the event environment.
13. The olfactory system creates instant emotional and creative reactions within your guests.
14. The reception area may create the first impression, but the main function area will determine the effectiveness of the overall design.
15. Today's guests want to be more than just spectators at a special event.

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Case Study

SWPF 2010

The Brief

The CWC Group was world renowned as experts in oil, gas, power, infrastructure and investment, particularly in the emerging markets. It had been holding the Saudi Water and Power Forum annually for the past 8 years. But never before has the CWC held any media activity to publicize the event. For the October 2010 Forum, CWC and its strategic partners Al-Bushnak Group and Al-Aghar required a top-class media center to raise awareness on the event and facilitate national, regional and international media coverage of the wealth of information emanating from it.

Key targets

- Media (National, Regional and International)
- Governments' officials
- NOCs
- International corporations
- Senior corporate delegations

The solution

- Developed a comprehensive PR strategy to maximize publicity 9 weeks before the opening day of SWPF 2010.
- Targetted a blend of television channels, electronic and print publications in Saudi Arabia, the region and the world for pre-event, event and post-event coverage.

Headline's Role

- Circulated pre-event announcements among local, regional and international media
- Designed and set up a first-class press office with facilities for word-processing, telephone, fax and high speed internet connection
- Provided comprehensive support for visiting journalists, complete with welcome letter and press packs containing information on the event, Jeddah the host city, and Saudi Arabia
- Engaged the following news agencies for SWPF 2010 coverage: SPA, AFP, Reuters, Bloomberg, Dow Jones
- Responded to media queries, issue press passes
- Issued Arabic and English press bulletins on event developments
- Organized one-one-one interviews
- Hold a press conference by the organizers on the opening day at the press center
- Responded to specific requests by appropriate Water Forum 2010 officers for making press announcements
- Created, developed and maintained a media mailing list

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- Provided and managed still photography for the press center.
- Provided and managed video photography for the press office during the 3 days. Made 5 DVDs per day and send them to the TV stations as video news released supported by printed press released.
- Organized post-event round-up press released with photographs, highlighted visitor numbers and success of events.

Results

- Pre-event excitement generated traffic and interest in the forum.
- Outstanding media coverage was achieved, valued at more than US$1.6 million (SR4.6 million), in more than 100 national, regional and international media.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.headlineme.com/index.php?option=com_content&view=article&id=1:swpf-2010&catid=1:headline-pr-a-event-management&Itemid=1

2.9 Summary

- The recent growth of festivals and events as an industry around the world means that the management can no longer be ad hoc.
- The event coordinator will need to be well organized, a good leader with great communication skills and able to generate enthusiasm.
- The event committee may consist of other members of your organisation, members of other organisation if it is a joint event, volunteers and other interested parties.
- The size of the committee is dependent on the size and complexity of the event.
- It is in the planning stage that you need to start taking notice of the barriers that will stop your event from looking the way that you want it to.
- In viewing a potential event site, there are three major stake holders who need to be considered and whose perspectives could be quite different: the performers, the audience and the organizers.
- Performers mean those in the limelight, whether this involves providing an educational talk, dancing in a parade, presenting an award.
- The audience has needs, the primary one being to see what is going on. The level of lighting and sound, as well as access to and comfort of the seats also contributes to audience satisfaction. Catering and facilities are generally secondary.
- From a management perspective, the venue must help to minimize risks such as adverse weather, power failure, accidents and emergencies.
- The theme party or theme event originated from the masquerade, where guests would dress in elaborate costumes to hide their identity.

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- When attempting to satisfy the needs of guests, remember that the five senses are most powerful tools.
- Like five winning cards in the event manager's hand, combining the five senses—tactile, smell, taste, visual, and auditory—to satiate the needs of guests is the primary consideration when designing the event environment.
- The olfactory system creates instant emotional and creative reactions within your guests.
- The reception area may create the first impression, but the main function area will determine the effectiveness of the overall design.
- Today's guests want to be more than just spectators at a special event.

2.10 Keywords

Event coordinator: The event coordinator will need to be well organized, a good leader with great communication skills and able to generate enthusiasm.

***Event committee*:** The event committee may consist of other members of your organisation, members of other organisation if it is a joint event, volunteers and other interested parties.

Size of the committee: The size of the committee is dependent on the size and complexity of the event.

Planning stage : It is in the planning stage that you need to start taking notice of the barriers that will stop your event from looking the way that you want it to.

Performers: Performers mean those in the limelight, whether this involves providing an educational talk, dancing in a parade, presenting an award.

Theme party: The theme party or theme event originated from the masquerade, where guests would dress in elaborate costumes to hide their identity.

Olfactory system: The olfactory system creates instant emotional and creative reactions within your guests.

Reception: The reception area may create the first impression, but the main function area will determine the effectiveness of the overall design.

2.11 Review Questions

1. What is meant by event design?
2. What is the need of event design?
3. What are themed events?
4. Discuss the trends in themed events.
5. How will you design an event environment?
6. What are the key elements of event environment?
7. Discuss bells and whistles' amenities.
8. What are innovative sites?
9. What is meant by performance?
10. How will you identify the needs of your guest?

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Answers: Self Assessment

1.	Ad hoc.	2.	Coordinator
3.	Committee	4.	Dependent
5.	Planning	6.	Organizers
7.	Performers	8.	Audience
9.	Venue	10.	Hide
11.	False	12.	True
13.	True	14.	True
15.	True		

2.12 Further Readings

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Unit 3: Event Feasibility and Legal Compliance

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Objectives

After studying this unit, you should be able to:

- Define the term feasibility
- Discuss the three basic resources
- Identify various financial considerations
- Explain the approval process and key questions
- Describe the various forms of feasibility in event management

Notes

Introduction

Feasibility simply means that you have looked at the event design objectively to determine if what you propose is practical given the resources available. This is the final checkpoint before actual planning begins and, therefore, must be given adequate time for review. Municipalities often engage professional engineers or other consultants to conduct lengthy feasibility studies before approving new construction or other capital expenditures. Although you may not need a battery of consultants, it is important for you to review all previous steps thoroughly when determining the feasibility of an event plan.

3.1 Resources

The three basic resources that will be required are financial, human, and political. Each of these resources may have varying degrees of importance, depending on the nature of the event.

Example: A for-profit or large hallmark event will require significant financial investment to succeed. A not-for-profit event will rely on an army of volunteers, and, therefore, the human element is more important. A civic event will require greater political resources to accomplish. Therefore, when assessing and analyzing feasibility, first determine in what proportions resources will be required for the event.

3.1.1 Financial Considerations

It is desired to know if sufficient financial resources are available to sustain development and implementation of the event. Furthermore, you must consider what will happen if the event loses money. How will creditors be paid? You will also want to know what resources you can count on for an immediate infusion of cash, should the event require this to continue development. Finally, you must carefully analyze the cash-flow projections for the event to determine how much time is to be allowed between payables and receivables.

3.1.2 The Human Dimension

In assessing the feasibility of an event, you must not only know where your human resources will come from but how they will be rewarded (financially or through intangibles, such as awards and recognition). Most important, you must know how they will work together as an efficient event team.

Task Make a chart of essentials one should know to assess the feasibility of an event.

3.1.3 Politics as Usual

The increasingly important role of government leaders in event oversight must be viewed with a practiced eye. Politicians see events as both good (opportunities for publicity, constituent communications, and economic impact) and bad (drain on municipal services and potential for disaster). When designing civic events, it is particularly important that you understand and enlist the support of politicians and their bureaucratic ministers to ensure smooth cooperation for your event.

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Caution For all events, it is essential that you carefully research the permit process to determine if the event you have designed is feasible according to the code within the jurisdiction where the event will be held.

3.2 The Approval Process

The research and design phases add to the event history once an event is approved. The approval process may be as simple as an acceptance by the client or as complex as requiring dozens of signatures from various city agencies that will interact with the event. Regardless of the simplicity or complexity of this step, you should view it as an important milestone that, once crossed, assures you that the plan has been reviewed and deemed reasonable and feasible, and has a high likelihood of success. All roads lead to official approval, whether in the form of a contract or as individual permits from each agency.

Notes Without official approval, an event remains a dream. The process for turning dreams into workable plans requires careful research, thoughtful design, and critical analysis. This could be called the planning to plan phase, because it involves so many complex steps related to the next phase. However, once the approval is granted, you are on your way to the next important phase: the actual planning period.

Self Assessment

Fill in the blanks:

1. ..... simply means that you have looked at the event design objectively to determine if what you propose is practical given the resources available.
2. The three basic resources that will be required are ....., human, and political.
3. In assessing the feasibility of an event, you must not only know where your human resources will .....
4. ..... see events as both good (opportunities for publicity, constituent communications, and economic impact) and bad (drain on municipal services and potential for disaster).
5. When designing ..... events, it is particularly important that you understand and enlist the support of politicians and their bureaucratic ministers to ensure smooth cooperation for your event.

3.3 Key Questions

In helping you to determine the feasibility of your event, some key questions to ask include:

1. What physical resources are available (facilities and equipment) or accessible to support the event?
2. What are the rough costs? (time, personnel, money)
3. How can any potential barriers be overcome?
4. Is there sufficient time for planning?

Notes

Once it has been ascertained that you do have the necessary resources and it is feasible to undertake the event, planning can begin. Check the timing of your event does not clash with any other key events.

It's crucial to put in the necessary time and effort into planning and preparation for your event to ensure that it's a successful one.

Task Make an event planner where any event is not clashing with another key event.

3.4 Feasibility: What to assess?

An event feasibility study is a controlled process for identifying challenges and opportunities, determining objectives, defining successful outcomes and assessing a range of costs and benefits of an event concept. It is a preliminary study undertaken before the real work of an event/ festival starts, to ascertain the potential of the events success.

Developing a successful inaugural event can be a risky investment and taking the event concept from an initial idea through to the operational stage is often a complex and time-consuming effort. Red Horizon Events consulting expertise in feasibilities studies provides decision makers, within your organisation, with the opportunity to make better, more informed decisions on new event concepts.

Benefits of Completing a Feasibility Study for Inaugural Events

1. An effective analytical tool that assists decision makers in determining if the event concept will meet objectives and is viable
2. Provides supporting evidence for recommendations and demonstrates the strengths and weakness of the event concept
3. Helps to analyze the business idea in more depth, providing greater clarity on the event concept, defined objectives and key stakeholders
4. Allows for better, more informed decisions on the event concept at a logistical, financial, resources and marketing environment level
5. Reduces the risk of a wasted investment in - time, resources and money
6. Helps reduce the event project planning time for the event - should it go ahead

Establishing the feasibility of your event is an essential first step to success. Event Feasibility service works with you to identify what matters and ensure your event is built on solid foundations.

3.4.1 Risks Feasibility

The staging of events has risks for the organisers that should be analysed and understood. The organisers need to have a relative degree of confidence that:

- The event will not result in a financial loss
- The event is organised sufficiently well that all parties are satisfied
- The organisation's mission will be enhanced as a result of staging the event
- The risk of injury is minimised as far as possible
- There are contingency plans to ensure the safety and well-being of all participants

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- The venue and equipment will not suffer unexpected damage or loss
- The reputation of all parties (including the sponsor if one exists) as event organisers remains in tact.

3.4.2 Time Feasibility

There are a number of crucial factors that determine whether there is sufficient time to make all the necessary plans and arrangements to stage a special event. In particular, the two most important factors are:

- the ability to book a venue; and
- the necessity to give participants an appropriate length of notice

The first factor, venues, whether they are ovals, sports centres, theatres, pools or other types of facility, must be booked months in advance. This has a direct bearing on the feasibility of staging an event. It is not possible to organise an event unless the hosting organisation has a venue booked. The time needed to plan and organise the event must be sufficient to ensure that a venue can be booked.

Did u know? **The most popular venues may be booked more than one year in advance**

The second factor is having sufficient time to promote the event and ensure that competitors are able to attend. Imagine staging an event and finding that a very few competitors were able to attend. If insufficient notice is given to competitors (and officials) they may be unable to book air flights or arrange for leave. Furthermore they may NOT attend because they have other engagements that they cannot change or simply because they have had no time to prepare for the event. There needs to be sufficient planning time to enable the event date to be inserted on to a great many event calendars. This is especially so when there is a likelihood of competitors travelling large distances to attend (even from overseas).

The sheer number of tasks to be performed when organising an event also suggest that would-be organisers should look very closely at the time allowed to complete such tasks.

3.4.3 Funding Feasibility

The feasibility study needs to be able to predict the financial outcome of staging an event to a reasonable degree of accuracy. This entails developing a budget where all expected revenues and all known costs are listed. It is most important that would-be organisers exercise a high degree of realism when estimating possible revenues. Furthermore, it is vital to ensure that all costs are included. Two typical situations can spell disaster:

1. The event goes ahead despite the loss of a major source of income i.e. sponsorship is not as much as planned, a funding submission to government fails or only half as many participants enter.
2. An unexpected cost arises but it is too late to cancel or change the event i.e. venue costs escalate, errors are made in calculating the cost of officials, or extra equipment has to be bought at the last moment.

History shows numerous organisations large and small that have run into financial difficulty and even bankruptcy as a result of staging an event. A general rule for running events is that they must not run at a loss except in special and planned circumstances. Therefore it would be prudent to ensure the initial budgeting processes are accurate and to aim for substantial profit.

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3.4.4 Support Feasibility

The feasibility study must gauge whether there is support for the event from within the organisation. This is vital as an event is generally work and many helpers must be found. Organisational meetings and numerous one-to-one consultations will usually provide evidence whether support exists or not.

Events often need support from outside the hosting organisation if they are to be successful. Some of the reasons to contact and consult other organisations include:

1. To estimate the amount of interest in participating
2. To seek assistance with equipment lending
3. To share facilities and venues
4. To seek sponsorship or funding

If the support that an event needs for participants, officials, helpers, sponsors and other interested parties is not forthcoming then there must be considerable doubt about the feasibility of this organisation to stage this event at this time.

3.4.5 Staffing Feasibility

The human resources required to plan, organize and stage an event includes everyone from the Event Director down to volunteers who serve at the food stall. It is necessary to assess whether the organisation has or is likely to have sufficient personnel for all event management tasks. If no-one is willing to offer themselves as a event director or there is no-one with appropriate experience who is affordable, then it must be assumed that the organisation is unlikely to be successful at staging the event. Furthermore, at the feasibility assessment stage, it is important to count, analyse and understand the myriad of tasks required and to determine whether there is sufficient number of available personnel. Provided there is sufficient time, inexperienced personnel can be trained.

3.4.6 Venue and Equipment Feasibility

Those who are responsible for assessing the feasibility of an event must consider whether there is access to a suitable venue. The venue should be equal to or better than the standard expected by all participants and other stakeholders.

Caution There are dangers for the organisation and sport/recreation activity if the venue is substandard. Therefore a lack of a suitable venue has a major effect on event feasibility.

Some categories of equipment such as personal sports apparatus are the responsibility of the competitor. Other types of equipment such as scoreboards, lighting and timing equipment are the responsibility of the organiser. If the organisation does not own sufficient equipment to stage an event it can be bought, borrowed or hired provided there is time and funds available. There may be a feasibility problem if sufficient equipment does not exist locally and it is too difficult or expensive to transport equipment from other places.

3.4.7 Environmental Feasibility

The staging of events generally has some environmental impact. This may range from traffic congestion and parking problems to damage sustained by the environment.

Notes

Examples: The following are some examples of the environmental impact of an event:

- Damage by cars in an off-road area
- Noise pollution
- Traffic congestion
- Sanitary problems
- Danger to fauna and flora
- Water pollution e.g. power boat racing

Notes An event is VIABLE if it is capable of working successfully.

An event is FEASIBLE if it can be organised relatively easily.

Self Assessment

Fill in the blanks:

6. Establishing the feasibility of your event is an essential ..... step to success.
7. The ..... of events has risks for the organisers that should be analysed and understood.
8. The ..... number of tasks to be performed when organising an event also suggest that would-be organisers should look very closely at the time allowed to complete such tasks.
9. The human resources required to plan, organize and stage an event includes everyone from the ..... down to volunteers who serve at the food stall.
10. The staging of events generally has some ..... impact.

3.5 SWOT Analysis: Finding the Strengths, Weaknesses, Opportunities, and Threats

Before you begin planning an event, you usually must implement SWOT analysis to underpin your decision making. SWOT analysis assists you in identifying the internal and external variables that may prevent the event from achieving maximum success.

3.5.1 Strengths and Weaknesses

The strengths and weaknesses of an event are primarily considerations that can be spotted before the event actually takes place. Typical strengths and weaknesses of many events are shown in Figure 3.1.

The strengths and weaknesses may be uncovered through a focus group or through individual interviews with the major stakeholders. If the weaknesses outnumber the strengths and there is no reasonable way to eliminate the weak- nesses and increase the strengths within the event planning period, you may wish to postpone or cancel the event.

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Figure 3.1: Event Strengths and Weaknesses

Strengths	Weaknesses
Strong funding	Weak funding
Good potential for sponsors	No potential for sponsors
Well-trained staff	Poorly trained staff
Many volunteers	Few volunteers
Good media relations	Poor media relations
Excellent site	Weak site

3.5.2 Opportunities and Threats

Opportunities are activities that may be of benefit to an event without significant investment by your organization. One example is that of selecting a year in which to hold an event that coincides with your community's or industry's hundredth anniversary. Your event may benefit from additional funding, publicity, and other important resources simply by aligning yourself with this hallmark event. Other possible beneficial outcomes, sometimes indirect, such as the potential of contributing to the political image of the event's host, are considered opportunities.

Threats are activities that prevent you from maximizing the potential of an event. The most obvious threat is weather; however, political threats may be just as devastating. Local political leaders must buy in to your civic event to ensure cooperation with all agencies. Opportunities and threats are two key factors that generally present themselves either during an event or after it has occurred. However, during the research process, these factors should be considered seriously, as they may spell potential disaster for the event.

Political infighting may quickly destroy your planning. A modern threat is that of terrorism. The threat of violence erupting at an event may keep people from attending. A celebrity canceling or not attending can also create a significant threat to the success of an event. Typical opportunities and threats for an event are listed in Figure 3.2.

Figure 3.2: Event Opportunities and Threats

Opportunities	Threats
Civic anniversary	Hurricanes and tornadoes
Chamber of Commerce promotion	Political infighting
Celebrity appearance	Violence from terrorism
Align with environmental cause	Alcoholic consumption
Tie-in with media	Site in bad neighborhood
Winning elections	Celebrity canceling or not attending
Developing more loyal employees	

Although strengths and weaknesses are often related, opportunities and threats need not be. Once again, in making a decision to proceed with event planning, your goal is to identify more opportunities than threats. All threats should be considered carefully, and experts should be consulted to determine ways in which threats may be contained, reduced, or eliminated. SWOT analysis (see Figure 3.3) is a major strategic planning tool during the research phase. By using SWOT analysis, an Event Leader can not only scan the internal and external event environment but also can proceed to the next step, which involves analyses of the weaknesses and threats, and provide solutions to improve the event planning process.

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Figure 3.3: SWOT Analysis

S = strengths		
1. Strong funding	Internal	
2. Well-trained staff	Internal	
3. Event well respected by media	External	
W = weaknesses		Existing conditions
1. Weak funding	Internal	
2. Few human resources	Internal	
3. Poor public-relations history	External	
O = opportunities		
1. Simultaneous celebration of a congruent event	External	
2. Timing of event congruent with future budget allocation	Internal	
T = threats		Future/predictive conditions
1. Weather	External	
2. New board of directors leading this event	Internal	

The research phase of the event administration process is perhaps most critical. During this period you will determine through empirical research whether you have both the internal and external resources essential to make a decision to produce an effective event. Your ability to select the appropriate research methodology, design the instrument, and collect, analyze, interpret, and present the data will ultimately determine whether an vent has sufficient strength for future success. The first pillar of the Event Leadership rocess—research—rests squarely in the center of the other four supporting columns. lthough each is equal in importance, the future success of an event depends on how well ou conduct the research phase.

3.6 Organizing an Event: Selecting the Event

There are many events that you could reasonably choose to organise. Before you start planning your event, think about some of the different reasons for staging events.

- Brainstorm some ideas
- Making choices

You need to understand why you are holding the event the firm has chosen.

The primary purpose for holding the event should not be simply to fulfil your exam specification requirements. The event should have some other primary purpose.

What could these be?

- To raise funds for a charity or cause
- To boost sales at a store or improve the public relations of a local business
- To maximise your profits, if you are running a mini enterprise company
- To boost recruitment to your school's Key Stage 5 programmes
- To help you with your studies
- To provide entertainment and a sense of community to your peer group.

Notes

Clearly defining the reason for holding the event is critical to enable you to progress further and define your aims, objectives and the research that you need to carry out.

3.7 Legal Compliance

Legal compliance is one of the important events monitoring purpose. Current law and regulation control their assess. Management staff and auditors have to consider event data contained within log as the primary source through which to gain information and determine level of compliance and identify deficiencies if any, and search suitable action for the same.

With Legislative venue compliance becoming focal, especially within the event management industry. When looking at stadiums or large venues and events, then one can see how complex the infrastructure is, or how having no infrastructure also can compound issues, with any large area that can, or could be utilized for public events, somehow, whether they are formal or informal areas - they all still need to comply with certain aspects of legislation.

The owner that is in the business of renting out or leasing his whole or partial facility, should always be up to date with current legislation. Certification is a worldwide requirement when it comes to compliance with legislation covering aspects ranging from electricity, health, and building regulations for instance to fire codes, need to be checked beforehand. As they all have limitations, conditions, and expiray dates. All of which becomes relevant at the point where we have a full stadium. Do we then comply legally?

Laws and regulations apply to many aspects related to the running of an event. Successful compliance with laws and regulations requires an analysis of regulations with regard to a specific event to develop event procedures and related support documents.

3.7.1 Identifying Compliance Requirements

For any event to proceed, organizers need to meet a range of general and specific event regulations that include:

- Responsible service of alcohol
- Food safety
- Occupational Health and Safety (OHS)
- Environmental regulations including noise and waste
- Security and crowd control
- Fireworks
- Ticketing
- Entertainment
- Use of temporary structures.

As special events have become more common place in lifestyle, government at all levels has created and is still enacting legislation to ensure compliance and thereby protect the stakeholders in the whole fabric of the events industry.

The point worth noting is that each state has its own requirements, so it is essential to check that all requirements have been identified for the desired event.

Notes

3.7.2 Developing Procedures for Event Compliance

There are numerous documents required by authorities or governing bodies. These documents, as plans, applications and risk assessments, assist in addressing event legal compliance issues.

It does not make sense for an event organisation to create these documents from a blank page for every event they organise. Over time, event organisers can build on their experience and use documents and checklists to trigger sound management and legislative compliance. It is highly efficient to document good practices and use templates and documents that have previously been devised and used for past events. However, take care to check that all legislation is still current and regulations have not been changed or amended.

The documents that explain how to do what is required become work procedures and the checklists and forms used by the organiser support the procedures. In this way, they have a standard way of doing business or performing a task which will always consider event compliance. There are numerous tasks involved in organising events. Logically, there should be numerous procedures that are documented to cover step-by-step instructions on how each task is performed.

These procedures can be sorted, collected and placed into one procedure book or handbook. Sometimes, they are published in book format for all staff and contractors to use as a basis for explaining how they do what they do, who is responsible, when it gets done and by whom. However, in these times of computerisation, individual procedures and forms can be easily updated if they exist in single electronic format files and placed onto a company-shared drive or intranet website for staff access.

Certification can and should cover the following criteria, and this should become a standard checklist for event promotors, to check, when enquiring about the venue, its capacity and cost.

Most venues the world over will have to comply to some if not all the following requirements and any other criteria which may be prescribed from time to time:

(a) A Structural Engineer Certificate - which certifies the structural integrity of a stadium or a venue, including any temporary structures; like tents, stages, marques, and rigging, big screens etc… they all require them.

(b) A dated Fire Safety Certificate in respect of the stadium or venue, issued by the head of the fire department, located within the immediate vicinity of a stadium or venue; that has inspected all the fire extinguishers, and fire hydrants, as well as fire retardant materials, and emergency exits for instance…

(c) A dated Electrical Safety Certificate, issued by a competent person registered person.

(d) A dated Occupational Health and Safety certificate, issued by an appropriate authority.

(e) A dated Health Certificate in respect of all aspects of food integrity; even waste management, water sanitation, bottled water expiry dates, and even tests results, may be required, and all aspects of sanitation, the applicable by laws. Other compliance aspects that does not specifically relate to certification, but yet are legal requirements.

Log Monitoring survey may be in breach of one law or another.

Log Review: To maintain legal compliance, organizations also need to provide physical documentation showing that they have appropriate control over access to resources.

Notes

Did u know? Guidelines issued by bodies such as NIST recommend an events data review at least twice a week.

Many event management solutions on the SME market do not offer a clear strategy on original events retention for legal compliance, which tends to be emphasized far more by those catering for the enterprise market. In addition, care must be taken as while most solutions claim to assist in legal compliance efforts, some of them permit the deletion of database archives, while others do not collect all the events stored indifferent formats – both of which seriously undermine any corporation's legal compliance efforts.

Self Assessment

State whether the following statements are true or false:

11. Legal compliance is one of the main important events monitoring purpose.
12. Log Monitoring survey may be in breach of one law or another.
13. Log preview is used to maintain legal compliance.
14. Organizations need to provide physical documentation showing that they have appropriate control over access to resources.
15. Care must be taken as while most solutions claim to assist in legal compliance efforts, some of them permit the deletion of database archives, while others do not collect all the events stored indifferent formats – both of which seriously undermine any corporation's legal compliance efforts.

Tasks

Use relevant ideas or information to discuss the feasibility of the following event concepts. Then rank them in order, from most to least feasible.

1. Indian International Trade Fair Nov. 2011.
2. Flower show in University of Delhi, March 2012.
3. Independence day celebration 2011.

3.8 Summary

- Feasibility simply means that you have looked at the event design objectively to determine if what you propose is practical given the resources available.
- The three basic resources that will be required are financial, human, and political.
- In assessing the feasibility of an event, you must not only know where your human resources will come from.
- Politicians see events as both good (opportunities for publicity, constituent communications, and economic impact) and bad (drain on municipal services and potential for disaster).
- When designing civic events, it is particularly important that you understand and enlist

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the support of politicians and their bureaucratic ministers to ensure smooth cooperation for your event.

- Establishing the feasibility of your event is an essential first step to success.
- The staging of events has risks for the organisers that should be analysed and understood.
- The sheer number of tasks to be performed when organising an event also suggest that would-be organisers should look very closely at the time allowed to complete such tasks.
- The human resources required to plan, organize and stage an event includes everyone from the Event Director down to volunteers who serve at the food stall.
- The staging of events generally has some environmental impact.
- Legal compliance is one of the main important events monitoring purpose.
- Log Monitoring survey may be in breach of one law or another.
- Log review is used to maintain legal compliance,
- Organizations need to provide physical documentation showing that they have appropriate control over access to resources.
- Care must be taken as while most solutions claim to assist in legal compliance efforts, some of them permit the deletion of database archives, while others do not collect all the events stored indifferent formats – both of which seriously undermine any corporation's legal compliance efforts.

3.9 Keywords

Feasibility: Feasibility simply means that you have looked at the event design objectively to determine if what you propose is practical given the resources available.

***Basic Resources*:** The three basic resources that will be required are financial, human, and political.

Legal Compliance: Legal compliance is one of the main important events monitoring purpose.

Log Monitoring Survey: Log Monitoring survey may be in breach of one law or another.

Log review: Log review is used to maintain legal compliance.

3.10 Review Questions

1. What is meant by feasibility of an event?
2. What are the essential elements of feasibility?
3. How does an event is organized?
4. Who is the event Organiser?
5. What is legal compliance means?
6. What is risk feasibility?
7. What is funding feasibility?
8. What is venue feasibility?
9. What is equipment feasibility?
10. What is environmental feasibility?

Notes

Answers: Self Assessment

1.	Feasibility	2.	financial
3.	come from	4.	Politicians
5.	civic	6.	first
7.	staging	8.	sheer
9.	Event Director	10.	environmental
11.	True	12.	False
13.	False	14.	True
15.	True		

3.11 Further Readings

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Unit 4: Marketing and Promotion of the Event

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Objectives

After studying this unit, you should be able to:

- Know the meaning of marketing
- Identify five P's of marketing
- Understand the key concept of promotion
- Explain the key point in planning and promoting an event
- Describe the Event Planning Training and Internship

Introduction

What is the point of organizing a seminar or plan other event if nobody is going to show up? How can you guarantee that people will show up and that you will get the target audience that you want? In this unit we will discuss about the promotional methods and the strategies that can be used to effectively market or promote the events. You see around yourself and just see any big show on TV like the reality shows nowadays, they all are using some sort of events to raise the TRP. It seems that everywhere you look someone is marketing events or events are being used to market products and services.

4.1 Event Planning and Promotion

Standing different from others while planning event can be done only when an event is properly planned. Accurately planned events have least chances of going wrong. There are various things involved in event promotion and planning like selecting venue, marketing, getting sponsorship, preparing committee, arranging finance, carrying out registration process, etc. All these things can be effectively done only when there is proper team work. Important part of event planning is designing of stall and making arrangements for displays.

Following points are taken into consideration while planning and promoting an event:

1. ***Determine your objective:*** Determine the objective which is achievable. Don't set targets which are impossible to reach.
2. ***Competitor:*** Who are your competitors in event? Depending on this you can strengthen your weakness and present yourself perfectly.
3. ***Prepare checklist:*** Prepare checklist for promotion and planning in order to avoid last minute work. Proper planned schedule will allow you to continue with error free work.

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4. ***Focus on product and design:*** What product you are exhibiting? Are you ready with design? Your product should not over shadow the design and neither your design should over shadow the product. Keep proper balance while displaying product in order to make design captivating.

5. ***Budget:*** Do not overdo with your expenses that you find it difficult to recover expenses and make profit. Following are the things you need to consider while preparing budget:
   - Rent of space you occupy for event
   - Money involved behind construction of design
   - Travelling expenses
   - Cost of transportation
   - Money involved behind various promotional activities

Caution Inaccurate planned events have maximum chances of being wrong.

4.2 Event Planning Training and Internship

Event management is a business which needs lot of attention to enjoy constant growth. In any business you enter, without experience you cannot learn. Theoretical knowledge and practical training are two different things which cannot be compared. The important thing you need to learn is the way of application of theoretical knowledge while planning event. Event planning training and internship are the ways to polish your existing knowledge related to management. Understand your competitor's strategies and as said before this is a business where ignoring competitors can be your biggest mistake.

Remember one thing; it takes ages to create good image but it takes second to lose that image. Your one mistake in any event and your reputation goes at stake. Every time you have to be equally alert and well organized in events. Your first step towards event planning goes with starting your business. Once you have sowed the roots then try to establish them and this can be done with your experience of event planning during training or internship period. Apply all your skills to establish the name of your company in the field of management. One thing you can't ignore here is requirement of client.

While going through the stage of establishment also start your marketing campaigns. Do marketing for your company and make people realize about your ability of managing all type of event. Manage as many clients as possible while marketing but do not create worst situation for yourself by giving commitments to many clients altogether at the same time. Be in touch with your past clients and develop new clients through proper networking. Client management is the most important part of event planner as this can assist in building good image.

During event planning training and internship period they also teach you about management of entire business. Many times growth of business is accurately not handled by people and they carry on with negative marketing by spoiling events. So it is important to get trained before entering into competition.

4.2.1 Benefits

Following are some of the benefits of event planning training and internship:

- You can learn basics of event management, planning and execution of plan.
- Enhance your level of confidence by practical event training.

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- Develop networking skills which can help you to prosper in event management business during later stage.
- Understand new ideas venturing in the market and exchange ideas with fellow event planners.
- Learn management and event planning skills from seniors and staff members.
- You can also get idea about dealing with different type of events like wedding, organizing conference, birthday party, etc.
- If you are very much convenient in particular field like organizing marriage or birthday party then try to create your specialization in it.
- Event planning training and internship along with certificate can easily help you to enter in to the business environment.
- You can get in touch with big event management companies and gain more job opportunities.
- Learn tactics of dealing with vendors, coordinating with staff members, marketing, etc.
- You can also learn of dealing with stressful situations and can also understand tactics of handling competitors.

Event planning training and internship can be highly beneficial only when you actively participate and try to learn as many aspects as possible.

Task Actively join and participate in any creative event and learn about the different keynotes of your observation.

4.3 Event Marketing and Promotion

One of the most important aspects of event managements is marketing and promoting the event. Advertising as a tool cannot be underestimated in event marketing and event promotion. Almost every event, except for the private parties and events have kept aside a budget to cover advertising costs. And those involved in event marketing and event promotion need to first analyze what type of media would reach their target audience.

And the choices include:

- Commercial Television
- Cable Television
- Radio
- Print
- Road shows

There are also other means of advertising that include hoardings and sky balloons, amongst others.

Commercial television is being regarded as the most effective means of reaching out to the masses. And today with the television boom and the increasing number of channels, this is being proven as an effective means of promoting events. However, for advertising on television, a large sum of money needs to be kept aside. Ideally, the event organizer should tie up with sponsors that already have advertising slots.

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In order to reach out to the local audience then cable television marketing is effective. Radio, another medium of broadcast mass media, is also proving to be effective, in the recent times, with the increasing number of FM channels.

A medium that has been tried and tested through the last century has been the print media. Apart from advertising events, companies also seek genuine write ups in the various publications. For this they host press conferences.

Self Assessment

Fill in the blanks:

1. Standing different from others while planning event can be done only when an event is .....
2. ..... planned events have least chances of going wrong.
3. There are various things involved in event ..... like selecting venue, marketing, getting sponsorship, preparing committee, arranging finance, carrying out registration process, etc.
4. ..... television is being regarded as the most effective means of reaching out to the masses.
5. In order to reach out to the local audience then cable television marketing is effective. Radio, another medium of broadcast ....., is also proving to be effective, in the recent times, with the increasing number of FM channel.

4.4 Five Ps of Event Marketing

4.4.1 Product

Successful salespeople have both expert product knowledge and effective sales skills. Expert product knowledge is essential in today's competitive environment. The expertise the salesperson demonstrates regarding the sponsorship package or other event component will differentiate this person from the competition. More important than sales skills, demonstrated product expertise shows the client that he or she is making a purchase that has added value and helps to develop confidence as well as long-term loyalty.

Every event product combines history, quality, and value to produce a unique program. Even new events may draw from the experience or history of the organizers. This demonstration of consistent capability to produce similar events will influence prospective clients to recognize the overall quality of the event organization. Finally, every event product must convey not only perceived value, such as dollar-for-dollar worth but also added value. The concept of added value is perhaps best described with the Cajun word lagniappe. This term literally means "everything one deserves and a little bit more." The little bit more may mean providing the client with the home telephone number of the key contact person, developing a unique approach to achieving the event objectives, or perhaps simply spending additional time with the client to better understand his or her needs.

Caution Do ensure that every event product must convey perceived as well as added value.

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4.4.2 Promotion

You may have the best-quality event product, but unless you have a strategic plan for promoting this product, it will remain the best kept secret in the world. Even large, well-known mega events such as the Super Bowl, Rose Parade, and Olympic Games require well-developed promotion strategies to achieve the success they require.

Following is a systematic checklist to assist you with identifying and budgeting for your event promotion:

1. Identify all event elements that require promotion from the proposal through the final evaluation.
2. Develop strategies for allocating scarce event promotion resources with efficient methods.
3. Identify promotion partners to share costs.
4. Target your promotion carefully to those market segments that will support your event.
5. Measure and analyze your promotion efforts throughout the campaign to make corrections as required.

The promotion strategy you identify for your event requires a careful study of past or comparable efforts, expert guidance from people who have specific expertise in this field, and most important, setting benchmarks for specific measurement of your individual promotion activities.

There are a variety of ways to measure promotion efforts. First, you may measure awareness by your target market. Anticipation of the event may be tantamount to ultimate participation. Next, you may measure actual attendance and the resulting investment. Finally, you may measure the post-event attitudes of the event promotional activity. Did the promotions you designed persuade the participants or guests to attend the event? Promotion is the engine that drives the awareness of your event by others. Throughout event history, legendary promoters have realized that you must shamelessly promote your event product to attract the attention of the public.

However, it is essential that event managers carefully select those media outlets that will precisely target the market segments that are appropriate for their events. Targeting promotion strategies is essential to ensure the alignment of the event's attributes with the needs, wants, and desires of potential attendees.

4.4.3 Price

Market research will help you determine price. Part of this market research will include conducting a competitive analysis study of other organizations offering similar event products. You may initially believe that your product is uniquely different from every other event. However, when you interview potential ticket buyers or guests you may be surprised to learn that they consider your event similar to many others. Therefore, you must carefully list all competing events and the prices being charged to help you determine the appropriate price for your event.

Typically, two factors determine price. First, the event manager must determine the financial philosophy of the event. If the event is a not-for-profit venture, the organization may not be concerned with a large commercial yield from the event. Instead, the philosophical purpose of the event may be to generate overall awareness and support. However, if the event is a commercial venture, the goal is probably to generate the greatest potential net profit. Once the philosophy is clear, the event manager will be able to determine price. The price must reflect the cost of all goods and services required to produce the event plus a margin of profit or retained earnings.

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The second factor is the perceived competition from similar events. If your event ticket costs $ 100 and does not offer the same perceived value as a similar event selling for $ 50, your prospective guests are more likely to select the latter event. Therefore, you must be price-competitive. Becoming price-competitive does not mean lowering your ticket price. Rather, it may require raising the perception of value (as discussed earlier) to justify the slightly higher price.

These two factors—the cost of doing business and the marketplace competition—certainly influence price. A third area that may also influence price is the general economic conditions, not only in your area, but also the region, your country, and increasingly, the world. During times of recession, some events with lower ticket prices will flourish while other upscale-event products may not be as successful. Keep a close eye on market economic indicators to make certain that your price matches the purchasing power of your target market.

Did u know? The price must reflect the cost of all goods and services required to produce the event plus a margin of profit or retained earnings.

4.4.4 Public Relations

Advertising is what you say about your event, whereas public relations is what others (or that perception) are saying about your event. Since many events require a second-party endorsement or even review to encourage people to attend, public relations is significantly more valuable and effective than traditional advertising.

In the 1930s and 1940s public relations consisted primarily of press agents who worked diligently to convince the print media to devote editorial space to their clients. With the influence of leaders such as Edward Bernays, the public relations effort soon became more complex and respected. Bernays recognized the psychological factors that govern a person's decision-making ability. Therefore, he advocated that public relations professionals first engage in research, including focus groups, to determine the values, attitudes, and lifestyles of their target markets and carefully match their messages to these important factors.

Today, in many event marketing campaigns, public relations is at least equal to and in many cases, even more important than traditional advertising. However, public relations involve much more than merely grinding out a short press release.

The effective event public relations campaign will involve research with event consumers as well as the media; the development of collateral materials such as media kits, fact sheets, and other tangibles; the organization and implementation of media conferences; the development of a speaker's bureau; and on-site media relations assistance at the event.

Event public relations help create the overall impression that others will develop about your event. In that regard it is significantly more valuable than advertising because it implies greater credibility.

Use the power of public relations to beat the drum loudly for your event. Carefully select those public relations tools that will most effectively and cost efficiently help you inform and persuade others to support your event.

4.4.5 Place

In real estate, location is everything. In event marketing, distribution of your product may be everything as well. The location of your event often determines the channels of distribution. If your event is located in a rural area, not only may it be difficult to promote the event due to limited media resources, but it may also be difficult for your target market to make the purchase due to logistical restraints.

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The place where you locate your event ultimately will determine the marketing efforts you must exude to drive sales. For example, it has been shown that those events that are close to inexpensive, safe public transportation or those events that feature closed-in reasonably priced parking will attract more guests than those that do not offer these amenities. Furthermore, those events that are connected to other nearby attractions or infrastructures (such as shopping malls) may also draw more attendees due to the time efficiency of the destination. For upscale events, the addition of valet parking may improve the chances of attracting guests to a new or nontraditional location.

The event manager must seriously consider place when designing the marketing program for the event. Place not only implies the taste or style of the event, it also, in large part, defines the type of person that will be persuaded to invest in the event. In this regard, the event marketer must determine the place in the early stages through research and design. This is the perfect time to convene a focus group or conduct a survey to determine who is likely to attend your event when they are given a variety of location choices. Making certain you have thoughtfully analyzed this important issue will save you time and money throughout the entire event marketing process.

4.5 Internal versus External Event Marketing

Event managers may use an event or a series of events as one of the marketing methods to promote external events, products or services such as shopping malls, tourism destinations, or attractions (such as amusement parks or zoos), or any entity that is appropriately promoted through events. However, in most cases, event managers use marketing forces such as advertising, public relations, promotion, advertising specialties, stunts, and other techniques to promote individual events. These traditional marketing techniques should be used to inform, attract, persuade, sustain, and retain potential customers for your event.

Increasingly, a blend of internal and external event marketing is being utilized to promote events. In some cases, event managers use miniature events as a means of promoting major events.

Both internal and external event marketing are important strategies for your event. Figure 4.1 depicts how this process is used to market your event product. Since resources are always limited for marketing it is important to select those internal or external elements that will most effectively reach and influence your target market.

Sports have generally attracted broad demographics, whereas cultural events are able to target high-income and well-educated consumers. Sponsorship becomes more valuable if the event organization is able to offer precise targeting that matches the marketing objectives of the prospective sponsor. The growth in sponsorship is due primarily to the need by advertisers to find alternative marketing channels to inform, persuade, promote, and sell their products and services. However, the number of events that require sponsorship has also grown in recent years.

Without sponsorship, many events would not be financially feasible. Other events would not be able to provide the quality expected by event participants. Still other events would not be able to achieve their specified goals and objectives. Suffice it to say that more often than not, sponsorship provides the grease that allows the event wheel to function smoothly.

Historically, sponsorship has its earliest modern origin in professional sporting events. These events have always appealed to the widest demographics and were therefore perfect event products for sponsorship. Sponsorship is a uniquely American invention brought forth from the need of advertisers to reach certain markets and the need of event organizers to identify additional funding to offset costs not covered by normal revenue streams, such as ticket sales.

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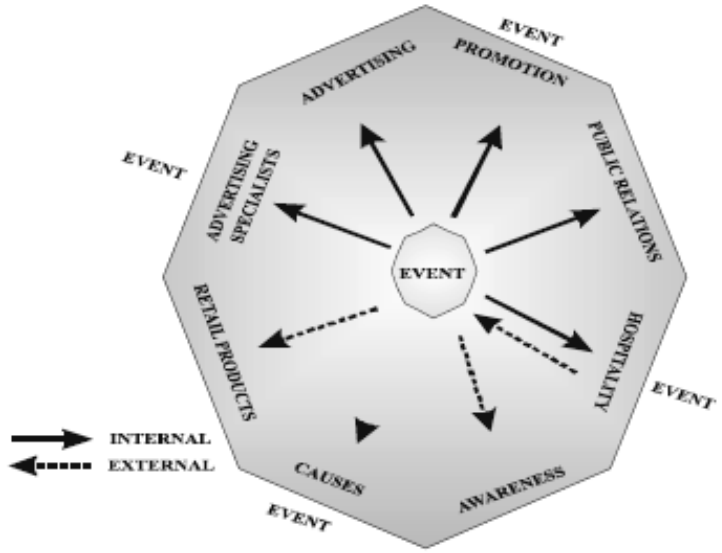
Figure 4.1: Internal and External Event Marketing Model Event Sponsorship



In recent times there has been a noticeable shift in sponsor dollars away from sporting events and toward arts events. The reason for this shift is that sponsors are seeking more highly targeted upscale demographics and the arts' audience delivers that market segment. Therefore, those events that deliver the higher-income demographics are predicted to benefit most from sponsorship dollars in the future.

From fairs to festivals to hallmark events such as a world's fair, the role of the sponsor has earned a permanent place in the marketing lexicon of events.

Following are typical types of sponsors for a variety of events:

- *Fair:* Bottler, grocer, automotive, and bank
- *Festival:* Department store and record store
- *Sport:* Athletic wear manufacturer, bottler, brewery, and hospital or health care facility
- *School Program:* Children's toy stores, children's clothing stores, and amusement park
- *Meeting/Conference:* Printer, bank, insurance broker, and associate member firms

Use this list as a guide to begin to identify sponsors for your event.

Task Study the typical sponsors for a variety of events, other than listed in the text.

4.6 Sponsorship Needs Assessment

Although most events may benefit from sponsorship, not every event is appropriate for this component. Sponsorship is a commercial endeavor and is extremely time consuming. Therefore, unless you are prepared to enter into a commercial relationship with other parties and have the time resources to devote to this activity, you may instead wish to solicit donations. Many event managers confuse sponsorship with benevolence. A fundraising event where donors contribute without any expectation of commercial benefit is a benevolent activity. Sponsorship, on the other hand, is a commercial transaction in which two parties agree by way of an offer and

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acceptance. The offer generally involves marketing services provided by the event organizer in exchange for the sponsor's cash or in-kind contribution to the event. The marketing services may range from advertising to banner displays to hospitality to a full-blown marketing plan involving public relations, advertising, and promotion.

As you can begin to see, these marketing services place new demands on the event organizer. Therefore, the event resources may need to be reallocated to handle this new demand. Not every event is able to do this. Before you give the green light to soliciting sponsorships, use the following checklist to determine if your event is appropriate for this activity.

1. Does the event require an infusion of sponsor dollars to achieve the quality required?
2. Are there sufficient internal and external resources to support this activity?
3. Is commercial sponsorship appropriate for the nature of the event?
4. Are there sufficient prospects for sponsorship sales, and is the timing appropriate to approach them?
5. Is this activity legal, ethical, and appropriate for the spirit of the event organization?

These questions can save many event organizations much wasted time, energy, and heartache. Examining the internal and external resources may be one of the most important aspects of this process.

Although sponsors may provide much needed funding for your event, to help you achieve the quality that is required, sponsors also require that your own financial resources meet their objectives. They may, for example, require that you commit a certain amount of marketing dollars. Second, they may require minimal or substantial hospitality services that may amount to hundreds or thousands of dollars per day. Finally, if you are going to retain these sponsors assign one or more people to monitor the activities, service these accounts, and develop long-term relationships. Yes, sponsors can provide needed funding; however, as in any commercial transaction they must also receive a fair return on their investment.

You are responsible for orchestrating this return. Your event may benefit from additional exposure through sponsorships. Earlier we discussed using tag lines in advertising as one way to increase your exposure inexpensively. Sponsors may also provide you with shelf space in their retail stores to promote your event through coupons. Some sponsors have celebrity athletes, television stars, and movie personalities on contract who they may wish to involve with your event.

Perhaps one of the most important reasons event organizers align themselves with commercial sponsors is the opportunity to achieve greater credibility for the event. Securing the sponsorship of AT&T, IBM, Coca-Cola, or other Fortune 500 firms immediately positions your event as a major player and may help your event organization secure additional funding from other sources.

Did u know? Your sponsors can also help you with the development of a public relations campaign or can supplement their own public relations efforts with your message.

4.6.1 Developing Sponsors

The competition by event organizers for sponsors is keen at every level. Whether your event is a local event or a national one, you must first conduct a competitive analysis to identify all competing events and study their sponsorship history and present activities. Following are several suggestions on how to identify appropriate sponsors for your event:

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1. Determine the financial level of sponsorship you require. Not every sponsor can make a five- or six-figure decision.
2. Review trade journals such as Advertising Age and Sponsorship Report to track sponsor activities.
3. Review the local business tabloid in your area to search for prospective sponsors.
4. Network with advertising and public relations agency officials to find out if their clients have an interest in your event.
5. Conduct a focus group with prospective sponsors to solicit and later analyze their opinions and attitudes toward your event.

Once you have developed a list of prospective sponsors, the next step is to qualify them for solicitation. Do not waste your valuable resources by making endless presentations to sponsors who do not have the interest or resources to support your event financially. Instead, qualify your sponsors by contacting local organizations such as the chamber of commerce, board of trade, banks, and other centers of commerce to inquire about the financial viability of the prospective sponsor. Next, thoroughly review the sponsor's past marketing efforts to determine if the sponsor's overall marketing plans are conducive to sponsoring your event. Finally, talk to advertising and public relations executives and attempt to forecast where your prospective sponsor may put his or her marketing dollars in the future. Perhaps the logical place for investment is your event.

4.6.2 Selling Sponsorships

Always do your homework regarding the sponsor's needs, wants, and desires prior to attempting to sell a sponsorship. To make the sale, the sponsorship offer must be an exact fit with the needs, expectations, goals, and objectives of the commercial sponsor. Customize the offer to achieve these goals and objectives prior to your presentation.

Constructing a successful proposal is equal parts of art and science. As an artist, you must design an attractive, enticing, and aesthetically pleasing product that the sponsor will want to purchase. Therefore, describe the capability of your organization and past sponsors (if any), incorporate testimonials and references from leading individuals, and package the proposal in a professional design. Avoid being clever. Remember that the sponsor will be making a business decision and will prefer a serious business plan over hokeyness. The science part involves carefully identifying your target market and linking all sponsorship activities to sales or recognition that will benefit the sponsor. List the benefits and activities the sponsor will enjoy as a sponsor of your event. For example, the sponsor may be able to provide free samples of his or her product or service and conduct marketing research. He or she may be able to offer his or her product or service for sale and measure the results. Or the sponsor may benefit from public relations exposure. Regardless of the benefit or feature, detail each potential activity that may result from the sponsorship.

Include in the proposal sponsorship terms for payment and any requirements the sponsor may have in addition to these payments. In some events, the sponsor is allowed to provide an exhibit at his or her own cost. In other events, the exhibit is provided as part of the sponsorship costs. Describe any additional costs or services the sponsor is required to contribute to avoid any future surprises. The following list summarizes the key elements in a winning sponsorship proposal:

- Describe the history of the event.
- Include a capability statement about your organization's resources.
- Incorporate testimonials and references from other sponsors.

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- Describe the benefits and features that the sponsor will receive.
- List all financial responsibilities that the sponsor must accept.
- Describe any additional responsibilities that the sponsor must accept.
- Describe how you will chronicle the sponsorship activity.
- Include a time and a date for acceptance of the offer.
- Include a provision for renewal of the sponsorship.
- Include an arbitration clause in case you and the sponsor disagree regarding the sponsorship activities.

One of the most effective ways to persuade sponsors to participate in an event is to organize a prospective sponsor preview program. During this program you and your staff describe the benefits and features of your sponsorship activities to a large number of prospective sponsors. You may wish to invite a couple of previous sponsors to provide in-person testimonials about the benefits of the sponsorship. You may also wish to pre-sell one or two sponsors so that when you ask for a reaction from those in attendance, at least two from the group will respond favorably. Their favorable response may, and usually does, influence others. Avoid trying to hard sell during this program. Use this program to plant seeds that will be further cultivated during meetings with individual sponsors.

4.6.3 Overcoming Sponsor Objections

Most sponsors will want their sponsorship activities customized to achieve their specific goals and objectives. Therefore, they may have some preliminary objections after receiving your initial offer. Once you have presented the offer, ask them for their reaction on each benefit and feature. Listen carefully and list these comments. Make two lists. One list is for approvals, those items that they see the value in sponsoring. The second list is for objections, those items that they cannot see the value of at this time.

To do this, ask sponsors what is required by their organization to overcome their objections on each point. In some cases it may be additional exposure. In other cases it may be the price of the sponsorship. To overcome these objections, be prepared to provide them with the tools they need to make a positive decision. For example, if their objection is cost, you may be able to combine their sponsorship with others and lower their contribution. If their objection is limited exposure, you may be able to reposition their involvement inexpensively to provide them with greater and more sustained visibility. Handling objections is an integral part of the sponsorship sales process. Rehearse these discussions with your internal stakeholders to identify other common objections and be prepared to provide the solution your sponsors need to remove these barriers.

4.6.4 Negotiating your Sponsorship

Almost every sponsorship will require intense negotiations to move it into fruition. Whenever possible, conduct these negotiations in person with the decision maker. Assign a specific date and time for these negotiations and confirm that the sponsor is a feasible prospect before entering into a serious negotiation. In most negotiations both parties desire a win-win-win outcome. In this type of negotiation you win as the event organizer, the sponsor wins as the event funding agent, and the stakeholders of your event win from your mutual efforts to secure these dollars.

Carefully analyze what your sponsor expects from the sponsorship prior to your negotiating session. Determine in advance what additional components you may be able to offer if required.

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Also, list those concessions that you cannot make. Finally, list these items that may require further approval from your board or others before you agree to them. Begin the negotiation by asking the prospective sponsor to list all items that are acceptable, bundle them, and have the sponsor approve them. Now you are prepared to focus on those items that require further resolution. Ask the sponsor to describe his or her concerns about each negotiation point and take careful notes. Look at your list of concessions and decide if any item you have listed will help resolve these concerns. If it is appropriate to offer a concession, do so and ask the sponsor for his or her approval. Once the sponsor has approved, ask him or her to provide you with an additional service, usually at modest additional cost to the sponsor, to balance his or her end of the negotiation. If the sponsor is unable to provide you with an additional service or product, determine if you are able to proceed to the next point.

Do not be afraid to walk away. In some cases the concession that the sponsor will ask for may sacrifice the credibility or reputation of an event. In other cases, the sponsor will want a concession that may undermine the financial wealth of your event. Do not concede your reputation or the financial success of the event. Instead, thank the sponsor for his or her time, offer to work with him or her in the future under different circumstances, and leave the room as quickly as possible. In some instances, event organizers have reported that this approach has forced the prospective sponsor to reexamine his or her position. It is not unusual to have the sponsor call the event organizer the next day and offer a greater concession to save the sponsorship.

4.6.5 Closing the Sponsorship Sale

You must always ask for the order when presenting your sponsorship proposal. State at least three times that you want to develop a positive relationship with the sponsor. Start your discussions by stating that your desired outcome is to ensure that the sponsor understands all the benefits and features of your event and will desire to become a sponsor.

Throughout your presentation ask for feedback from the sponsor and build on the sponsor's positive reactions by telling him or her that you are pleased that he or she recognizes the value of your event product. Finally, at the conclusion of your presentation, ask the sponsor for his or her overall impression and state once again that you would like his or her business. Unfortunately, these techniques may not be enough to get a clear answer. In some cases you may have to say something like, "So, can we count on you to sponsor our event?" Sometimes you need to secure the answer to this question in order to plan your next step in sponsorship negotiations or to decide to move forward with the next sponsor. The word 'ask' is the most powerful three-letter word in sponsorship sales. Unless you ask, you will never know. Remember to ask early, often, and before leaving to confirm the sponsorship sale.

4.6.6 Servicing Sponsorship Sales

Once the sponsor has accepted your offer, the next task is to service the sale in order to retain his or her support in the future. One of the most common reasons that sponsors fail to renew their sponsorship is due to poor communications. Make certain that you develop methods for implementing positive communications with your sponsors. Some event organizers use newsletters to update their sponsors, others provide regular briefings, and still others offer their sponsors marketing seminars to help them design a booth or target their product or service to event guests. It is wise to assign one or more persons on your staff to service all sponsorships and communicate regularly with sponsors to make certain they remain informed, excited, and committed to the event activities.

Another reason that some sponsorships go sour is due to the inability of the event organizers to deliver what they promise. If you promise that the sponsor's banner will be suspended on the

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main stage above the head of the performing artist, you must first confirm with the artist that this is acceptable.

Notes It is unacceptable to renege later on your commitment to the sponsor. It is always best to under promise and over deliver when stating the benefits of sponsorship. Exceeding the sponsor's expectations is how you turn a one-year sponsorship into a five-year plan with options to renew forever. Every sponsor has a hidden agenda. It can be as simple as the chairman of the board wanting to meet his or her favorite celebrity or as complex as the sales manager's bonus and promotion decision resting on this particular sponsorship activity. Ask the sponsor's representative what else you need to know about the needs of his or her organization as you design the sponsorship measurement system. For example, if the sponsor's representative is in the public relations department, his or her interest may be in seeing lots of ink and television time devoted to the name of the sponsor. Therefore, you will want to measure these outcomes carefully to assist your sponsor. Remember that you may sign a sponsorship agreement with a large corporation or organization, but the day-to-day management of this agreement is between people. Find out what these people desire and try to provide them with these outcomes.

Although communications between you and your sponsors is critical to your success, perhaps even more important are the internal communications between the event manager and his or her operations personnel. You must first confirm that your personnel will be able to support sponsorship activities at the level required by the individual sponsors. Determine if you have sufficient internal resources to satisfy the requirements both in contract as well as implied to ensure the well-being of your sponsor's investment.

Example, if your sponsor wants a hospitality setup arranged at the last minute, do you have a catering operation that can handle this request? One way to ensure that the sponsors' needs are handled expeditiously is to create a written system of orders, changes, and other instructions that clearly communicate those activities required by your sponsors.

Prior to distribution of these forms, have the sponsor's representative sign one copy. Then have the event's representative initial approval before forwarding it to the appropriate department or team leader.

4.6.7 Evaluating Sponsorships

To secure multiple-year sponsorships it is important that you develop and implement a system for measuring the sponsor's activities. First, decide what needs to be evaluated and why. The answers to these questions typically may be found in the goals and objectives of the sponsorship agreement. To collect these data, conduct sponsorship evaluations that are comprehensive in scope. You may wish to interview the sponsors, your own staff, the sponsor's target market, and others to solicit a wide range of opinions regarding the effectiveness of the sponsorship. Furthermore, you may wish to include in the event survey-specific questions about the sponsor's participation.

Finally, ask the sponsor for tracking information regarding sales that have resulted from the sponsor's participation in your event. You may measure the sponsor's public relations benefits by measuring the number of minutes of television and/or radio time as well as the number of inches and columns of print media that was devoted to the sponsor's products or name.

Ask the sponsor how he or she would like to see the data you have measured presented. Some may prefer an elaborate in-person presentation using video clips and slides; others will prefer a simple summary of the goals, objectives, and outcomes that were achieved. Make certain that

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you present this information in a manner that is useful to the sponsor and that you take the time to prepare this presentation professionally to address the sponsor's needs. All future sponsorship activities will come from this important activity.

Timing is Everything

The process for identifying, soliciting, negotiating, securing, servicing, and evaluating sponsorships is a complex one. However, as is true with most things, timing is everything. Allow a minimum of 12 to 18 months to formulate and consummate a successful sponsorship program. Following is a typical timeline for the various stages described above.

Some event organizers have come to see sponsorship as the goose with the golden egg. However, while specific benefits come from individual sponsorships, an event manager must audit for each event the needs, resources available, and benefits offered, prior to engaging in this time-consuming and expense-laden activity. When developing sponsorship activities always start small and build a base of sponsors year by year or event by event from your ability to deliver high-quality and successful events consistently. This is the best way to make sure that your goose lays a golden egg, not a rotten one, for your event organization.

Self Assessment

Fill in the blanks:

6. Successful salespeople have both expert ..... and effective sales skills.
7. Expert ..... knowledge is essential in today's competitive environment.
8. The expertise the salesperson demonstrates regarding the sponsorship package or other event component will ..... this person from the competition.
9. ..... is what you say about your event, whereas public relations is what others (or that perception) are saying about your event.
10. The process for identifying, soliciting, negotiating, securing, servicing, and evaluating sponsorships is a ..... one.

4.7 Internet Event Marketing

Not since the invention of the printing press has advertising been changed as dramatically as with the introduction of the Internet.

Example: The number of Internet users in the events industry grew from 50 percent to over 80 percent between 1996 and 1998. Event marketing has now fully embraced the electronic marketplace.

This customized marketing approach is one of the many benefits of the new technologies that are being developed to assist event marketers. When developing event marketing, Internet marketing must be considered as a central part of any strategy. For example, regardless of size, all events should have a Web presence through either a dedicated Web home page, banner on an existing Web home page, or link to a separate page. Following are points to consider when developing a comprehensive e-marketing event strategy:

- Audit and evaluate the competition to determine how your Web presence can be more effective.
- Carefully monitor all online activity for potential data mining to determine future needs, wants, and desires of your target audience.
- Design your web strategy to reach your target market quickly, efficiently, and precisely.

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- Determine whether or not you require a separate home page for your event or a link from an existing home page to a unique page.
- Determine whether you will need a transaction page and ensure security for your ticket buyers.
- Determine whether you, your staff, or others can build the pages and/or make changes should they be needed.
- Identify and establish links with all marketing partners.
- Identify your event market segments and targets.
- If consultants are contracted to build your site or pages, determine how they will be maintained (frequency, speed, and reliability).
- Match the color scheme and design components to your printed matter.
- Use a focus panel of prospective event attendees to review your plans and suggest modifications to your overall design.
- Use e-mail reminders to increase attendance during the last two weeks of an event.
- Use online chat rooms to create discussion areas for pre-registered attendees and to generate follow-up discussion post-event.
- Use online evaluation systems to collect survey information before, during, and after an event.
- Use online registration systems.
- Use search engines to promote your event, with careful selection and registration of your URL.
- Use viral marketing (e-mails copied to prospective attendees) to promote your event.

The Internet will continue to drive the development of the global event management industry. You must use this dynamic technology quickly and accurately to ensure that your event remains competitive throughout the twenty-first century.

4.8 Publicity

Publicity is the deliberate attempt to manage the public's perception of a subject. The subjects of publicity include people goods and services, organizations of all kinds, and works of art or entertainment.

4.8.1 Marketing and Publicizing the Event

Good publicity and promotion is an essential ingredient for any successful event. You can use any number of promotional tools for circulating your message for example, using flyers, posters, newspapers, radio, television (depending on event scale and budget), advertising, personal invitations, local resident mail drops, internal promotion, local Council and other event web sites, or a combination of these tactics. Ensure that you consider your budget restrictions and target audiences. The Division of Marketing may be able to assist in the promotion and publicity of your event.

4.8.2 Branding

It is essential to be ensured that correct logo is used in all printed and promotional material. Any use of the name or logo must be approved in advance and in writing by the Division Marketing. You must also consider the branding and promotion of supporting organizations and sponsors.

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4.8.3 Print, Design and Production

The print, design and production of event resources such as programs, invitations and promotional materials is very important to the professionalism and credibility of your event.

When designing and printing event publications:

- Engage one of the graphic designers to manage the production process for you;
- Be clear about the production budget for each item;
- Prepare a brief to ensure that everyone is aware of what you want, provide examples where possible;
- Consider the audience and the purpose of the material (e.g. will it be easily posted and suitable for pinning to notice boards?);
- Have a schedule for production;
- Avoid complex and therefore costly designs;
- Simple designs will often suffice and be more cost effective;
- Designs should be in colour and mono format if required; Ask to see a design mock up or proof and paper samples.

Ensure final proof reading is completed by someone who is-

(a) known to be good at it, and

(b) who has not been involved in any of the preparation of the copy.

Check phone numbers and dates repeatedly to be guaranteed they are correct.

4.8.4 Advantages of Publicity

The advantages of publicity are low cost, and credibility. New technologies such as web cameras, web affiliates, web logs, and convergence are changing the cost-structure.

4.8.5 Disadvantages of Publicity

The disadvantages are lack of control over how your releases will be used, and frustration over the low percentage of releases that are taken up by the media. Publicity draws on several key themes including birth, love, and death.

4.8.6 Modes of Publicity

1. ***Stickers:*** Sticker printing can come in various shapes and sizes. That is why when you print stickers for your business, you should try out and take advantage of various sticker printing forms to get the most coverage out of them. Let's start with the obvious one, bumper stickers.

   (i) *Bumper Stickers:* Stickers in the bumpers of cars is a well liked decorative feature. Mainly in boring commuter traffic, those bumper stickers are all the entertainment some people meet on the road. That is why printing stickers like this for your event information can be an effective marketing tool. You can get lots of people to look at your marketing message as they move slowly with traffic. This is cheap and easy to do, so try it out for business.

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(ii) *Logo Stickers:* Logo stickers on the other hand are more for public relations. Printing stickers of your company logo is great since you can use them in spreading the word about your event. They can be given to staff members so that they can put them in their cars, bags, notebooks etc. The more people who see your logo, the more people will recognize and trust it as a symbol.

(iii) *Notebook Stickers:* Decorative notebook stickers are also good at promoting business. Look at anyone who writes a lot for school or for business and you will see them decorating their favorite notebook with stickers. Creating decorative notebook stickers with your company's logo and maybe a popular slogan can turn simple notebooks into subtle marketing mediums.

(iv) *Name Stickers:* Ever see special gatherings, conferences and seminars? Most of the people there wear name tags right? Well, you can create your own name tag stickers with your event's or conference logo for a little subtle marketing. You can be a sponsor for an event, and then just tell people that you will provide the sticker name tags. As people meet and greet at the conference, people should notice your marketing message or image as they look and see who are they talking too.

2. ***Magazines, Trade Journals and Newsletters:*** It is very convenient to reach the members of a particular profession through taking out advertisements in trade journals, magazines and Newsletters to announce the conference some months before its date. These ads are convenient to update with the changes in arrangement and about the confirmation of the speakers. In this manner closer to the date of the conference and in organization with the committee's plans, a registration form could be inserted in the magazine.

3. ***Newspapers:*** Newspapers are an immensely significant source of historical and contemporary information. Newspaper publishing, both in print and via the Internet, is an increasing worldwide activity. Digital developments and improvements in technology are driving changes that may impact upon those engaged with newspapers as custodians, or as researchers. So the newspapers are also a good advertisement source for the advertisement as the people interested can cut and save the information for their remembrance.

4. ***Advertorial:*** Advertorials, also known as hosted content, are among the most valuable form of marketing a website owner can buy. An advertorial is a keyword-rich article that is "hosted" on another website. The article includes several anchor text links back to the advertiser's website. These inbound links are of exceptionally high value, because the host website will have a high page rank, secured by inbound anchor text links from other sites using targeted keywords. The link juice from the host site is then transferred to the advertiser. Most of the time, advertorial space is sold to the highest bidder. Host websites develop pages to rank well for highly competitive keywords, then sell the space to advertisers looking for high-quality inbound links. In some cases, advertorial arrangements can be negotiated at little to no cost. Some websites will accept hosted content at no cost because they need original content for their site. Although this method requires more time and effort, it can be well worth the investment. And in case of the Newspapers and magazines a copy neatly printed is supplied to the newspaper or magazines office which they publish and supply as per the agreement.

5. ***Mailings:*** The names collected on the registration list from the previous year's conference could be used as a basis for the mailing, or if the conference were one arranged for members of an association or professional body, then the mailings would be sent to all members and associate members as well. Mailing lists can also be bought from various organisations such as chambers of commerce, publications and directories. Depending on the allocated budget for promotion, brochures announcing the conference, its purpose

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and nature, and containing details about speakers and other arrangements could be prepared and mailed to target participants. The brochures should include a registration form or a separate registration leaflet to be completed and returned by a due date.

Information to be included in the brochure should include the following:

(i) Title and theme of the conference;

(ii) Brief description of its nature or purpose;

(iii) Dates and location;

(iv) Speakers;

(v) Topics;

(vi) Costs, and what is included in the price;

(vii) Other events, such as conference dinner, and costs;

(viii) Methods of payment;

(ix) Accommodation options;

(x) Discounted air fares available

(xi) Closing date for registration;

(xii) Payment method for overseas delegates;

(xiii) E-mail addresses and phone/fax numbers for enquiries;

(xiv) The cancellations policy.

6. ***Press Release:*** One of the other best ways to advertise and promote the conference is through press release. A good press release starts with the basics. You need to know what media it will be sent to, and write specifically for that target market. A press release should always be about something that is newsworthy, but coming to your topic from a different or unusual angle can make even the most common of activities newsworthy.

Essentials

1. Make sure the information you are imparting is newsworthy – provide a good story.
2. Aim the information directly at your audience and grasp their attention.
3. Start with the news, and then go into details.
4. Make the job as easy as possible for the press; try to answer any questions they might have within the press release.
5. Do not assume any knowledge of the topic or subject area.
6. Write in the third person. Do not use 'you', 'we'.
7. Personal opinions should only be in quotations.
8. Have a punchy headline.
9. Try to keep your press release to one page.
10. Only include essential details.
11. Give good contact information, but try to have one point of contact.
12. Include any additional information in an appendix at the end of the press release, or direct the press to where they can find the info.
13. Check your spelling and grammar.

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Task Describe the advantages and disadvantages of a range of publicity strategies that can be used and when it is appropriate to use them; include television, newspaper, magazine and electronic advertising, press releases and flyers.

Remember

1. What message do you want to get across?
2. Who do you want to read your news?
3. Is a press release the best method of getting your message across?
4. Are you assuming knowledge on the behalf of the reader?

Making Contact

1. Make contact with your local press before you send out any release to ensure they know what to expect.
2. Find out when their deadlines are and how they like to receive press releases.
3. Invite the reporter/editor/etc. to your club or event and find out if it is something they would like to report about.
4. Sell your event to the press, but do not be too intrusive on their time as it is a busy occupation and they will receive numerous similar requests.
5. If the news in your release isn't used, ask if there's space the following week, or if there's anything you can do to ensure that it is used.

Sending out Your Release

1. Use email.
2. Seek the advice of the most computer literate member of your club, someone who regularly checks their email and can answer any email questions.
3. Do not send out large email attachments such as pictures unless requested.
4. Make sure the text is in the email body and not in an attachment.
5. The press is concerned with using the text you send them quickly and efficiently so try not to put your release into a document requiring certain software to open or that only looks good on certain computers.
6. If you are sending your release to numerous recipients, use the blind copy function.
7. Make sure your computer has the latest virus software on it and it has been updated recently.

Notes **Professional Publicist**

A professional publicist could be hired to arrange the promotion of the conference, or to act as a consultant on certain aspects of the promotion, working with employees of the company or association arranging the conference or event.

Other Methods

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Attendees, exhibitors and speakers have limited time and money. Some can only attend one or two conferences a year. So excellent logistics, attendees and speakers make a conference stand out the possible best. A great conference experience has great topics, ample networking, and a bunch of little things that just go right. A few handy tips to promote your event, seminar or conference:

1. Build attendance at your meeting or event seminar with all the proven techniques that seminar promoters have used for years. Use the Internet to look them up or ask around.
2. Allow yourself at least 6 months from "idea" to meeting date for a new, untried, small meeting or seminar.
3. Allow a minimum of 9 months for a two or three-day conference for planning, speaker selection and contact, marketing efforts.
4. Consider a separate pitch for each major marketing segment.
5. Profile the prospective attendee who you want to register and then begin subject and content planning based on that information.
6. Boost in-house know-how with freelance talent - art, copy, and marketing; don't try to make do with inexperienced staff.
7. Decide what benefits or knowledge the satisfied attendee will go home with before deciding on content and format.
8. In your brochure's copy, give personal benefits first - before corporate benefits . . . agenda . . . speakers etc.
9. Feature all of your locations and dates conspicuously.
10. Price to match value don't underprice.

4.9 Promotion

When considering appropriate promotion and publicity for the event make sure you think about the event brief and objectives of the event and how it relates to the organization's strategic agenda. Prepare a profile of the target audience/s for your event and determine optimal numbers, audience profile, a common source for the group, and also the timing of the event. This will help you determine the most appropriate method of promotion. Consideration of the appropriate promotion of the event should be at least three months in advance where possible

4.9.1 Advertising

Advertising is a very useful way to get your message across and can draw on a number of different mediums including newspapers/magazines, the internet, television and radio. When considering which form of advertising should be used, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of your event and a careful study of who your target audience is and how they are best reached will be useful in saving time, resources and money. All advertising drafts for all mediums should be approved by the Division of Marketing.

Television advertising is an effective way to reach regional audiences; however, it is often a costly option. When asking a television station for a quote, remember to consider: cost of advertisement production, programs when the advertisement will be shown.

Local radio is a good medium for advertising as it is cost effective and you can often obtain free publicity through radio interviews with announcers or media releases to be aired in the station's

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news bulletins. Interviews can be conducted by the event organiser, relevant academics or other people of interest. Ensure that who ever is being interviewed is well briefed on the details of the event and further contact information for listeners.

Distribute promotional flyers at other events, particularly those with a similar audience base, or leave a small number of flyers (you can always return with more) with businesses such as news agencies, libraries, hairdressers and cafes/restaurants or businesses that are directly connected to your event to distribute to customers.

Flyers can also be distributed via resident mail drops (enquire with your local Council or post office for businesses that offer this service) and are often a very cost effective way to reach the local community and provide them with detailed information about the event.

Posters displayed in areas such as campus notice boards, local libraries and art galleries, shop windows and visitor information centres can also be an effective communication tool.

4.9.2 Mail outs/Email

Carefully targeted direct mail can be very effective. The best results come when the recipient is already familiar with you, the University or the event. Use relevant University mailing lists that capture a particular profession, community group or alumni. A useful and often less costly form of direct mail is inserting a flyer or conference program into a relevant magazine or newspaper. Promoting your event via email is also an effective way of reaching your target audience.

4.9.3 Media

Effective media liaison requires careful planning and management. Staff in Media Relations Unit are meant to assist in promoting events such as conferences, public lectures, handling media interviews and developing associated news and story ideas for the media and related news.

From marketing point of view, publicity is one component of promotion which is one component of marketing. The other elements of the *promotional mix* are advertising, sales promotion, and personal selling. Various examples are:

1. Event sponsorship
2. Art exhibitions
3. Arrange for a testimonial
4. Announce an appointment
5. Stage a debate
6. Issue a commendation
7. Arrange a speech or talk
8. Make an analysis or prediction
9. Conduct a poll or survey
10. Issue a report

4.10 Event Promotion

Whenever an event is being planned, you would surely hope to promote it in a manner such that even all internal customers you may have would get to know about it. You would want to do

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several varieties of activities so that you can have the maximum fun during the event and ensure that it becomes an amazing success:

- You should concentrate individually on every guest and make them feel as if they are the only guest. They should get that special feeling. You should be professional and positive in attitude such that you give a lasting impression. This will help in any future opportunities.
- You must keep track of events always. You should listen to the signals coming from your customers regarding the event. You should take into consideration all their needs and ensure that in special events everything is done perfectly to ensure their maximum comfort.
- Ensure that you have proper information about your target group. You would want to ensure that your event is promoted well to all your targeted people such that they have a good idea about the event. It would be much better when you can get many of your internal customers to hear about the things that you are doing and the fun that is happening and they too would want to be a part of the event.
- To make things personal and formal, you could make personal phone calls to all your esteemed expected members. You should keep the invites personal as much as possible. It will give you a better feeling to know that the former attendees are being kept informed about all the events that you have planned ahead for them. Keeping this personal activity will ensure your internal customers feel very important as well.
- Keep in continuous contact with old clients. This will help when you wish to make formal invitations to them for your event. By keeping in constant touch with your old clients you are also able to mix both your old and new clients together in events and have fun. This will go a long way in building relationships.
- Take some time and learn about the interests of both your internal clients and external ones too. This will help when you need to ensure that you are able to meet all their requirements. You should make sure you meet all their wants and needs. This is the best way to keep touch with whatever concerns they may have and make sure they enjoy your event.
- Ensure you have good patience. This will be of great help so that you could spend a lot of time with each individual customer. You would want to make them feel as if they are your most important customers and you should give them that extra time and effort to ensure that feeling stays. It will be good when you are over with this process and all your clients turn up for the events.
- You should ensure that you advertise about your events to your clients as often as possible. This will help in reaching many people through your advertisement programs. You should try to interest them, inform them and excite them about the whole party.
- Take some time off every week and sit down and think about new and even more creative methods to market your event to the targeted group of people. You should be able to interest them. Keep them informed about everything and give them hints on the great events which you are planning for. This is the best and easiest way to connect with everyone and keep them informed as well.

4.10.1 Promotional Strategies

The promotional strategy will need to take into consideration some or all of the following:

- The purpose and nature of the event
- Targeting relevant industry groups
- Number of participants attending

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- Date, time and location of the event.
- Providing adequate notice and coverage.

The first step in the event management process, research, is mirrored in the marketing process. Without valid and reliable research, you may waste scarce time and resources. Therefore, the first step in the event marketing process must be careful, thoughtful, and comprehensive research. The outcome of this research must result in the identification of measurable goals and objectives for your event marketing campaign or program.

A campaign is usually an extended series of marketing activities designed to market an event, cause, product, or service, whereas a program may include many campaigns targeted at a wide variety of different market segments. For example, regional shopping centers design and implement annual marketing programs that may include a separate campaign for each of the four seasons or for specific events such as the expansion of the center or introduction of a new major anchor store.

Regardless of whether you are designing a campaign or an entire program of marketing activities, the resources and channels available to you are expanding rapidly. However, with this expansion there is also greater competition than ever before. This growth and competition are well documented.

4.10.2 Cross Promotions

To allocate market resources in the most efficient manner, you must identify and incorporate marketing partners into your campaign. These organizations may actually contribute marketing dollars or may provide in-kind services, such as providing celebrities, tagging their ads with your event date and time, or contributing other valuable components to your campaign.

When seeking marketing partners to develop a cross-promotional strategy, study the advertising and marketing activities of compatible businesses in your area. Determine which of these activities will benefit your event. Next, develop a proposal that clearly describes the resources that you can bring to the event. Finally, present the proposal to your prospective marketing partners and answer any questions they may pose.

Tagging advertising involves your marketing partner adding a line of copy to his or her regular advertising placements that promote your event. It may read, "Official supporter of XYZ event" or "Meet us at XYZ event, date and time." Tag lines may appear in both print and electronic advertising. Make certain that you chronicle all marketing activities so that you can report to your partners after the event and describe in intricate detail those placements that were successful. Cross promotions and tie-in activities are sensational ways to reach a much larger market in a cost-effective manner.

4.10.3 Street Promotions

This marketing activity requires that you literally take your message to the street. Street promotions may include the handing out of flyers by a clown in a high-traffic area, the appearance of a celebrity at a local mall, contests, or other promotional activities designed to draw high visibility to your event. Before leafleting (handing out flyers), make certain that this is allowed by local code. You certainly don't want to generate negative publicity by having the clown arrested for causing a disturbance.

A celebrity appearance can help generate significant publicity if it is handled properly. Schedule the celebrity to include radio and television interviews, appearances at a local children's hospital or other public facility, and ceremonial events with local, state, provincial, or federal leaders. At each appearance make certain that the celebrity is well informed about the event and articulates your

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event message in a consistent manner. Contests and other promotional events also require analysis to ensure that they are within the bounds of the local code and that they are appropriate for your event. For instance, selling raffle tickets at a nonprofit event may require that you file legal forms.

4.10.4 Promotional Methods

Online Promotion

There is no question that the development of the Internet has become the most important communication and marketing media breakthrough since the printing press in the mid-fifteenth century. It has fundamentally reshaped understating of sales and marketing. However, since so few years have passed since the Internet has become available for widespread public use, the marketing tools used in cyberspace are still "works in progress." You can take an active role developing Internet marketing rules and standards for event management.

Internet Marketing for Events

The Internet can be a highly efficient tool in overall event management organizations' marketing program. At the same time, it can be a major financial burden if an event management organization does not formulate specific goals for its Internet marketing policy. The objectives for each event management organization may vary depending on company size, dynamics of operations, financial and staff resources, location, overall development strategy, and client base. The Web site for a small event management startup will differ from that of a large multinational event management conglomerate. Major marketing concepts enhanced by online tools include brand building, direct marketing, online sales and online commerce, customer support, market research, and product or service development and testing.

Brand Building

Online marketing combined with television, media, and print is a major brand-building tool. The biggest advantage the Internet has over television and old-fashioned media is the favorable cost/benefit ratio. Event management organizations can achieve a much higher return on their marketing investments in Internet promotions than in a traditional campaign. You can start simply by trading space on the banner section of your Web site with a partner organization. You place your logo on your partner's Web site and create a hyperlink from his or her Web site to yours, in exchange for placing your partner's information on your Web site. It is very important to submit your company's profile to all major search engines. Five years ago, when students were conducting a search on Yahoo using the key words event management, they obtained only a few matches, whereas now there are hundreds. Submitting your company's profile to most search engines is free, so there is no reason not to do it.

To register your Web site with a search engine:

1. Enter a search engine (AltaVista, Yahoo, etc.).
2. Go to "register your site."
3. Carefully describe your site's profile.
4. Try it, after submission.

Online Sales

An online sales concept is more applicable to companies that sell consumer goods, not services. However, event management organizations can still benefit greatly from Internet electronic

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commerce features. Event management organizations conduct registration, ticket sales, and distribution of materials over the Internet. All of these are segments of event sales. By putting them online, event management companies achieve financial savings and preserve resources that can now be reallocated.

Among the most important problems of online commerce is a problem of security. If an event management organization conducts financial transactions over the Internet, security of clients' personal financial information is the top priority. Data that contain such information as credit card and social security numbers are very sensitive. It is important to ensure that these data be protected. Since this is a critical point, it is highly recommended that you involve security professionals in this aspect of your Web site development.

Customer Support

Event customer support is one of the areas where the Internet can prove truly indispensable. To date, few event management companies have realized the full potential of this opportunity. Industry analysts predict that in coming years, many event management companies will shift their telephone customer support services to the Web. This does not mean that telephone-based services will disappear but will become a secondary source that customers will use if they need to get a more detailed response or resolve a problem. The primary source will be the Internet.

The first step in shifting at least part of their customer support services online is to start a Frequently Asked Questions (FAQ) Web section. Simply by adding this section to an event management organization Web site an organization can achieve better customer service and improve efficiency. The next step after posting an FAQ page is to personalize online customer service. This can be accomplished by adding the following interactive feature to a customer support site. A customer is asked to type his or her question and submit an e-mail address. Then the customer receives an answer within a certain time frame via either e-mail or telephone. By adding this feature an event organization can achieve much more personalized customer service and can also collect very valuable data about its clients.

Market Research

Increasingly, event management organizations are recognizing the Internet potential for market research. Burke Inc., a leading international market research firm with a history of over 65 years, conducts online focus group meetings for its client in addition to face-to-face interviews and telephone surveys. Using Internet technology, the company was able to bring together participants from different parts of the world for small, real-time chat sessions. Clients can observe these chat sessions from anywhere in the world. Software such as Aptex, Autonomy, Adforce, and Accrue can monitor user's behaviour constantly. This information can then be used to improve the site or services or to personalize content for users.

Web sites can be used to conduct market research by surveying visitors. This information can be effective if the process is well planned. Unfortunately, many Web sites require users to complete online registration forms without providing incentives. As a result, users often submit incorrect information or simply ignore the forms. This behavior can be explained by the desire of users to guard their privacy online and fear that their e-mail addresses will be sold to third parties. The best way to overcome this constraint is to build a sense of trust between event organization and clients or to compensate users for submitting their data.

Product or Service Development and Testing

The Internet is an ideal place for event companies to test new products/services before they are launched. An event organization can post information about a conference that it is planning to organize online and monitor the interest that users express toward the conference. By doing this

the organization can see a market's reaction to the conference before they invest large amounts in actual planning. This refers to the first stage of successful event management event research. One of the biggest advantages that the Internet has over other marketing tools is real-time contact. Marketing professionals use a number of special technical features to leverage this point. Chat rooms, live broadcasting, and time-sensitive promotions are only a small part. The Internet allows marketing professionals to change and update content in almost no time, hence to ensure that customers have the most recent information.

Preparing Contingency Plans

An essential element in your planning must be the organizing of back-up plans or arrangements in case of unforeseen events, emergencies or mismanagement on the part of other people. For each of your plans, prepare an alternative, such as back-up speakers, substitute venue or accommodation, different catering choices etc. In addition, make sure you prepare spare sets of material, arrange for extra equipment to cover a technical breakdown etc.

Self Assessment

State whether the following statements are true or false:

11. Promotion is the deliberate attempt to manage the public's perception of a subject.
12. The subjects of publicity include people goods and services, organizations of all kinds, and works of art or entertainment.
13. The print, design and production of event resources such as programs, invitations and promotional materials is very important to the professionalism and credibility of your event.
14. Publicity draws on several key themes including birth, love, and death.
15. All advertising drafts for all mediums should be approved by the Division of Marketing.

Case Study

MITSUBISHI

The Brief

Mitsubishi is once again a serious player in the competitive compact sedan segment with the 2008 Lancer Ex. Its sleek new exterior and invigorated performance should appeal to younger buyers in particular, while mainstream consumers will appreciate its improved build quality and impressive luxury options.

Mitsubishi needs to create excitement amongst its target audiences and engage them in various activities that demonstrate the new Lancer's offerings.

Headline has to come up with a communication program that engages both the media and the public.

Key targets

- Public with focus on youth in Saudi Arabia
- Media (local, automotive and lifestyle)

The solution

Headline comes up with a launch concept encompassing the sporty spirit of the car. The concept involves an emotional automotive experience to reposition the car and fuel

Contd....

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excitement by also recalling the Lancer's previous successes in rallies. The strategy includes creating the launch environment (redressing the showroom), creating media and public driving events and publicizing the car through different media.

Headline's Role

- Launching the Lancer Ex 2008
- Changing the 25-year-old showroom by giving it a trendy sporty look and feel
- Organizing media driving events and test drives
- Organizing public driving events

Results

The PR campaign resulted in extensive media coverage

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.headlineme.com/index.php?option=com_content&view=article&id=36:mitsubishi&catid=1:headline-pr-a-event-management&Itemid=1

Case Study

Special Event Management and Event Marketing: A Case Study of TKBL All Star 2011 in Turkey

Introduction

The event industry is one of the world's largest employers and contributes major positive economic impact (Theocharis, 2008). The event is all about people-people coming together to create, operate, and participate in an experience (Silvers, 2004). It is an activity that gathers the target group in time and room, a meeting where a message is communicated and happening is created (Eckerstein, 2002). The term event is used for describing different activities designed for different purposes. These activities can be art, sports, tourism and social activities, and can also be activities organized by giant organizers more professional and more formal (Argan, 2007). According to Getz and Goldblatt, events are 'a unique moment in time' and 'aside from everyday occurrences' (Berridge, 2007). Public or private, commercial or charitable, celebratory or commemorative-events bring people together to share an experience and produce a measurable outcome (Silvers, 2004).

Civic events, conventions, expositions, fairs and festivals, hallmark events, hospitality, incentive travel, meetings and conferences, retail events, reunions, social life-cycle events, sport events, and tourism are the examples of subfields of events (Goldblatt, 2005). Every event has an organization behind it; managing activities, organizing funding, administering staff and voluntary personnel, undertaking marketing and public relations, organizing security, printing leaflets and tickets, hiring performers, arranging decorations, sorting out parking and many other activities (Tassiopoulos, 2005). The way in which an organization deals with events is known as event management. It may include the organization's objectives for managing events, assigned roles and responsibilities, ownership of tools and processes, critical success factors, standards, and event-handling

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procedures. The linkages between the various departments within the organization required to handle events and the flow of this information between them is the focus of event management. (Bhe et. al., 2004). Event management and event marketing have emerged over the past decade as a vibrant sector of the tourism and leisure industries. The number, diversity and popularity of events have also grown throughout this period. As the number of events increase, there is a growing realization about the continuing need to develop event management professionals who are able to create, organize, and manage events (Arcodia and Reid, 2005).

Based on the above-mentioned dimensions and focusing on the event management and event marketing literatures, this paper aims to understand the how to manage and market the events successfully and fully satisfy participants.

Literature Review

Events are leisure activities and work possibilities for people. Events bring people together and make them have good time. They enhance the quality of people's life; they can provide significant economic benefits and can also provide revenue for special projects.

Regardless of size, events require a high degree of planning, a range of skills and a lot of energy (Hillary Commission for Sport, 1997). According to Andersson and Wesslau (2000), when using events, companies get the possibility to have their own-right to the consumer during the duration of the event. This means that if a company manages to get the consumer to attend the event, the distortion from the competitors will be gone or at least minimized during the duration of the event. Also, events contain tangible elements, such as food, beverages and other products sold or given away, but are essentially a service in that they consist of intangible experiences of finite duration within a temporary, managed atmosphere. As with all services, this experiential "product" is produced and consumed simultaneously, is highly heterogeneous and very difficult to store or control (O'neil et. al., 1999).

Ticketing

Ticketing an event is an immensely complex task, involving millions of tickets. Hence, ticketing is one of the most significant programs of mega events like Olympic Games (Thamnopoulos and Gargalianos, 2002). The ticketing that regards customers becomes, directly and indirectly, a critical factor for the success of the event and, consequently, it must be set up and realized in more and more professional and coherent way with the context of which it is to be situated. With regards to this, an evolved and more advanced definition can be proposed for the meaning of ticketing: "a whole of activities, (programmed, organized and controlled) that start from the input of the strategy of the event (objectives, targets, service concept) and come to being through price integration, distribution and communication of tickets in order to obtain the attendance of people, in amount and quality, suitable to favor the attainment of its objects and goals, that the various stakeholders, wish to meet with the same event" (Cherubini and Iasevoli, 2007).

Transportation

In traffic management terms a special event is any planned activity that is holly or partly conducted on a road, requires multiple agency involvement, requires special traffic management arrangements, and may involve large numbers of participants or spectators. The definition also applies to events conducted in their own venue if the event requires special traffic management arrangements and multiple agency support. From a traffic and transport perspective, a special event needs to: ensure the safe separation of event patrons, participants and volunteers from traffic, and manage the reduced capacity of the road system,

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and minimize the traffic impact on the non-event community & the emergency services and minimize the costs (Guide to Traffic and Transport Management for Special Events, 2006).

Human Resources

Human resource management is much more than recruitment and selection of staff and volunteers; it is a wide-ranging activity, involving the long-term strategic development of the event organization. The expected outcome of this is a positive culture of commitment and co-operation developed in the process of managing the work force (Wagen, 2007). In events also there are the volunteers. They are representatives from the community who freely choose to give their time and skills to support club activities for no payment other than reimbursement for out of pocket expenses. Volunteers come from all age groups, educational backgrounds and genders. People generally volunteer to have fun, socialize, learn new skills, help others, develop new friends, explore career opportunities etc. (AFL Club Management Program, 2004). Working with volunteers requires that their special contribution to the success of the event be acknowledged and shared. Working with volunteers requires consideration, flexibility and enthusiasm because volunteers often work for the 'fun of it' of for charitable purposes. Volunteers require just as much management and coordination as employees (Tassiopoulos, 2005).

Budgeting

According to Goldblatt (2002) the budget represents an action plan that each successful event manager must carefully develop and is the most important tool to use the financial decisions within the event management business. Since different events are designed for different purposes, they may fall in to three different categories, named, "Profit-oriented events, Break-even events, lost leaders or hosted events."

Marketing and PR

Being very trendy at the present, event marketing is however not a new phenomena. In the US and in the whole world, event marketing has existed as long as traditional marketing hasbeen conducted. It is a natural part of the marketing mix, and now goes under the name special events (Eriksson and Hjalmsson, 2000). Effective marketing can attract the 'right' people and the 'wrong' to an event. However, it is even more crucial to ensure that the event is supported by sufficient numbers of participants to make it success (Tassiopoulos, 2005). When marketing something purely intangible, such as sporting contest there is a large service component. In some respects it is far more difficult to market something that the customer cannot take home or physically consume. Thus promotional efforts might suggest that the audience will be entertained and have fun at the event. Zeithaml and Bitner (1996) define services as 'deeds, processes and performances'. The definition suits the event business well, whether it refers to a sporting contest, and clearly places event marketing (Wagen, 2005). In management of the events, public relations have two roles. On the one hand it supports marketing activity in the form of promotions; on the other hand it is also the tool that disseminates non-promotional information to other target publics that are important to the organization. An event's leading aim is to achieve positive coverage on the media for the event without paying for the space or air-time it occupies. Strong relationships with the key media and a range of innovative techniques and tools in order to evoke an attraction are important when trying to create the desired media exposure (Masterman, 2004). Also, media relations and publicity should be given a lot of attention. A well-planned publicity campaign should run alongside any advertising campaign. Ideally this drive should be spread over the period of months, building up to a peak shortly before the event. Early warning allows potential participants and spectators to book the event in to their diaries and prevents potential clashes with rival attractions (Tassiopoulos, 2005).

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Risk Management

The goals of risk management in events like everywhere include the protection of assets, to minimize legal and financial liabilities, to control potential loss, properly manage growth, and to operate responsibility. Risk management recognized in varying degrees as a key component of the responsibilities associated with the planning and producing events. It is often perceived as a function that is carried out once an event has been conceived, designed, and organized. RM should be thoroughly embedded in the event design and throughout its development and production process to ensure the risks associated with the event are managed effectively and cost efficiently (Silvers, 2008).

Method

The purpose of this study is to analyze a special event based on event marketing and event management perspectives as a case study. The purpose is divided into two research questions:

What were the applications of All Star Basketball Event based on event marketing and event management approaches? How these applications were implemented in the event. TKBL All Star 2011 sport event is selected case study under investigation for the purpose of this research.

In this study, the research method adopted was the case study because this type of approach is useful to investigate contemporary phenomena within a real life context, especially when the boundaries between the phenomenon and the context are not clearly evident (Silvestre and Dalcol, 2010; Yin, 2003). Research by case study is more suited to how and why questions which can be explanatory in nature. Case research allows the researcher the opportunity to tease out and disentangle a complex set of factors and relationships, albeit in one or a small number of instances (Easton, 2010). Yin (1989, p. 23) defines a case study as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used" (Halinen and Törnroos, 2005). Silvestre and Dalcol (as cited in Siggelkow, 2007) state that a case method can sharpen existing theory by identifying gaps and fill them in, and also provide theoretical contributions when employed as illustrations. According to Cutler (2004) research based cases are used to investigate activities or complex processes that are not easily separated from the social context within which they occur. To select a sample to this study, researchers have chosen to use judgemental sample which is a non-probably sampling method that allows us to select the case that seems most suitable to answer our research questions (Maki and Sjöstrand, 2007; Saunders, 2007). Based on this method, a special sport event in Turkey, All Stars, was chosen as a case. Case research can employ many data collection methods, either quantitative or qualitative, depending on the variables being studied (Cutler, 2004). While some researchers have used only one method, others have used multiple methods for the purpose of "triangulation" of data from different sources (Barratt, Choi and Li, 2010). Voss, Tsikriktsis and Frohlich (2002) pointed out that employing multiple data sources elicits increased reliability of data and stronger substantiation of constructs and propositions (Barrat, Choi and Li, 2010). Data in the study was collected from primary as well as secondary data sources. The main data collection techniques employed was personal semi-structured interviewing, and observations. The researchers carried out five group interviews, with key informants in the special sport event. The interviews were held with event director of Turkish Basketball Federation, director of School of Physical Education and Sports, School Secretary, managers of public relations department of Anadolu University, manager of a special security firm, and spectators.

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Other valuable information to this study was collected through unstructured conversations with other employees of the firms and through direct observation during the sport facility visits. Secondary data was acquired through web sites of Turkish Basketball Federation, publications of local media, newspapers, newsletter, and specialized journals. According to Dubé and Paré (2003) using multi investigators is another form of triangulation. Barratt, Choi and Li (2010) suggested that the use of multiple investigators leads to a better ability to handle the richness of the contextual data and more confidence in research findings. This case study was applied by three investigators. This approach can be evaluated as sign of reliability.

Findings and Results

Planning Before the Event

While planning the All Star 2011 Event, a professional team has decided what to do in only 1-2 hours. Planning for popular and mega events like Universiade 2011 Erzurum 1-2 years work is being conducted. Any problem was arisen while the planning process of the event. In addition to the staff of the organization company, a lot of people were assigned by the TBF and also taken part voluntarily. Painters and computer programmers have contributed while designs were being done.

Determining Objectives

When assessing the objectives of the All Star 2011 from TBF's perspective, TBF organized the event for the target mass to endear basketball sport to people. For this purpose, TBF created a slogan "Our burden is Basketball, our route is Eskisehir".

Eskisehir Anadolu University's objective, the house owner of the event, was to open the facility with such a glorious event. The target audience was university students, families living in the city, audiences like watching basketball aged five years or more. The number of the people planned to watch the show with a capacity of 5.500 seats of the hall.

Facility Decision

When deciding the venue of the organization some important spots come forward. Determining a facility for reputation of the event, worthy of the subject and the purpose of the event is important for the success of the event. After TBF's decision, All Star 2011 is going to be held in Eskisehir, the important issues are listed as follows:

- Suitable to the standards of the TBF
- Equipments inputs and outputs to be easy
- An environment that emergency health care units can easily reach
- Venue and the rooms to be used relevant

Transportation

On Saturday, January 15 at 9.15 am the basketball train moved from Istanbul to Eskisehir with 150 people including former and All Star 2011 players, representatives of the clubs and managers of Turkish Basketball Federation. Team members from Ankara moved to Eskisehir at 12.00 with a high-speed train. All the team ate lunch together with Anadolu University team at a famous restaurant called Stone Building and at the same evening a Women All Star Cocktail was held at Anemon Hotel. On the event day all the teams transported from the hotel to the venue with special vehicles. After the event, people transported to Istanbul by plane, to Ankara by high-speed train at 18.00 pm.

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Budgeting

The costs and expenses arisen while regulating the All Star 2011 budget are provided by Turkish Basketball Federation. As being an event for social purposes ticket prices were determined low. Biletix had the largest share of ticket sales. Tickets could be obtained from online, from the stands at the entrances of the shopping malls and event venue. In addition, a portion of the tickets sent to special guests personally.

Event Staff as Volunteers as Human Resources

The realization of the All Star 2011 event successfully, there is a need for adequate,competent and well-qualified human resources to achieve the goals of the event. In this sense, the staff employed in the All Star Event consisted of Turkish Basketball Federation. Anadolu University personnel and organization company's staff. These people had responsibilities from the beginning to the end of the event. Also, during the staging of the event the personnel in charge were assigned to serve the participants and the audience. In the All Star 2011 event, a total of 38 employees were assigned including 13 employees in organization, 15 for stage setup and enter-exit controlling, 6 people in branding, 4 people in promotional and advertising business. The personnel were trained people and were selected according to the job requirements. Volunteers were 33 people and students from Anadolu University School of Physical Education. The students were assigned to meet the needs of the audiences and provide the necessary assistance in the hall during the event. In addition, to meet the VIP audience, from Civil Aviation and Cabin Services Program students were assigned. One week training was given to the volunteers for the event.

Marketing and PR

To promote the All Star 2011 event, various activities were organized in the city centre, in shopping malls and in university campus. Also, in shopping malls 3 point shootout contests were done. Brochures and leaflets were distributed in areas of heavy pedestrian traffic. In addition outdoor advertisements were done.

Some of the All Stars were determined by online voting by public people from the official web site of Turkish Basketball Federation www.tbl.org.tr. By carrying out e-mail based subscription system of voting basketball fans also achieved the chance to win various gifts. In public voting; the 100 th voter had won 2 tickets for 2 TKBL organizations, 2100th voter had won a DVD player, 4100th voter had won 2 days accommodation in Eskisehir and also had chance to sit on the bench with the players. In addition, it was announced some surprise awards would be distributed to the lucky spectators by drawing during the event.

Wide coverage to reports on the subject were given in the local and national press, on web pages and official web site of the Basketball team's within the scope of public relations. Also, specifically designed train that took the team from Istanbul to Eskisehir moved after a press statement.

Risk Management

To reduce the risks that may occur during staging of the event ambulances and medical teams were ready before the start of the event. In addition, to ensure the security of the event professional security staffs were assigned.

The Preparations for Staging the Event

Under the scope of the program to be held during the event, opening speech, Face Team show, dance shows, talent contests, All Star Basketball game, award ceremonies and concert

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was taken place. Event duration was determined 5.5 hours between 13.30 to 17.00 pm. and then the concert for 1.5 hours. In this sense, tasks like the preparation of the sports hall, hall decorating, stage establishment, rehearsals and sound adjustment were carried out into two days.

Event Participants Meeting, Receptions and Hospitality

To welcome the participants in to the hall, controllers, routing attendants volunteers met the people and guided them. Also, to have the audience good time, all time shows were done. Giant screens placed throughout the event hall and national TV channel TRT 3 broadcasted. In order to provide employee communication intercom, wireless radio and mobiles were used.

Staging the Event

Before the event time audiences were taken in by ticket controlling on a regular basis. Entries are provided in to two different doors. Assigned people directed the audience to their seats by checking the tickets. In the VIP entrance the audiences were taken into same way. Front part of the VIP section is devoted to protocol. Private catering was treated for the guests in the VIP.

Ayca Sen and Mustafa Ozmen were the announcers. The event started at the scheduled time and magnificent show of Face Team was presented after the opening speech. After the show, Lithuanian Dance Team presented the first one of the five dance shows during the event. Talent competitions were done after the first dance show and then the All Star Teams took to the stage with the concert of Gripin music group. Rewards were given to the winners after the match and the event was ended with the concert of the Gripin.

Throughout the event time any problem or breakdown were emerged. The desired capacity was provided with the seating layout and number of participants. Stands established at the entrance met the needs of the audience. There was any problem with the transportation where the event was held. Public transport services were provided directly to the hall. Adequate parking areas were provided. Also no trouble happened at the ending time and the exit of the audience was provided on a regular basis.

Assessing the Event

The majority of the audience was satisfied with both the demonstration and the facility after the event. The audiences were especially pleased with the demonstration of Face Team and dance shows. All Star show, however, played friendly and no contentious left the game behind the shows. According to a spectators' view about the event; the event was really entertaining and successful. As far as I know, this is the first event ever in this venue because it has just opened. It seems great after comparing with the other facilities in Eskisehir. The crowd was also well. 3 point shootout, the talent competition and the concert made us entertained. The match was not so contentious but quite good .But, by drawing in the audience knew the victorious team, a gift was given, and then the teams formed their own fans. Red and White team's players were introduced at the beginning of the match one by one and when every player in the field greeted the audience by sending them basketball balls. In addition, distribution of the small balls between periods also excited the audience. After the game the lucky participant were determined by drawing and present ceremony were celebrated by confetti's. Then the winner team's award was given. After all Gripin was met with the audience by a concert.

The interest of the media should be evaluated when evaluating the event. After the event was performed within the next week (January 17-21) news about All Star 2011 were published in the local, national and sports newspapers and also on Internet pages.

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Discussion and Conclusion

This case has presented the findings of a case study about dimensions of event management and event marketing. It also reviews the literature for event management and event marketing and approaches. While most of the literature focuses on the entire event management, this paper focuses on the dimensions of event management named ticketing, transportation, human resources (volunteers and trained staff), budgeting, marketing and PR and risk management.

The study illustrates that the event management dimensions in the literature had been applied in to the All Star 2011 organization and the event was successfully managed and marketed. Any problem or trouble was arisen during the event and the target audience was really satisfied. The organization owners and the house owners have reached their objective and reached the number of people.

After evaluating some criteria like being suitable to the standards of the TBF and relevantly using rooms TBF have chosen the facility of Anadolu University. It can be stated that all the costs and expenses arisen had been provided by Turkish Basketball Federation. All the human resources (adequate, competent and well-qualified) had provided. For organizational needs, stage setup, controlling, branding, promoting and advertising the event and for guiding many people were assigned as employees and volunteers. As a marketing strategy in addition to do outdoor advertisements and distributing brochures and leaflets, organizing competitions (e.g. 3 point shootout) about the event is a great idea for promoting a sport event. Overall, the most important thing in an event is the risk management dimension.

To reduce the risks that may occur during an event, managers should do risk management well and it can be stated that in this event ambulances, medical teams and security staff were always ready. After applying the dimensions of the event management everything went well, both organizers and participants were pleased after the event. And through the research findings and informal interview with audiences indicated over of average satisfaction about performance of whole event management and marketing.

The study is going to make several contributions for the sport event managers and sport marketing managers about how to use event management dimensions effectively and shape strategies based on this perspective. It can be stated that the research results are useful for presenting the detailed information about managing and marketing an event. The study is just an example of a sport event it can not be generalized and does not represent the universe.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from the given case study?
3. Write own the case facts.

Source: http://webcache.googleusercontent.com/search?q=cache:http://www.aabri.com/NC2011 Manuscripts/NC11061.pdf

4.11 Summary

- For event marketing, establish a promotional strategy to reach the required number of targeted participants.
- The first step in the event management process, research, is mirrored in the marketing process.

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- Without valid and reliable research, you may waste scarce time and resources.
- Ensure publicity material is prepared in accordance with the promotional strategy and budget allocations, and dispatched within timelines.
- The five Ps of Event Marketing are Product, Promotion, Price, Public Relations and Place. Standing different from others while planning event can be done only when an event is properly planned.
- Accurately planned events have least chances of going wrong.
- There are various things involved in event promotion and planning like selecting venue, marketing, getting sponsorship, preparing committee, arranging finance, carrying out registration process, etc.
- Commercial television is being regarded as the most effective means of reaching out to the masses.
- In order to reach out to the local audience then cable television marketing is effective. Radio, another medium of broadcast mass media, is also proving to be effective, in the recent times, with the increasing number of FM channel.
- Successful salespeople have both expert product knowledge and effective sales skills.
- Expert product knowledge is essential in today's competitive environment.
- The expertise the salesperson demonstrates regarding the sponsorship package or other event component will differentiate this person from the competition.
- Advertising is what you say about your event, whereas public relations is what others (or that perception) are saying about your event.
- The process for identifying, soliciting, negotiating, securing, servicing, and evaluating sponsorships is a complex one.
- Publicity is the deliberate attempt to manage the public's perception of a subject.
- The subjects of publicity include people goods and services, organizations of all kinds, and works of art or entertainment.
- The print, design and production of event resources such as programs, invitations and promotional materials is very important to the professionalism and credibility of your event.
- Publicity draws on several key themes including birth, love, and death.
- All advertising drafts for all mediums should be approved by the Division of Marketing.

4.12 Keywords

Promotion: The process of attracting people's attention to a product or event, for example by advertising.

Sponsor: To pay for or give money to an event, a television or radio programme, a website etc as a way to advertise your products or services.

Sponsorship: Money given to an organization to help to pay for something, often an event.

Celebrity: A famous person, especially in entertainment or sport.

Campaign: A series of things such as television advertisements or posters that try to persuade people to buy a product.

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Marketing: The ways in which a company encourages people to buy its products by deciding on price, type of customer, and advertising policy.

Venue: The place where an activity or event happens.

Booking: An arrangement made by a performer to perform at a particular place and time in the future.

Discount: A reduction in the price of something.

Registration: The process of recording names or information on an official list.

4.13 Review Questions

1. What is meant by marketing of an event?
2. Why marketing is needed?
3. What is meant by promotion of an event?
4. Why promotion is necessary?
5. Explain the promotional strategy.
6. What do you understand by Event Sponsorship?
7. Write a short note on Internet Event Marketing.
8. Explain the 5 Ps of event marketing.
9. What are various promotional methods?
10. How will you prepare various contingency plans?

Answers: Self Assessment

1.	properly planned.	2.	Accurately
3.	promotion and planning	4.	Commercial
5.	mass media	6.	product knowledge
7.	product	8.	differentiate
9.	Advertising	10.	complex
11.	False	12.	True
13.	True	14.	True
15.	True		

4.14 Further Readings

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Unit 5: Financial Management

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Objectives

After studying this unit, you should be able to:

- Know the need for having finance
- Discuss the role of event budget
- Identify the various element of budget planning
- Explain the concept of budgetary aspect in events
- Describe the Financial analysis of the event

Introduction

What defines a successful event? The effective communication of important ideas to a responsive audience? Efficient organisation within agreed deadlines? An inspiring, well-equipped venue? They're all vital, but without efficient (and profitable) financial management, even the best-

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conceived and most stimulating conference or other event can turn into a commercial flop – along with your reputation.

5.1 Event Budget

The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

The preparation of a budget is an essential part of event management. It is fundamentally important that Event Directors are able to predict with reasonable accuracy whether the event will result in a profit, a loss or will break-even. This is achieved by identifying and costing all probable expenditures and by totalling all expected revenues (income). By comparing expenditures and revenues, it then becomes possible to forecast the financial outcome of the event.

The construction of an event budget allows the Event Director to exercise financial control. Many organisations have run into severe financial difficulty and even bankruptcy as a result of staging events. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on promotion and equipment. The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with provided details.

Notes The preparation of an event budget is one of the earliest tasks to be undertaken in the event management process. However, it should be expected that there will be numerous adjustments and refinements to the budget throughout the whole project life-cycle. It is not possible to know every cost from the start, nor is it possible to know whether efforts to secure sponsorship and government funding will be successful. Event budgets by the event management team gets better information comes to hand.

Although the budget takes time to develop, there are some rules that should be observed throughout:

- Budget to avoid making a loss
- Be realistic about event incomes
- Have a financial contingency plan i.e. what happens if the sponsorship is not forthcoming?

Once constructed, the budget assists the Event Team to determine whether a proposed course of action fits within planned financial strategies, or not. If the answer is in the affirmative, i.e. the item is said to be "within budget". If the answer is in the negative, then there is an understanding that continuing to pursue that strategy has a higher degree of risk, and the event profit will be reduced. This does not mean, however, that any departure from the set budget is inadvisable. It may be that the "unbudgeted" cost item has obvious financial benefits.

Make sure you understand the financial situation before you start organising your event in any detail. Here are some relevant questions that may assist you:

- What is the available budget?
- Do you need to charge guests admission?
- Do you need to hire venues and employ staff?
- Is catering required?
- Is advertising and promotion necessary?

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- Does the event have sponsors?
- Will Fringe Benefit Tax apply

Did u know? Events costs will depend on the scale and type of event.

Caution The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be cancelled.

5.2 Financial Analysis

From the development of realistic event budgets to the post-event financial analysis that measures your success, event finances with a comprehensive suite of services include the following:

- Creation of an appropriate event budget
- Management of your finances
- Accurate accounting for all income and expenditure
- Provision of updated accounts whenever required
- Fast, efficient processing of delegate and sponsor registration fees (cheque or credit/debit card payments)
- Timely payment of all event expenses
- Payment of event profit to your nominated budget code
- Other financial services – we can also advise on associated services such as the negotiation of event insurance cover.
- Priceless peace of mind

This all adds up to much more than just a collection of receipts and spreadsheets. As well as helping you achieve the commercial results one want, good financial management gives an individual, the priceless peace of mind that comes from knowing an event finances are always under control. It also helps to build reputation as an event organiser who's always in control.

5.3 Financing the Event

Some differences exist between organisations that run events for profit motives and those that are not-for-profit oriented. Government grants are seldom achievable by for-profit enterprises. Small scale events run by not-for-profit organisations are likely to be funded by participant fees. Larger scale events, whether run by for profit or not for profit enterprises will likely need substantial support through commercial sponsorship. In many cases, fees paid by people who spectate can be a worthwhile source of income. The table 5.1 provides common sources of event revenue.

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Table 5.1 : Categories of Event Revenue

Government Grants	Government grants to assist with the running of events are not easy to obtain. To be successful, applicant organisations need to demonstrate that the event has strategic regional importance. For example it may increase overseas tourists to the region.
Sponsorship	Despite the prevalence of event sponsorship in the sport and recreation marketplace is increasing, many organisations have great difficulty in achieving a significant amount of sponsorship. Competition between sport and recreation organisations for sponsorship is intense. Organisations need to be very professional in their approach to sponsorship and to be able to offer sponsoring companies outstanding value in promotional services. Event Directors need to exercise some realism and caution in relying to heavily on sponsorship.
Merchandising Sales	The term merchandising applies to the sale of a range of products that may be strongly identified with the event or the organisation hosting the event. A common example of merchandising is the production and sale of T-shirts, polo shirts, caps and other forms of clothing that are screen printed or embroidered with a design or trademark of the event. Participants tend to purchase such articles for their commemorative value. Other typical forms of merchandise include glassware, pens, dish cloths, drink bottles and badges. Merchandising may be a form of income suitable for events that have larger numbers of either players or participants.
Participant Fees	The charging of fees to participate in the event is perhaps the most common form of event revenue. Sport and recreation events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees. These "basics" include the hire of the venue, provision of appropriate equipment and the administration of the event. Sponsorship and government funding, if it can be achieved, allows the organisation of the event to go beyond the basics. The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be canceled.
Raffles	It is common to find that recreation organisations employ "on-the-day" fundraising strategies. The most common example is the raffle and a small amount of income can be achieved this way. Whereas it is difficult to achieve cash sponsorships, it is easier to obtain goods from sponsors which can be raffled. Event Directors should identify and research legislation in their own state/nation that pertains to raffles and other similar forms of fundraising. Raffles are often regulated by governments because of the potential for fraud and misrepresentation.
Spectator Fees	In some cases, events are sufficiently popular and entertaining to attract paying spectators. However it can be difficult to obtain money from spectators in circumstances where there no restriction of access(for example an outdoor event with no perimeter fence). If this is the case it may be better to make off-street parking for a fee.

Task Study some more sources of event revenue.

Caution It can be difficult to obtain money from spectators in circumstances where there no restriction of access.

Notes

Self Assessment

Fill in the blanks:

1. The ..... is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.
2. The preparation of a budget is an essential part of .....
3. The event budget should be set so that if sponsorship and/or government funding is not ..... the event does not have to be canceled.
4. It can be difficult to obtain money from spectators in circumstances where there is ..... restriction of access.
5. ..... events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees.

5.4 Typical Event Costs

Events costs will depend on the scale and type of event. Not all the categories stated in the table 5.2 will apply to every event.

Table 5.2: Categories of Event Costs

Travel and Accommodation	Costs associated with officials needed to run the event may have to be borne by the event organisers. Event participants are generally responsible for their own travel and accommodation costs. In minor or local events travel and accommodation costs are unlikely.
Trophies, Awards	The cost of medals, trophies and other awards requires detailed knowledge about the number of competitors, the categories of divisions of the competition and the format of the competition.
Salaries	Applies only events are organised by professional staff.
Postage and telephone	Events usually require considerable communications with participants and the event management team.
Stationery and Photocopying	Special event stationery may be printed but otherwise there is always a lot of photocopying and usage of organisation letterheads to write correspondence.
Medical Fees	Events require persons with at least First Aid training to be in attendance. Larger events may also warrant the employment of a doctor and physiotherapists.
Venue Hire	A critically important aspect of the budget. Information about the probable cost of the venue needs to be obtained as early as possible. Beware that there some hidden costs such as security and supervision costs, and heating and lighting costs.
Insurance	Additional insurance can be taken out to cover risks of injury and/or financial losses associated with events.
Printing	Event programmes, posters, fliers and other promotional documents may need to be printed - especially where quality and colour is required.
Promotion	Expenditure on promotion may be considerable where a significant proportion of the event revenue is likely to be earned through spectators. Promotion covers items such as advertising, give-aways, costs associated with promotional events and sponsors' signage.
Equipment Hire	Includes equipment directly used by participants in the event and also any equipment used by the event management staff including sound systems, computers, mobile phones, two way radios, etc.
Transport	Includes costs of transporting equipment and hire of buses.

Notes

Task What are the financial need for any event?

Self Assessment

Fill in the blanks:

6. ..... associated with officials needed to run the event may have to be borne by the event organisers.
7. Event ..... are generally responsible for their own travel and accommodation costs.
8. In ..... or local events travel and accommodation costs are unlikely.
9. The cost of medals, trophies and other awards requires detailed knowledge about the number of competitors, the categories of divisions of the competition and the .....
10. Salaries applies only if events are organized by.....

Did u know? **Fundraising**

Fundraising events are an effective way to promote and raise money for a specific organization. All fundraising activities are governed by the Donations Policy.

Example: Donation, Charitable trusts are the common examples of fundraising

5.5 Break Even Analysis

Break-even analysis helps to find the point where the costs incurred in an event will be equal to the revenues earned from the project. It is the point from where profit starts coming. When a company starts a particular event, it will have a fair idea of costs to be involved. There are onetime costs of material that will be used in the event; and there are also certain costs that cannot be consumed in one event, such as costs of assets like generator etc.

5.5.1 Break-even Point

A company's break-even point is the amount of sales that it must generate in order to equal its expenses. In other words, it is the point at which the company neither makes a profit nor suffers a loss. Calculating the break-even point (through break-even analysis) can provide a simple yet powerful quantitative tool for managers. In its simplest form, break-even analysis provides insight into whether or not revenue from a product or service has the capacity to cover the relevant costs of production of that product or service.

All event managers must be aware about the level of turnover at the event so as to cover all the costs and know at what point profit will start being made.

To construct a break-even chart or statement for an event, the following information is required:

- ***The number of customers per week:*** This can be calculated from the cashier's analysis sheet which shows the total number of covers as extracted from the customers' bills.

Notes

- ***The average spending power of the customer:*** This is calculated by dividing the total sales by the number of the customers served.
- ***Fixed Costs:*** Expenses such as rent, rates, insurance, depreciation, wages salaries can be divided by 52 (number of weeks in a year) to calculate the average fixed costs per week.
- ***Variable Costs:*** This can be calculated as a percentage of the turnover figure.

5.5.2 Assumptions of Break-even Analysis

The break-even analysis is based on the following assumptions:

- All costs can be separated into fixed and variable components.
- Variable cost per unit remains constant and total variable cost varies in direct proportion to the volume of production.
- Total fixed cost remains constant.
- Selling price per unit does not change as volume changes.
- Productivity per worker does not change.
- There will be no change in the general price level.

Then there is the concept of contribution. Contribution is the difference between sales and the variable cost. The formula for contribution can be shown as:

Contribution = Sales – Variable Cost

Also, contribution = Fixed cost +/– Profit/ Loss

Therefore it implies,

Sales - Variable Cost = Fixed cost +/– Profit/ Loss

If any of the three factors are known, the fourth factor can be found out by using the above equation.

Example:

Let Sales = ₹ 10,000

VC = ₹ 5000

FC = ₹ 4000

Using Sales – Variable Cost = Fixed cost +/– Profit/Loss

₹ 10000 – ₹ 5000 = ₹ 4000 + Profit

Profit = ₹ 1000

The next important concept is of Profit–Volume ratio (P/V ratio)

P/V Ratio = Contribution /Sales

This implies P/V ratio = (Sales – Variable cost) /Sales

Or (Fixed Cost +/- Profit/ Loss)/ Sales

And also P/V ratio = Change in Contribution/Change in Sales

Notes

= Change in Profit/Change in Sales

P/V ratio is an indicator of the rate at which profit is being earned. A high P/V ratio indicates high profitability and a low ratio indicates low profitability in the business.

5.5.3 Methods of Break-even Analysis

Break-even analysis can be performed by two methods:

1. Algebraic Method
2. Graphic Method

Algebraic Method

This method involves the use of formula or hit and trial methods.

To find break-even quantity, the event manager uses the standard profit equation, where profit is the difference between total revenues and total costs. Predetermining the profit to be ₹ 0, he then solves for the quantity that makes this equation true, as follows:

Let TR = Total revenues

TC = Total costs

P = Selling price

F = Fixed costs

V = Variable costs

Q = Quantity of output

$TR = P \times Q$

$TC = F + V \times Q$

$TR - TC$ = profit

Because there is no profit (₹ 0) at the break-even point,

$TR - TC = 0$, and then $P \times Q - (F + V \times Q) = 0$.

Finally, $Q = F\ (P - V)$.

This is typically known as the contribution margin model, as it defines the break-even quantity (Q) as the number of times the company must generate the unit contribution margin (P " V), or selling price minus variable costs, to cover the fixed costs. It is particularly interesting to note that the higher the fixed cost, the higher is the break-even point. Thus, companies with large investments in equipment and/or high administrative-line ratios may require greater sales to break even.

Total Contribution = Total Fixed Costs

Unit Contribution × Number of Units = Total Fixed Costs

$$\text{Number of Units} = \frac{\text{Total Fixed Costs}}{\text{Unit Contribution}}$$

$$\text{Break-even(in Sales)} = \frac{\text{Fixed Costs}}{\text{C/P}}$$

Notes

Let us understand the concept by taking an example. If fixed cost is ₹ 100, price per unit is ₹ 10, and variable cost per unit is ₹ 6, then the break-even quantity is 25 (₹ 100 ÷ [₹ 6] = ₹ 100 ÷ ₹ 4).

In simple terms, break-even point is the point when a company's profits equal the amount of money it has invested in a project. For instance, let us take an example of a company who are hosting five different events in the space of five days. Let us assume that the company spends ₹ 100,000 on buying extra chairs, furniture, contracted staff payment, etc. At the end of event number two, i.e., the second day, the company earns through ticket sales exactly one lack. Thus, event number two is the break-even point; a point when the company recovered all its costs, i.e., ₹ 100,000. While it is useful to know the quantity of sales at which a product will cease to generate losses, it may be even more useful to know the quantity necessary to generate a desired level of profit, say *D*.

$TR - TC = DP \times Q - (F + V \times Q) = D$

Then $Q = (F + D) \div (P - V)$

This has the effect of regarding the desired profit as an increase in the fixed costs to be covered by sales of the product. As the decision-making process often requires profits for payback period, internal rate of return, or net present value analysis, this form may be more useful than the basic break-even model.

Hit and trial method can be explained with an example:

A candy floss stall serves 60 to 100 customers per week. The average amount spent per customer is ₹ 2.50. Variable costs are estimated at 38% of turnover, while a fixed cost is ₹ 99 per week, including the average labour cost per week.

- The turnover figure is calculated by multiplying the average spending power by the number of customers.
- The variable costs are calculated by finding 38% of the turnover figure.
- The cost of ₹ 99 remains constant.

No. of customer	Turnover	Variable Costs	Fixed costs	Total cost	Net profit (+)	Net Loss (–)
60	150	57.00	99	156.00		6
70	175	66.50	99	165.50	9.50	
80	200	76.00	99	175.00	25.00	
90	225	85.50	99	184.50	40.50	
100	250	95.00	99	194.00	56.00	

Turnover is found by multiplying the number of customers by average amount spent per customer (60 x 2.50= 150).

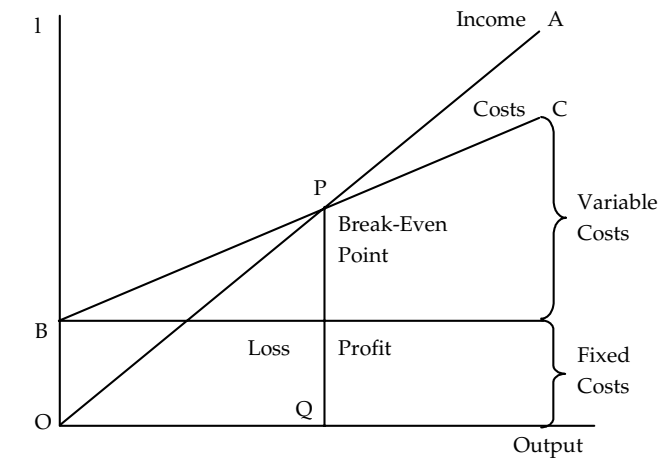
Variable cost = 38% of turnover (38/100 x 150 = 57)

Profit = Turnover – Total Cost

Notes

Graphical Method

Figure 5.1: Graphical Method



On the horizontal axis of the graph (see Figure 5.1), the volume of production or sales is measured and on the vertical axis, the value of cost and sales is measured. The fixed cost line is drawn at Band is parallel to the x-axis of the graph because it does not change due to changes in level of sales. The total cost line BC is drawn after adding variable cost to the fixed cost. The point P is the point of intersection of the income and costs and is known as break-even point.

5.5.4 Margin of Safety

Margin of safety represents the strength of the business. It enables a business to know the exact amount it has gained or lost, and whether it is over or below the break-even point.

Margin of safety = (Current output – Break-even output)

Margin of safety% = (Current output – Break-even output)/Current output × 100

5.5.5 Applications in Event Management Industry

Break-even analysis is used mostly in the manufacturing industry but its applicability in the service industry cannot be understated. However, there is one fundamental difference between goods and services—services cannot be placed in inventory for later sale. The case may be that the variable cost in manufacturing may be fixed cost in services. For instance, in the restaurant industry, unknown demand requires cooks and table-service personnel to be on duty, even when there are few customers. If a barber shop is open, at least one barber must be present. Emergency rooms require round-the-clock staffing. The absence of sufficient service personnel frustrates the customer, who may not be happy at his visit to the service firm and may seek competitors to fulfil his needs. Even in the event management industry, the preparations are made around the clock in the anticipation that the customers/spectators will come to watch the event. Managers cannot predict the success or failure before the event is launched.

The wages for the basic level of personnel must be counted as fixed costs, as they are necessary for the potential production of services, despite the actual demand. However, the wages for on-call workers might be better classified as variable costs, as these wages will vary with units of

production. Service industries, without the luxury of inventoriable products, have developed a number of ways to provide flexibility in fixed costs. Professionals require appointments, and restaurants take reservations; when the customer flow pattern can be predetermined, excess personnel can be scheduled only when needed, reducing fixed costs. Airlines may shift low-demand flight legs to smaller aircraft, using less fuel and fewer attendants. Hotel and telecommunication managers advertise lower rates on weekends to smooth demand through slow business periods and avoid times when the high-fixed-cost equipment is underutilized. Retailers and banks track customer flow patterns by day and by hour to enhance their short-term scheduling efficiencies. Whatever method is used, the goal of these service industries is the same as that in manufacturing: reduce fixed costs to lower the break-even point.

5.5.6 Limitations

- Break-even analysis is only a supply side (i.e., costs only) analysis, as it tells you nothing about what sales are actually likely to be for the product at these various prices.
- It assumes that fixed costs (FC) are constant. Although this is true in the short run, an increase in the scale of production is likely to cause fixed costs to rise.
- It assumes average variable costs are constant per unit of output, at least in the range of likely quantities of sales (i.e., linearity).
- It assumes that the quantity of goods produced is equal to the quantity of goods sold (i.e., there is no change in the quantity of goods held in inventory at the beginning of the period and the quantity of goods held in inventory at the end of the period).
- In multi-product companies, it assumes that the relative proportions of each product sold and produced are constant (i.e., the sales mix is constant).

5.6 Cash Flow for an Event

Capital is needed to set up any business uni, and even more so in the event business, since the planning phase is often long and the period for capturing revenue is very short,e.g., an event team may spent a year planning an event during which period cost will be incurred, all of which have to be paid long before there is an opportunity to recompany money. After having spent a year planning it is possible that ticket will be sold at the venue and that all venue will be collected on the one day. This outcome is in contrast to an everyday business in which there is a more even cash flow.

Monthly expenses and projected revenue need to be entered into a spreadsheet to establish cash flow can best be managed. A funding crisis just days prior to an event is not rare in this event industry.

5.7 Financial Control System

All purchases must be approved and usually a requisition form is used for this purpose,meaning that the manager has the opportunity to approve cost incurred by the employees once goods are ordered or services provided check must be made that they meet specifications before the bilkls are paid. Fraud could occur,if an employee had authority to make purchases, to record and physically handle the goods, and to pay the bills. For that reasons these roles are usually carried out by different people. In any case the system should have check and balances to make sure that:

- Purchases on other expenses are approved
- Goods and services meet specifications.

Notes

- Payment is approved.
- Accounts are paid.
- Incoming revenue is checked and banked.
- Revenue total are recoeded correctly
- Debts are met
- All transactions are recorded and balanced
- Taxation requirements are met.
- Financial mattersaare corrected reported to stakeholders

What defines a successful event? The effective communication of important ideas to a responsive audience? Efficient organisation within agreed deadlines? An inspiring, well-equipped venue? They're all vital, but without efficient (and profitable) financial management, even the best-conceived and most stimulating conference or other event can turn into a commercial flop – along with your reputation.

Helping you to manage your event finances

From the development of realistic event budgets to the post-event financial analysis that measures your success, it is being tried to manage your event finances with a comprehensive suite of services including the following:

- Creation of an appropriate event budget – utilise our experience to make sure that nothing is omitted
- Management of your finances in line with expectations – we'll help you keep to your allocated budget and ensure an accurate audit trail for all income and expenditure
- Accurate accounting for all income and expenditure and provision of updated accounts whenever required by you or your financial colleagues
- Fast, efficient processing of delegate and sponsor registration fees (cheque or credit/debit card payments)

Timely payment of all event expenses

- Payment of event profit to your nominated budget code
- Other financial services – we can also advise on associated services such as the negotiation of event insurance cover.

5.8 Panic System

This unusual accounting term is not exclusive to the event industry,but this industry is one in which inflated panic prices are often paid.In an ideal world,the event manager has all quotes sewn up and the the budget locked in long before the event. There should be few unforseen contigencies, but don't forget this in budget. In reality, murphy law dictates that something will always go wrong.And the closer it is to the event the more difficult it is to negotiate a reasonable price for what you required to put it right. Infact, if it is a last minute crisis, it could easily lead to a price with a high premium,a panic payment. Essentially the supplier has the event manager over a barrel. Careful planning and detailed contract negotiated well in advance can prevent this situation from occuring.

Notes

5.9 Sponsorship of Events

For some events it may be appropriate to seek external sponsorship, particularly those that require a large budget or may offer mutually beneficial benefits to an external individual or company. Sponsorship of an event or activity can comprise of in-kind support, financial support, or a combination of both. However, with sponsorship comes a lot of extra responsibility for the event organizer in all stages of the event process; including the planning, organization, execution and post-event activities.

The following outlines important elements of sponsorship:

Strategic Planning. Consider the aims and objectives in relation to the purpose of seeking sponsorship, identifying and prioritising potential sponsors and determining a strategy as to your approach.

Sponsorship Agreements. These must include deliverable benefits from to the sponsor, outline timing, terms and conditions and any other arrangements specific to the event. They should be included in the initial sponsorship proposal

Restrictions on Sponsorship. Number of external individuals and companies that are not suitable to sponsor an event or activity.

Examples:

- Political Parties
- Tobacco Companies
- Gambling Services

Notes **Management of Sponsorship**.

Management of any sponsorship includes:

- Administration of arrangements, including how funds raised are to be accounted for and monitoring records.
- Governance consideration, including allocating a person to manage the relationship with the sponsor and ensure all arrangements/contractual agreements are met.
- Ongoing monitoring of the event process to ensure that what was agreed to is delivered and the event's outcome is what was proposed.
- Evaluation- The success/outcome of the event and benefits to the sponsor. The evaluation process should include feedback from the sponsor. The sponsor should be given a copy of the report
- Thank you- The sponsor/s should be formally thanked and acknowledged for their contribution and informed of the outcome of the event.
- All sponsorships must be approved by the relevant member of the Senior Executive Committee.

Self Assessment

State whether the following statements are true or false:

11. For some events it may be appropriate to seek external sponsorship, particularly those that require a large budget or may offer mutually beneficial benefits to an external individual or company.

Notes

12. Sponsorship of an event or activity can comprise of in-kind support, financial support, or a combination of both.
13. With sponsorship comes a lot of extra responsibility for the event organizer in all stages of the event process; including the planning, organization, execution and post-event activities.
14. Sponsorship agreements must exclude deliverable benefits to the sponsor.
15. Number of external individuals and companies that are not suitable to sponsor an event or activity include: Political Parties,, Tobacco Companies and Gambling Services.

Case Study

Event break-even: the Annual dinner of the Ecclesbourne Valley Railway

The Ecclesbourne Valley Railway is typical of the many heritage railways and railway museums in the UK and in other parts of Europe. It is a 14-km privately owned railway line in the English Midlands, providing a tourist experience for people interested in railway history, steam locomotives, and historic railway equipment and artifacts. As a tourist attraction run largely by volunteers, it not only raises its revenue through ticket sales, retail activities, catering and other commercial means, but also though events of various kinds, charitable grants and donations and local authority contributions. This range of fund-raising is necessary to keep the railway operational and to help restore and maintain its historic artifacts.

In the 2004 event season the following annual dinner was costed. This type of dinner, often called a fund-raising dinner or 'Sportsman's dinner, is very typical of this sort of event. Such dinner are common amongst all kinds of charitable, voluntary and sporting organizations, and in the case of some of the smaller organizations, a dinner of this kind may be the major social event in their calendar. In most cases the objectives are as follows. Primary objective fund-raising (either in general, or for a specific reason, e.g. new kit for a rugby club, refurbishment of the club's premises; new fencing, etc.) secondary objectives, social meeting of an organization's members and supporters; raising of the organizaiton's profile amongst potential supporters and sponsors' opportunity to invite honoured guests, contributors or sponsors by way of thanks for their interest in or help given to the organization.

In the case of the Ecclesbourne Valley Railway, the primary purpose is to raise funds for the maintenance and repair of historic rolling stock (engines, carriages, wagons, etc.). The secondary purpose is to provide a social opportunity for the railway's shareholders and members, the budget for the event being based on a maximum number of 150 guests and a break-even point of 38 guests.

There are some interesting issues in considering this data.

First, unlike our text examples, the fixed costs for this dinner can be reduced somewhat to lower the break-even point. For example, this could be done for the guest speaker. Thus, if demand for tickets were very low indeed, but those attending still wished it to go ahead without having a speaker, some fixed costs could be saved here. Some further fixed costs could be saved by not having the menus and place cards printed professionally, but simply printing one menu per table on a home computer. Also, the cost of mailing out final tickets fall if there are fewer of them. So if the organization wanted the event to go

Contd....

Notes

ahead for secondary reasons (in this case social reasons), this could still be done, even though very little profit could be made.

Second, further money could be raised during the event itself, separate from ticket revenue.

Venue: the Garden Suite, Midland Hotel, Derby, England. Event date Friday 24 September 2004. Maximum capacity of the value 150 diners Ticket Price 45.

Fixed Costs	For 150 people	For 38 people
Venue hire	300.00	300.00
Guest speaker's expenses	150.00	0.00
Menus and place cards	75.00	2.25
Mail-out to shareholders promoting the event	285.00	285.00
Photocopying of booking form for mail-out	60.00	60.00
Photocopying and mail-out of booked tickets	51.75	30.00
	921.75	622.25
Variable Costs		
Costs of dinner per head 26.40	3,960.00	1,029.60
Total Costs	4,881.75	1,706.85
Revenue of ticket price 45	6,750.00	1,710.00
Profit on event	1,868.00	3.15

This is very common at charitable dinners and is done by holding raffles, playing bingo, having a range of money-raising games (e.g. tops and tails, etc) or holding auctions of donated gifts or pledges. Third, the very act of holding the event might bring in new sponsors, advertisers or useful contacts. In consequence, if organizers at any fund-raising dinner had to make a decision about whether to run their dinner in the case of only break-even on ticket sales, they might still wish to carry on because of the secondary benefits.

Based on this case:

1. Suppose the above event had three additional revenue-earning games, a raffle, a bingo game and an auction of a prize, which respectively brought in E350 per activity, what would be the total profit of the event at its maximum capacity?
2. Consider any fund-raising activity or dinner you have attended. How has the main revenue been earned and what additional sources of revenue have the organizers found?
3. The guest speaker's expenses in this case were very small, the speaker being a local man with an interest in railway history. What might the costs have been for a celebrity' or professional speaker?
4. Might these costs have wiped out the potential profit of this event? How could this be overcome?

Source: authors, 2004

5.10 Summary

- The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

Notes

- The preparation of a budget is an essential part of event management.
- The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be canceled.
- It can be difficult to obtain money from spectators in circumstances where there no restriction of access.
- Sport and recreation events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees.
- Costs associated with officials needed to run the event may have to be borne by the event organisers.
- Event participants are generally responsible for their own travel and accommodation costs.
- In minor or local events travel and accommodation costs are unlikely.
- The cost of medals, trophies and other awards requires detailed knowledge about the number of competitors, the categories of divisions of the competition and the format of the competition.
- Salaries applies only if events are organized by professional staff.
- For some events it may be appropriate to seek external sponsorship, particularly those that require a large budget or may offer mutually beneficial benefits to an external individual or company.
- Sponsorship of an event or activity can comprise of in-kind support, financial support, or a combination of both.
- With sponsorship comes a lot of extra responsibility for the event organizer in all stages of the event process; including the planning, organization, execution and post-event activities.
- Sponsorship agreements must include deliverable benefits to the sponsor.
- Number of external individuals and companies that are not suitable to sponsor an event or activity include: Political Parties,, Tobacco Companies and Gambling Services.

5.11 Keywords

Budget: The amount of money a person or organization has to spend on something.

Event Budget: The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

***Venture*:** A new business or activity.

Revenue: Income from business activities or taxes.

Sport and recreation events: Sport and recreation events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees.

***Event Cost*:** Costs associated with officials needed to run the event may have to be borne by the event organisers.

Event participants: Event participants are generally responsible for their own travel and accommodation costs.

Sponsorship of an event or activity: It can comprise of in-kind support, financial support, or a combination of both.

Notes

5.12 Review Questions

1. What is meant by event finance?
2. What is event budget?
3. What is meant by available budget?
4. How is preparation of a budget is an essential part of event management?
5. What are the various costs associated with the events?
6. What is meant by term salary? When it is applied?
7. What is sponsorship of an event?
8. What are the constituents of event budget?
9. What is the scope of financial management in the study of events?
10. "Sponsorship agreements must include deliverable benefits to the sponsor" Comment.

Answers: Self Assessment

1.	event budget	2.	event management.
3.	Forthcoming	4.	no
5.	Sport and recreation	6.	Costs
7.	participants	8.	minor
9.	format of the competition	10.	professional staff.
11.	True	12.	True
13.	True	14.	False
15.	True		

5.13 Further Readings

Books

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Unit 6: Risk Management

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Objectives

After studying this unit, you should be able to:

- Define the term risk
- Discuss the need to know occurrence of risk in event
- Identify the chances of happening risks in events
- Explain the various forms of risks in event management
- Describe the various types of crisis in risk management

Notes

Introduction

In general everyone has some understanding of the meaning of the word 'risk'. As children we are taught that something is risky, or we are told not to take risks. But what exactly is 'a risk'?

We do things knowingly that there is a risk involved.

Example: We know that there is a risk involved in driving a car, or riding a bike, or going on a skiing holiday. We accept the level of risk because in our minds, although the potential consequences can be death or serious injury, we think that if we are careful, the chances of something dreadful happening is very low.

When we evaluate a risk, therefore, we take into account two factors - the probability of something happening that we don't want, and the consequences if it does.

Caution Always be careful to reduce the chances of risk

Example: An airplane flight is a very good example. The consequence of a airplane crash is usually the loss of most, if not all life on board - dreadful. Fortunately, when we fly, the probability of being in an airplane crash is very small (1 in 52.6 million according to the National transportation Safety Board). This very low probability makes the risk very acceptable.

Did u know? In fact we all take risks everyday quite happily.

At the other end of the spectrum, there are risks where the probability is very high but the consequences are relatively low. For example, when we go to work there is a very good chance that we will catch influenza from a work colleague at some time in the year. The probability of this happening might be 1 in 4, but if it does happen we will be just laid up in bed for a week and no serious or long-term damage occurs. This make the risk of getting influenza by going to work quite acceptable.

So whether we choose to accept or decline a risk depends on the mix of two factors:

- probability; and
- consequence

Identifying, evaluating and understanding risks is a very important aspect of business management. Businesses can also suffer dreadful consequences if risks are not appropriately managed. The most widely understood risks are occupational health and safety risks. Most people generally associate the word 'risk' with injury, health risks and death, but there are many other types of risk faced by any business.

6.1 Categories of Risk

It is useful to think or risks as falling into two categories:

- Risk of harm
- Risk of detriment

The **risk of "harm"** is the type of risk that we mostly think about. The word 'harm' is employed in relation to something living, usually a person or the natural environment. In a sport and recreation business, the risk of harm would include :

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- injury to a player, sport official, or spectator as a result of collisions between players or collisions of a player with a solid structures in the sports arena.
- Being struck by a projectile such as a javelin, cricket ball, or hockey puck that emanates from the sporting arena.
- Being crushed by a riotous crowd at a soccer match Lightning strike at golf.
- Extreme environmental conditions in a yacht race, or balloon race.

The **risk of "detriment"** does not involve injury to something living. It generally means some form of economic loss, which might indeed include a valuation of harm to living things but which also includes damage of a much wider kind. In a sport and recreation organisation, a 'detriment' could involve:

- Losing a sponsor as a result of a poorly organised tournament
- Repeated cases of athletes testing positive in doping controls and result bad publicity
- A split of the organisation into two political factions that are unable to work together
- Theft of important assets owned by the organisation
- Team members arriving too late at the venue and being unable to compete

Managers of sport and recreation organisations are expected to be conversant in risk management theory, and to be able to identify and manage risks so that the probability of harm or detriment occurring is less and/or the consequences of risk are reduced. Pressure is brought to bear on sporting organisations to engage in and take seriously risk management. The pressure comes in the form of:

- Legislation in workplace health and safety, and other legal principles such as the 'duty of care'
- An exclusion from government funding for organisations that are unable to demonstrate that they have a risk management plan.
- Sport and recreation is a risky business, and it is therefore mandatory for sport managers to have a good understanding of the concept of risk and to engage in risk management.

Task Being the manager of an sports event concern, what will be your responsibilities?

6.2 Risks Associated with Events

All recreation organisations should engage in a continual process of examination and review of their existing events to ensure that the environment is safe for participants, officials, volunteers and spectators.

This process of examination becomes even more important in the planning process for new events. A failure to assess the risks involved in events can be disastrous as a result of:

Risks of Injury

- Injury to humans - athletes, coaches, referees, officials and spectators
- Injuries to animals i.e. horses, livestock, other domesticated animals, wildlife

Risks of Reputation

- Loss of an organisation or individual's good name i.e. acquires a negative image
- Community outrage over drugs in sport and cheating in a sport

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Risks of Financial Loss

- Loss of assets due to theft, fire, flood or vandalism
- Financial losses resulting from staging events, activities and/or programs
- Loss of future income i.e. loss of sponsor
- Financial losses arising from legal proceedings

Risks of Losing Facilities

- Loss of facilities due to environmental damage
- Loss of facilities due to bio-hazards
- Loss of facilities due to Acts of Nature

Caution Always observe the term risk as including far more than health and safety issues.

Risks of Imprisonment

- Failing to abide by Workplace Health and Safety Regulations
- Involvement in drugs
- Sexual relations with minors

The first step in planning any new event is to conduct a feasibility study. The purpose of such a study is to identify and assess the benefits and risks of the event, and to identify what problems need to be solved in order to successfully stage the event.

The feasibility analysis should aim to identify any risks such as:

- The sufficiency of lead time (years, months, weeks) to organise the event
- The date of the event and whether it clashes with any other events that may significantly effect the success of the event
- The budget and whether the event can be run without incurring a loss
- The degree of support that can be gained from the community, government, and parent bodies.
- The sufficiency of resources such as equipment, manpower, finances and facilities
- The environmental impact and whether the event may cause a disturbance to surrounding community, and cause traffic congestion, waste, noise, and lighting spillage
- The legal considerations such as permits, landholders permission, alcohol licensing, fundraising regulations

In addition to the above, there needs also to be a thorough examination of risks to human safety as sporting events are inherently risky. It is the first and foremost duty of all event directors to implement strategies to ensure the safety and well-being of all event goers. This responsibility even extends to a consideration of the risks involved if parents who are spectating fail to keep control of small children. For example, small children may be injured in the spectator stands by running and jumping from aisle to aisle, step to step and seat to seat.

Notes

Risks to health and safety associated with events include:

- Surfaces that are not even, slippery, or have potholes, and which may cause participants or spectators to trip, slip and fall.
- Projectiles that are used during an event including balls, pucks, discuss, javelins
- Obstructions that people may run into or hit the head on
- Food hygiene
- Competitive aggression resulting in brawls, abuse, harassment

Accidents resulting in injury are frequent in events, and event organising committees will not be held responsible provided that a reasonable attempt to identify risks has been made, and strategies have been put in place to mitigate these risks. In short, the event organising committee needs to be seen to have done a reasonable job in risk management.

Self Assessment

Fill in the blanks:

1. When we ..... a risk, therefore, we take into account two factors - the probability of something happening that we don't want, and the consequences if it does.
2. Identifying, evaluating and understanding risks is a very important aspect of ..... management.
3. The most widely understood risks are ..... and safety risks.
4. The ..... is the type of risk that we mostly think about.
5. The .....does not involve injury to something living.

6.3 Risk Insurance

The management committee of any sport and recreation organisation must consider the need to protect the organisation from financial risks by taking out appropriate insurance cover. There are a wide range of insurance products available and the best strategy is to talk to insurance brokers who deal with sporting organisations regularly.

6.3.1 Public Liability Insurance

Public liability covers the organisation against liability to pay compensation for any injury or financial loss sustained by a third party as a result of negligence on the part of the organisation. A third party is someone who is not a member of the organisation, or an employee of the organisation.

Public liability policy does not cover any loss or injury that arises as a result of participation in sport and recreation activities by members of the organisation. It does however cover the organisation for claims for compensation by members of the public if they sustain any injury or loss while on the premises of the organisation.

6.3.2 Professional Indemnity Insurance

The organisation can cover itself against claims for compensation arising from the negligence of coaches or officials who provide service to persons participating in the organisation's events,

Notes

programs and activities. It is highly likely that coaches and officials must be properly accredited for any insurance claim to be successful. Coaches can, if they so wish take out their own insurance cover if they are freelancers or self-employed.

6.3.3 Players Insurance

It is commonplace for registered players to have some limited cover for injuries sustained in the course of participating in events, programs and activities of the organisation. This insurance cover arises as a result of the national or state sporting organisation arranging the insurance and then recouping the premium by imposing a small levy on everyone through player's registration fees.

6.3.4 Directors and Officers Liability Insurance

Directors and officers liability insurance covers members of the management committee or board for legal costs if they fail to carry out their role as an officer of the organisation with due diligence. This type of insurance cover would cover, for example, legal costs that may occur as a result of attending official investigations or inquiries concerning the affairs of the organisation.

6.3.5 Event Insurance

Organisations staging special events can insure against a wide range of risks including cancellation of the event, the impact of weather on the event, or if a certain contingency happens (such as a large payout of prize money or the non-appearance of a very important personality or competitor.

Notes **Workers Compensation**

As with any other employer, it is mandatory for organisations to take out cover in case employees suffer any injury while in the course of carrying out their work duties.

6.3.6 Motor Vehicle Insurance

If a sport organization owns any kind of vehicle, then it should have motor vehicle insurance. Damage to, or damage caused by a vehicle owned by the sport organisation cannot be covered by any of the above forms of insurance.

6.4 Methods for Identifying Risks

Identifying risks is the first and perhaps the most important step in the risk management process. If there is a failure to identify any particular risk then other steps in the risk management cannot be implemented for that risk.

Notes It is important to realize that an organisation's exposure to risk may be constantly changing. For example, at the time that a risk audit takes place, an organization may not have any sponsorship. The risk audit may not therefore uncover any risks associated with sponsorship because at the time there none were apparent. However some months later after risk management policies and procedures have been documented, the organisation is successful in obtaining a sponsorship and the risk exposures associated with sponsorship.

Notes

Some of the methods for identifying risks are as follows:

- ***Questionnaire:*** Distributed to staff and volunteers. The questionnaire may include some sections which are standardized and apply to all organization, and some sections that are specific to sport and recreation organisations.
- ***Organisation's Records:*** Information that may point to risks exposures may be found in documents such as:
  - Minutes of committee meetings
  - Event management plans and report
  - Policy documents
  - Contracts for facilities
  - Sponsorship proposals
  - Resource agreements with government funding providers.
- ***Flowcharting:*** The programs, events and services provided by the organisation can be flowcharted to identify all processes involved. The benefit of a flowchart to the risk identification process is that it identifies possible ways in which basic processes in sport and recreation management can be interrupted. Any interruption to the provision of events, programs and services is a potential for loss.
- ***Professional Expertise:*** Sport and recreation organisations may consider using risk management consultants with expertise to identify virtually any risk exposure. However the services of such consultants may be available only at a significant cost.
- ***On-Site Investigations:*** On-site investigations provide opportunities for face-to-face discussions with organisation personnel. Such discussions may lead to a better understanding of the extent of harm and detriment arising when events and activities do not go as planned. On-site investigations may also shed light on the frequency with which undesirable events occur.

Self Assessment

Fill in the blanks:

6. ..... covers the organisation against liability to pay compensation for any injury or financial loss sustained by a third party as a result of negligence on the part of the organisation.
7. A ..... party is someone who is not a member of the organisation, or an employee of the organisation.
8. Organisations ..... special events can insure against a wide range of risks including cancellation of the event.
9. The impact of weather on the event, or if a certain contingency happens (such as a large payout of prize money or the non-appearance of a very important ..... or competitor.
10. On-site investigations provide opportunities for ..... discussions with organization personnel.

Notes

6.5 Risk Analysis and Prioritizing

The matrix below is adapted from the Risk Management Standard. It can be used to record a priority rating for each risk identified in the risk audit. Each risk identified must be evaluated in terms of:

- The probability of occurrence (the likelihood).
- The severity of the consequence should the risk actually occur.
- A risk exposure that has both a high likelihood and a high severity of consequence should be given the greatest consideration for elimination or control.
- A risk that is both low in likelihood and low in severity can easily be retained and self-funded.

Table 6.1: Risk Analysis

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophe 5
Almost Certain Is expected to occur at most times	H	H	E	E	E
Likely Will probably occur at most times	M	H	H	E	E
Moderate Might occur at most times	L	M	H	E	E
Unlikely Could occur at sometime	L	L	M	H	E
Rare May occur in rare	L	L	M	H	H

Legend

E	Extreme Risk	Immediate action required
H	High Risk	Senior management attention needed
M	Moderate Risk	Management responsibility must be specified
L	Low Risk	Manage by routine procedures

6.5.1 Documenting Risks

These are basically of two kinds:

1. The Risk Register
2. The Risk Treatment Schedule

Risk Register

The Risk Register, also known as a Risk Log

Purpose

Notes

- A risk register is a document maintained in order to monitor potential risks.
- A risk register tracks the actions taken to minimise risks.
- A risk register provides contingency plans that should be invoked if a risk does occur.
- A risk register provides details of costs involved in mitigation of the risk
- A risk register is a record that may be used for audit purposes to demonstrate that risk management has taken place.

The register should be kept up to date and reviewed regularly. New risks should be added as they are discovered. The probability or severity rating of each may be adjusted as the project progresses.

Furthermore a risk register may provide details of:

- The probability that a risk will occur
- Severity of the risk, that is the impact that it would have if it occurs.
- Time in which mitigating action must be taken in the event of its occurrence
- Unmanageability of the risk
- Criticality of the risk to the mission of the organisation

6.5.2 The Risk Treatment Schedule

A risk treatment and action plan documents the management controls to be adopted and should include the following information:

- Who has responsibility for the implementation of the plan;
- What resources are to be utilised; budget allocation;
- Timetable for implementation; .
- Details of the mechanism and frequency of review and compliance with the action plan

6.5.3 Conducting an Event Risk Audit

Conducting a risk audit is an essential component of developing an event management plan. A risk audit involves identifying and assessing all risks so that a plan can be put in place to deal with any occurrence of any undesirable event which causes harm to people or detriment to the organization.

A risk audit involves:

- checking the proposed venue for possible hazards
- observing other similar events to see how participants are likely to interact with the event environment
- reviewing event management systems, policies and procedures and ensuring they are up to date
- interviewing event personnel to check whether they have received appropriate training
- Checking the venue

Notes

Task Understand the contents of an event risk audit.

6.6 Risk Management

The process of identification, analysis and either acceptance or mitigation of uncertainty in investment decision-making. Essentially, risk management occurs anytime an investor or fund manager analyzes and attempts to quantify the potential for losses in an investment and then takes the appropriate action (or inaction) given their investment objectives and risk tolerance. Inadequate risk management can result in severe consequences for companies as well as individuals. For example, the recession that began in 2008 was largely caused by the loose credit risk management of financial firms.

Simply put, risk management is a two-step process - determining what risks exist in an investment and then handling those risks in a way best-suited to your investment objectives. Risk management occurs everywhere in the financial world. It occurs when an investor buys low-risk government bonds over more risky corporate debt, when a fund manager hedges their currency exposure with currency derivatives and when a bank performs a credit check on an individual before issuing them a personal line of credit.

We always have observed two kinds of risk at big sports events, i.e. Operational risk, that is the risk of not being able to deliver (some venues), and other one is reputation risk.

6.6.1 Event Crisis Management

The identification of threats to an organization and its stakeholders, and the methods used by the organization to deal with these threats. Due to the unpredictability of global events, organizations must be able to cope with the potential for drastic changes to the way they conduct business. Crisis management often requires decisions to be made within a short time frame, and often after an event has already taken place. In order to reduce uncertainty in the event of a crisis, organizations often create a crisis management plan.

Unlike risk management, which involves planning for events that might occur in the future, crisis management involves reacting to an event once it has occurred. An oil company for example, may have a plan in place to deal with the possibility of an oil spill, but if such a disaster actually occurs, the magnitude of the spill, the backlash of public opinion and the cost of cleanup can vary greatly and may exceed expectations.

"Crisis is a process of transformation where the old system can no longer be maintained." Therefore the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure or incident.

Crises come in all shapes and sizes – from flood and famine, earthquake or pandemic to smaller-scale but nonetheless challenging events such as a building collapse, fire, rail crash or localised outbreak of an infectious disease. Preparing to deal with national and local emergencies does not have to be expensive. A simple, well-thought-out crisis management plan, at a national or local level, can save lives and enhance reputations nationally and internationally – particularly in a world where real-time global media is ever-critical. It is also an essential ingredient of effective and responsible modern governance.

Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. Three elements are common to most definitions of crisis:

Notes

1. A threat to the organization,
2. The element of surprise, and
3. A short decision time.

In contrast to risk management, which involves assessing potential threats and finding the best ways to avoid those threats, crisis management involves dealing with threats after they have occurred. It is a discipline within the broader context of management consisting of skills and techniques required to identify, assess, understand, and cope with a serious situation, especially from the moment it first occurs to the point that recovery procedures start.

Crisis management consists of:

1. Methods used to respond to both the reality and perception of crises.
2. Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.
3. Communication that occurs within the response phase of emergency management scenarios.

Crisis management methods of a business or an organization are called Crisis Management Plan.

Crisis management is occasionally referred to as incident management, although several industry specialists such as Peter Power argue that the term crisis management is more accurate.

The credibility and reputation of organizations is heavily influenced by the perception of their responses during crisis situations. The organization and communication involved in responding to a crisis in a timely fashion makes for a challenge in businesses. There must be open and consistent communication throughout the hierarchy to contribute to a successful crisis communication process.

The related terms emergency management and business continuity management focus respectively on the prompt but short lived "first aid" type of response (e.g. putting the fire out) and the longer term recovery and restoration phases (e.g. moving operations to another site).

Did u know? Crisis is also a facet of risk management, although it is probably untrue to say that Crisis Management represents a failure of Risk Management since it will never be possible to totally mitigate the chances of catastrophes occurring.

6.6.2 Types of Crisis

During the crisis management process, it is important to identify types of crises in that different crises necessitate the use of different crisis management strategies. Potential crises are enormous, but crises can be clustered.

Lerbinger categorized following types of crises:

1. Natural crisis
2. Technological crises
3. Crisis of malevolence
4. Crises of organizational misdeeds

Notes

Natural Crises

Natural crises, typically natural disasters considered as 'acts of God,' are such environmental phenomena as earthquakes, volcanic eruptions, tornadoes and hurricanes, floods, landslides, tsunamis, storms, and droughts that threaten life, property, and the environment itself.

Technological Crises

Technological crises are caused by human application of science and technology. Technological accidents inevitably occur when technology becomes complex and coupled and something goes wrong in the system as a whole.

Crises of Malevolence

An organization faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from, a company, country, or economic system, perhaps with the aim of destabilizing or destroying it. Sample crises include product tampering, kidnapping, malicious rumors, terrorism, and espionage.

Crises of Organizational Misdeeds

Crises occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. Lerbinger specified three different types of crises of organizational misdeeds: crises of skewed management values, crises of deception, and crises of management misconduct:

Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to view the interests of its other stakeholders such as customers, employees, and the community.

Crisis of management misconduct: Some crises are caused not only by skewed values and deception but deliberate amorality and illegality.

Crises of deception occur when management conceals or misrepresents information about itself and its products in its dealing with consumers and others.

Workplace Violence

Crises occur when an employee or former employee commits violence against other employees on organizational grounds.

Rumors

False information about an organization or its products creates crises hurting the organization's reputation.

Self Assessment

State whether the following statements are true or false:

11. A risk treatment and action plan documents the management controls to be adopted.

Notes

12. Conducting a risk audit is an essential component of developing an event management plan.
13. A risk audit does not involves identifying and assessing all risks so that a plan can be put in place to deal with any occurrence of any undesirable event which causes harm to people or detriment to the organization.
14. The process of identification, analysis and either acceptance or mitigation of uncertainty in investment decision-making.
15. Essentially, risk management occurs anytime an investor or fund manager analyzes and attempts to quantify the potential for losses in an investment.

Case Study

An Event Risk Management Plan - Triathlon Race

Zoom Promotions, a triathlon promotions company, is planning a triathlon race on the Gold Coast over the holiday period. The race will host some of the best triathletes from both Australia and around the world competing for prize money and competition points in a summer type carnival. The organising committee from Zoom Promotions is aware that certain legal risks result from running such an event. To protect themselves from legal action from involved parties the organising committee wants to develop an event risk management plan.

The event risk management plan is designed to identify, evaluate the likelihood, plan and deal with potential risks in conducting a triathlon event. The main areas of risk include that of risk to spectators, athletes, staff, volunteers and the general public.

Each potential risk will receive a rating according the probability of occurrence, severity of damages both physical and financially to the organising committee. The risks will be grouped into three categories: High Risk - High priority for Zoom Promotion management to deal with. Risks likely to contain a high probability of occurrence and substantial financial impact on the organising committee. Moderate Risk - Some impact on Zoom Promotions. Likelihood of occurrence is probable. Special attention from management may be necessary to alleviate risk. Low Risk - Minimal likelihood of occurrence and minimal impact on the organising committee of Zoom Promotions.

Each risk will also receive an action plan under the following headings: Avoidance - Management will choose not to conduct activities with the potential of associated risks. Control - The organising committee will develop policies and procedures to minimise risk. Finance - Self-funding to provide compensation to personnel involved in the event of a potential risk occurring. Transfer - Purchase insurance policies in order to transfer the risk of a particular risk occurring.

To transfer the risk associated with some of the above elements the committee of Zoom Promotions may decide take out some or all of the following types of insurance:

1. *Comprehensive General Liability* - This policy covers fire, theft and injury, however, the organising committee should also take steps to minimise the chances of these risks occurring.
2. *Cancellation or Contingency Insurance* - This policy provides coverage for the cancellation of events due to such occurrences as inclement weather conditions or non-appearance of athletes.

Contd....

Notes

3. *Worker's Compensation Insurance* - This policy provides for reimbursement and coverage of all staff, volunteers and officials should these people incur an injury during the event.

4. *Participant Accident Insurance* - To transfer the risk associated with injury and loss of income for athletes competing in the triathlon participant accident insurance needs to be taken out. This will remove the risk associated with Zoom Promotions directly contributing to the injury or illness sustained by an athlete while competing.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://fulltext.ausport.gov.au/fulltext/2003/vic/Help_Sheet7.pdf

6.7 Summary

- When we evaluate a risk, therefore, we take into account two factors - the probability of something happening that we don't want, and the consequences if it does.
- Identifying, evaluating and understanding risks is a very important aspect of business management. Businesses can also suffer dreadful consequences if risks are not appropriately managed.
- The most widely understood risks are occupational health and safety risks.
- The **risk of "harm"** is the type of risk that we mostly think about.
- The **risk of "detriment"** does not involve injury to something living.
- Public liability covers the organisation against liability to pay compensation for any injury or financial loss sustained by a third party as a result of negligence on the part of the organisation.
- A third party is someone who is not a member of the organisation, or an employee of the organisation.
- Organisations staging special events can insure against a wide range of risks including cancellation of the event.
- The impact of weather on the event, or if a certain contingency happens (such as a large payout of prize money or the non-appearance of a very important personality or competitor.
- On-site investigations provide opportunities for face-to-face discussions with organisation personnel.
- A risk treatment and action plan documents the management controls to be adopted.
- Conducting a risk audit is an essential component of developing an event management plan.
- A risk audit involves identifying and assessing all risks so that a plan can be put in place to deal with any occurrence of any undesirable event which causes harm to people or detriment to the organization.
- The process of identification, analysis and either acceptance or mitigation of uncertainty in investment decision-making.

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- Essentially, risk management occurs anytime an investor or fund manager analyzes and attempts to quantify the potential for losses in an investment.

6.8 Keywords

Risk of harm: The risk of "harm" is the type of risk that we mostly think about.

Risk of detriment: The risk of "detriment" does not involve injury to something living.

Public liability: Public liability covers the organisation against liability to pay compensation for any injury or financial loss sustained by a third party as a result of negligence on the part of the organisation.

Third party: A third party is someone who is not a member of the organisation, or an employee of the organisation.

Organisations staging: Organisations staging special events can insure against a wide range of risks including cancellation of the event.

On-site investigations: On-site investigations provide opportunities for face-to-face discussions with organisation personnel.

Risk audit: A risk audit involves identifying and assessing all risks so that a plan can be put in place.

6.9 Review Questions

1. Define the term risk.
2. What is the impact of risk in event management?
3. When we evaluate a risk?
4. How do we evaluate risk in event management?
5. "Identifying, evaluating and understanding risks is a very important aspect of business management." Comment.
6. Who is third party? What is its role?
7. What is risk of "harm"?
8. What is risk of "detriment"?
9. What does public liability covers?
10. What is staging of an event?
11. "The process of identification, analysis and either acceptance or mitigation of uncertainty in investment decision-making". Discuss.
12. What is risk audit?

Answers: Self Assessment

1.	evaluate	2.	business
3.	occupational health	4.	risk of "harm"
5.	risk of "detriment"	6.	Public liability
7.	third	8.	staging

Notes

9. personality
10. face-to-face
11. True
12. True
13. False
14. True
15. True

6.10 Further Readings

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Unit 7: Planning for Events and Event Proposal

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7.8.2 Budget Planning
7.8.3 Conference Planning Checklist
7.9 Birthday Party Planning
7.10 Summary
7.11 Keywords
7.12 Review Questions
7.13 Further Readings

Objectives

After studying this unit, you should be able to:

- Know the need of planning
- Discuss the key factors in planning in event management
- Identify the planning procedure
- Explain the elements of event proposal
- Describe the preparation of event proposal

Introduction

Whether you call it event planning, event management, event marketing, conference management, meeting planning, or conference planning, it's not an easy task. It requires a lot of thinking and expertise.

7.1 Event Planning

The first and foremost thing to do while planning an event is to know about the client's expectations. When a client first approaches you for assigning a task, sit with him and find out what he wants and how he wants it. Keep in mind the fact that the client has a very hazy idea of what he wants. He expects you to change that hazy idea into a reality. So, you first need to strike a good rapport with him. Once you know his expectations you can start giving your inputs. Since you are a professional event planner he is bound to believe that you have a better knowledge about these things and will respect your judgment.

7.1.1 Key Factors in Planning an Event

1. Check the feasibility
2. Is the event a good idea?
3. Are we in the right community?
4. Who would be the spectators?
5. About the venue
6. About the media of advertising
7. Fund stream

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7.1.2 Steps to Planning an Event

The first step to planning an event is determining its purpose, whether it is for a wedding, company, birthday, festival, graduation or any other event requiring extensive planning. From this the event planner needs to choose entertainment, location, guest list, speakers, and content. The location for events is endless, but with event planning they would likely be held at hotels, convention centers, reception halls, or outdoors depending on the event. Once the location is set the coordinator/planner needs to prepare the event with staff, set up the entertainment, and keep contact with the client. After all this is set the event planner has all the smaller details to address like set up of the event such as food, drinks, music, guest list, budget, advertising and marketing, decorations, all this preparation is what is needed for an event to run smoothly. An event planner needs to be able to manage their time wisely for the event, and the length of preparation needed for each event so it is a success.

7.1.3 Planning to Produce an Event

Following steps are involved in producing an event:

1. Do Market Research.
2. Prepare Event Plan.
3. Thoroughly Test market your event plan. (i.e. discuss your event plan with other people to know their opinions and suggestions.)
4. Get organizers for your event.
5. Prepare your Event Calendar.

7.1.4 Event Market Research

Following steps are involved in event market research:

1. Determine your business potential through SWOT and Competitors' analysis.
2. Determine market for your intended event.
3. Do the target audience research
4. Prepare Market Research Report

7.1.5 Steps involved in event planning

Following five steps are involved in Planning an Event:

Why (i.e. event objective)

Why you want to organise the event? What is your purpose of organizing the event? What do you want to get through the event?

What

What you are going to do in the event? (i.e. decide event name, event profile, event highlights, program menu, Food and beverage menu, Guest Profile, Service providers, Entry Information, Promotional Campaign and event budget.)

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When

When you are going to organise the event i.e. date and time?

Where

Where you are going to organise the event i.e. venue?

Who

Who will be your organizers, sponsors, partners, clients and the target audience? How many target audience you are expecting to visit the event and why?

How to get Organizers for Your Event?

1. Tell about yourself and your company.
2. Specify Why you are worthy of Sponsorship.
3. Give your event plan details.

Notes **Event Calendar**

It is an ordered list of activities which are needed to be executed in order to produce and market the event. These activities are of three types: pre-event, at-event and post-event activities. Following steps are involved in preparing an event calendar:

1. Create a list of pre-event, at-event and post event activities.
2. Set deadlines for each event activity.
3. Assign event activities to individual team members

7.2 Tools used for Event Planning

Planning a successful conference or meeting takes time and forethought, and are encouraged to begin early. As the demand for resources is high, It is recommend to begin planning an event as soon as possible.

To ensure an event is executed correctly, an event planners need some basic information such as:

- Department/Agency/Organization name
- Key contact/meeting coordinator's name, address, phone number, and email
- Bill to contact name, address, phone number and email
- Preferred date(s) of your event
- Nature of your event
- Estimated attendance
- Goals for your meeting/event
- Technical support needs
- Food service/catering requirements
- Preferred location(s) (classrooms will be assigned based on size and needs)

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- Room set-ups/configurations
- Parking needs
- Need for overnight accommodations
- Need for registration services
- Need for professional meeting planning services

Free tools make planning events easier than ever. From the first stages of planning through post event followup, there are tools for every detail. The following list offers a taste of some of the best resources out there. You can think of it as a toolkit for planning events of all shapes and sizes. Let us know in the comments what your experience is with these tools and what others you've found helpful for organizing events in the past.

7.2.1 Invitations

For most events, invitations are an important step. Whether it is an internal company meeting, a birthday happy hour, or your next city-wide tweetup, there are endless invitation platforms available. Each is unique and works best for different scenarios.

- Doodle.com is a slick tool for finding common, free meeting times for a group of people. It allows you to easily overlap the different schedules of a group of people that needs to meet. Each person selects their availability and a simple color coded calendar shows everyone what the obvious meeting time should be. It works perfectly for small groups, but obviously, with the more people you add to the equation, the lower the chances you will find that perfect meeting time when everyone is available.
- Twtvite.com is an easy, simple, and quick invite tool based completely on Twitter. What it lacks in long term event planning resources, it makes up for in ease of use. It takes just seconds to set up an event, includes all the necessary details, and makes it incredibly easy for people to see who is attending, RSVP, and spread the word to their network through Twitter.

7.2.2 Organization Tools

Events can overload us with information and logistics, from planning the location to organizing information for attendees. Fortunately there is a tool out there for pretty much every organizational task you'll come across. Whether you need to work with people around the world to plan your event or you just want to gather resources for your attendees in one, easy-to-find location, there is an online resource designed for the task.

- ***Wikis:*** For events that are organized by multiple people or in multiple cities by volunteers, a wiki can provide an easy communication and organizational platform. Barcamps and Social Media Clubs have launched quite successfully using wikis for planning and organizing. They offer immediate engagement for people interested in your event and when someone is able to get involved right away, they become a champion of the event. Wikis are one of the best tools for this.
- ***Google Maps:*** If your event involves multiple venues or a city that is away from home for your attendees, consider creating a custom Google map as a visual guide of useful places and addresses. For people that have concerns about the area, especially looking for the right hotel, this can be a great resource.

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- ***Slideshare:*** It is a must use site if your event utilizes presentations at all. Especially if you have multiples presentations. Create an account for your event and gather all the presenters' presentations in one place. These are commonly featured on the front of SlideShare.net, which offers added promotion for you.

7.2.3 Online Marketing

It is getting pretty easy to plan and market an event entirely online these days. Marketing your event to the masses is probably the most wide open category for online event planning tools. Almost any social network or community presents marketing opportunities. Find the one that fits your event and target audience the best and try to use the tools creatively.

- ***Facebook Events*** offers an "invite your friends" feature that is one of the easiest share opportunities online. Consider making your Facebook event stand out by marketing a chat or livestream of the event instead of the event itself. This allows people that may not be attending the physical event to participate in the invite process and promote for you.
- ***Ustream:*** Livestreaming of events is becoming more and more common, and streaming your content for free is a great marketing tool. But Ustream and other livestreaming services (Justin.tv, Livestream.com) are more than just video feeds. You can use them to do things like interview speakers beforehand to generate buzz, and emphasize the chat features that take advantage of Twitter and Facebook, sending their interactions with your content to their networks.
- ***Avartize.com*** allows attendees to champion your event with very valuable real estate: their avatars. The site lowers the barrier for people to be able to support your event in a very visible way. Send them to the site, they select the avatar they want and through Twitter OAuth they are given a new avatar in seconds. There are two main options: provide an overlay such as a logo in the corner or replace the avatar completely with a full image advertising your event.

7.2.4 Communities, Connecting

If you have multiple or repeating events, you need to try and organize the community that will inevitably form around them. These resources range from loose affiliations that allow you to browse groups to more complete social networks. Many groups will start on the lower end of the scale, say a Facebook Group or Meetup.com, and evolve over time into more of a complete social network of their own.

- Meetup.com is built to help people form grassroots offline meetup groups. Groups are $72 a year and come with a nice set of community and invite tools. There is a large built-in community waiting for groups to form around niches in which they are interested. Email notifications are sent to Meetup.com users when a new group in their area is created around a niche that they have expressed interest in. If you want to form a niche group that meets monthly, this is an ideal tool-set.
- *Twitter Lists* - If a good portion of your attendees are on Twitter, consider forming a Twitter list as people register. Publicize the list and help attendees connect before and after the event. This is also an easy way for people to see what attendees are talking about the day of the event.

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7.2.5 Conversation Tracking

Spotlighting and monitoring the ideas, discussions, and debates that take place at your event is very useful. Being able to show everyone the conversations others are having about the event makes introductions easier, broadens conversations, and generally opens people up to more of the content. Monitoring this conversation can also alert you to opportunities to improve an event.

- ***VisibleTweets.com*** includes stylish animations, and takes two seconds to set up. It's incredibly useful for live event keyword showcasing. They offer three different animation options, all of which are visually engaging and eye catching, while remaining very readable. That makes VisibleTweets.com ideal for projecting the Twitter backchannel during an event.
- ***TwitterFall.com*** is impressively robust for setting up a live search of your event keywords, and it allows several speed, animation, and sorting options. Especially useful are the exclusion options for keeping things clean and the geo-location option for keeping things local. A single column of several tweets are displayed with text size options to fit your needs.

7.2.6 Full-Featured Event Planning

If you know you need long term event planning management, you need to take a close look at some of the more robust, full-featured tools. These sites can even serve as your complete event home page if you wanted them to. From ticketing, to social tools, to managing attendee databases, these resources can be a life saver for any business or group looking to plan multiple events.

- Eventbrite.com is the most popular event planning tool in this category, and for good reason. The web site is very intuitive and lists almost any resource you can think of on their main management page, keeping most tasks one click away. If you are managing multiple events with multiple invite lists, EventBrite is a very solid choice. They also allow very easy setup for affiliate marketing opportunities, letting others promote your event for you while earning money for themselves.
- Amiando.com is the biggest international event management service with the most languages supported. If you need multiple languages for your event site, Amiando is the perfect fit, and it also has a better community feel than Eventbrite, its main competitor. There are modules for commenting, video, photos, polling and more.

7.3 Wedding Planning

No bride and groom would like to compromise on the arrangements of wedding during special day of their life. They want people to participate in their happiness and give blessings rather than cursing about arrangements. Plan your wedding in such a way that no stone is left unturned and if you want to get saved from arranging all stuff then hire wedding planner services. They can assist you in selecting wedding theme, making food arrangements, looking after bride and groom outfit, etc. following are some of the wedding arrangements which becomes important part of wedding planning:

7.3.1 Pre-wedding Arrangements

- ***Wedding location:*** Location is the most important part as it should be convenient for people to reach to wedding destination. Also the environment around it should be neat and clean. Ambiance should give the wedding like feeling and this can be done only when

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you select the perfect location. It should also be near to the residence of bride or groom in order to add more to convenience factor.

- ***Wedding shoes:*** Shoes are the most important part of wedding attire and they should match up with the dress of bride and groom. Wedding planners have some contacts in their list related to designer shoes and they can help you to get best shoes for your wedding.

Example: If Your dress is of white color then you can go for ivory color shoes.

- ***Wedding budget:*** Wedding arrangements are highly dependent on budget factor. Even in lower budget you can plan grand wedding but for this it is essential to have proper wedding planning. Hiring wedding planner can be good option as they have good contacts and can allow you to have fair deal. Depending on your budget you can select venue, decide wedding theme, wedding dress etc.
- ***Makeup and hair style:*** Wedding day is day of bride and groom. They should look best on the day and for this it is important to hire good makeup artist and hair stylist. Indian weddings differ as per the religion and makeup as well as hairstyle in every wedding is different. The makeup artist you hire should know what kind of makeup goes well with different face cut. For groom hair style plays most important role as it enhances the overall appearance of person.
- ***Booking caterer:*** Food is the important part of wedding as good food will raise your image and bad food will spoil your image. Hire the caterer services that are experienced in this field and can provide you with quality food. There must separate section for stuff like cakes, chocolates, ice creams, chocolate puddings, etc for children.
- ***Allotment of work:*** Before the actual wedding day every staff member should be allotted with their work list in order to avoid any kind of consequences. Single person cannot plan the entire wedding and so here the need to responsible staff arises.

7.3.2 Main Wedding Day Arrangements

- ***Taking follow up:*** When you allot wedding related work to staff members, it becomes important to scrutinize the work in order to avoid errors. Follow up must be taken related to each and every work from makeup to decoration. In case there are any errors then you can resolve them before wedding is pursued.
- ***Food testing:*** During wedding day people are eager to know two things that is overall presentation of bride and groom, and quality of food served. Indian cuisines are always known for their taste and so people always are keen to enter the food counter. In such situation, if they find bad taste of food then half of your arrangements go in vain. So food testing is the most important department which must be taken care of.
- ***Examining wedding decoration and sound system:*** Make sure that nothing is left out in decoration as per you have promised to client. Deliver services that you have promised or it might put your reputation on stake as a wedding planner. Also check sound system as any error in it can create lot of disturbance during wedding.

7.3.3 Post-wedding arrangement

- ***Arranging grand reception:*** After the rituals come to an end, then comes the reception night where everyone greets the couple and gives best wishes for life. This is again an important part of post wedding ceremony where every member actively participates. Again here venue should be well decorated and food should be finger licking.

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- ***Final send-off of bride:*** Send-off ceremony of bride is the huge thing of wedding which is named as "Biddai". Finally bride here leave parents and move to her new house of in laws. This ceremony has more importance in Indian rituals, so in your wedding planning make arrangements for this ceremony as well.

Task Go to any marriage procession and observe post wedding process events.

7.4 Event Strategic Planning

The Event Strategic Plan (ESP) provides the definition for event stakeholders of the steps, people, time frame, and other critical elements needed to ensure that an event reaches a successful outcome. Your ESP can be compared to the tracks driving a locomotive. Without tracks the train cannot reach its destination. Without a workable plan an event cannot achieve the optimum outcome and arrive at the destination that you and the stakeholders desire. The planning phase is a direct result of the data collected during research and the color, luster, and texture mixed into the process during design. The plan must be reasonable (as confirmed during the research phase) and match the expectations of the stakeholders (as identified during the design phase). The planning phase involves the key informants or leading stakeholders who will manage the event. The plan will reflect those decisions, and these important stakeholders must be included to ensure that they take ownership in the creation of the plan. The following key informants should be involved in the planning process:

- Admissions coordinator
- Advertising coordinator
- Assistant event manager
- Audiovisual coordinator
- Caterer
- Decorator
- Entertainment coordinator
- Event coordinators
- Event manager
- Exposition coordinator
- Facility manager
- Fire department
- Food and beverage coordinator
- Insurance coordinator
- Legal advisor
- Lighting, sound, and technical production coordinator
- Logistics coordinator
- Marketing coordinator
- Medical coordinator
- Municipal, state, and federal officials
- Police

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- Public relations coordinator
- Registration coordinator
- Risk management coordinator
- Safety coordinator
- Security coordinator
- Sponsorship coordinator
- Transportation coordinator
- Ushering coordinator
- Volunteer coordinators

Caution During the planning meeting it is important to involve those people who not only will have the responsibility but also the authority to make decisions.

7.4.1 Planning to Plan

It is suggested that prior to any meeting the participants should be assigned pre-work to prepare them to participate actively in the meeting. The scope and level of the pre-work is determined by the event manager based on the skills and responsibilities of the planning team members. The planning team members should, however, be prepared to contribute empirical information in addition to their opinions as a result of their preparation.

The planning process begins with the announcement of the planning meeting. This announcement should include a time and date for the meeting that is convenient for the planning team members. One of the most common mistakes is to schedule this meeting without advance consultation with the participants. An effective planning meeting requires that the planning team members be fully committed to the process. This commitment requires advance approval of the date, time, location, and format. Another common mistake is not allowing sufficient time for the first meeting. Prior to scheduling the first meeting you should assemble a small group of senior members of the team to actually plan the planning process. This planning to plan (or preplanning) is a critical part of the ESP process.

Most event managers require several planning meetings to establish the final timeline and thorough event plan. During the preplanning meeting you should reach consensus on how many planning meetings will be needed and when and where they should be scheduled. The location and length of the planning meeting will have a direct impact on the efficiency you achieve. It is important to locate a site for the meeting that is convenient for the participants, yet free of distraction. It is also important to remind stakeholders that they will need to leave beepers, cell phones, and other personal distractions outside the meeting.

The length of the meeting will ultimately influence the productivity. The maxim "less is more" is appropriate for planning meetings. Limit meetings to 90 minutes maximum. If the meeting must last longer than 90 minutes, schedule frequent breaks. The agenda for the ESP meeting will guide the team toward their eventual goal: the production of a workable and sustainable plan. Therefore, the agenda should be developed during the preplanning process and distributed to the full team in advance of the first planning meeting. Following is a typical agenda for the ESP meeting:

- Welcome and introduction of team members
- Review of goals and objectives of event
- Review of critical dates for event

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- Reports from team members from pre-work
- Discussion of event preproduction schedule
- Consensus regarding event preproduction schedule
- Discussion of production schedule
- Consensus regarding production schedule
- Final review of plan to check for any illogical elements, gaps, oversights, or other
- Adjournment.

7.4.2 Confirming Validity, Reliability and Security

After the planning meeting or meetings, conclude that the event manager must make certain that the event plan is valid, reliable, and easily communicated to a wider group of stakeholders. Prior to distribution of the plan, make certain that your event plan passes the "grandmother test." Show the plan to those stakeholders who were not directly involved in the planning process. Ask these stakeholders pointed questions, such as: "Is this logical? What is missing? Does the plan support the goals and objectives of the event?" Once the plan is validated and prior to distribution to a wider group of stakeholders, make certain that there are no security implications of this release.

Example: If a very important person (VIP), such as a high-ranking elected official or celebrity, is included in the plan, you may wish to assign the individual a nom de guerre or limit the distribution of the plan to preserve the security for your event.

7.4.3 Timeline

The tracks that your event train will travel to reach its successful destination are reflected in the instrument known as the event timeline. The event timeline literally reduces to writing the major decisions that will be included in the event from the beginning of research through the final tasks involved in evaluation. Often I am asked: "When does the event timeline begin?" It must begin with the first inquiry about the potential or prospective event.

Example: The first telephone call from a prospective client researching your availability to manage an event or from an event manager who is researching information about your catering services may quickly lead to design, planning, coordination, and finally evaluation.

Therefore, it is suggested that you begin the construction of the timeline when you first hear that unmistakable sound that telegraphs curiosity and enthusiasm or that twinkle in the eye that immediately and firmly announces that a potential spectacular is hiding just around the corner (from research and design). In fact, the only distance between you and that ultimate realization of the event may be a few hours, days, weeks, or months. To best control this period, it is essential that you construct a realistic time frame.

Another reason that many events fail is due to an insufficient time frame to effectively research, design, plan, coordinate, and evaluate an event. When time is not sufficient to research an event properly, you may end up paying more later, due to insufficient or incorrect information. When time is not sufficient to design an event, you may overlook some of the more creative elements that will provide you with the resources to make the event magical and therefore memorable.

Each event manager should construct a timeline that begins with the research phase and concludes with the evaluation phase. The timeline should cover each aspect and component of the event. It should include the start and ending times for each activity or task. It must be comprehensive and

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incorporate the individual timelines established by auxiliary organizations such as vendors and government regulations. The event manager should carefully collect individual timelines from all vendors and other service providers. The timeline should detail the elements or components that appear in other peoples timelines.

Prior to distribution of the final copy, the event manager should seek consensus among all stakeholders before codifying the final results. The timeline must be acceptable to all stakeholders. One way to ensure the careful review and approval of each critical stakeholder is to require that they initial their acceptance upon the final document. The final timeline should be distributed to all stakeholders as well as appropriate external officials (i.e., police, fire, media) to ensure timely service and provide effective damage control. By providing media and other external stakeholders with accurate information in a timely manner, you may avoid problems with innuendo and hearsay that cause erroneous reporting of your event planning process.

Did u know? This process of purging and merging the various timelines into one master production instrument is essential for communication between all parties.

The way you depict your timeline ultimately will determine its effectiveness in communication to the broadest possible number of event stakeholders. The timeline provides the event manager and event stakeholders with a precise tool for managing the event. It is the comprehensive map that results from the event planning process. Just as with any map there may be shortcuts; the entire map must be depicted to ensure accuracy to provide the traveler with the best choices for gaining efficiency during the journey. The same may be said of the timeline. Once you have created this master planning document, in subsequent meetings you may adjust the timeline to gain speed and save time and money but assuring that you will also ultimately reach your destination in order to achieve your goals and objectives.

Table 7.1: Event Timeline Summary

Phase	Task(s)	Participants Event and Responsible Persons	Start Time	End Time
Research	Collect and analyze three years of event history or review comparable events	Key stakeholders and informants: event manager, financial manager, marketing manager, and volunteer coordinator	June 1, 9 A.M.	June 14, 5 P.M.
Design	Collect ideas from similar events; brainstorm with key informants, vendors	Event manager, key informants, vendors, creative staff	June 15, 12 noon (luncheon)	June 16, 5 P.M.
Planning	Preplan planning meetings, announce/ schedule planning meeting, assign pre-work, facilitate planning meeting.	Event manager, key informants, critical stakeholders, key advisors	June 18, 9 A.M	June 29, 5 P.M.
Coordination	Identify prospective vendors, contract vendors, develop final production schedule, implement production schedule	Event manager, event coordinators, vendors, key external stakeholders	August 1, 5 P.M.	July 1, 9 A.M.
Evaluation	Prepare and distribute surveys, collect data, tabulate data, prepare report of findings and recommendations, submit final report	Event manager, evaluation team, client representative	Sept. 1, 9 A.M.	Sept. 30, 5 P.M.

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The process of planning from preplanning through the essential corrective planning during the coordination phase forces the event manager and his or her team to logically assemble the best ideas to produce added value for the client. In addition, the planning process must result in a document or instrument that will guide and memorialize the journey of the stakeholders. From a legal standpoint, the timeline, organizational chart, and production schedule can be used to show illogical planning, or even worse, gaps in the planning process. During my experience as a expert witness in numerous trials involving negligence by event professionals, these three documents are often used by attorneys to prove that the event manager and his organization did not meet or adhere the standard of care generally accepted in the modern profession of event management.

As the modern profession of event management transforms into the twenty-first-century global marketplace, event managers must not only meet and exceed the standard of care that is generally accepted in developed countries but also use these instruments to begin to communicate a global standard for the worldwide event industry. Through standardized planning instruments and processes event management will join other well-developed professions, such as medicine and engineering, in establishing protocols that will lead to better communication, increased safety, and higher-quality performance wherever event managers research, design, plan, coordinate, and evaluate professional events.

A proposal is a Proforma with details about an event with adequate time for review. For large-scale events, it is recommended to submit proposal three to six months prior to preferred event date(s). Proposals for smaller events may be considered with one to two months of lead time. The Event Planning Guide provides detailed instructions on how to prepare a complete proposal

Self Assessment

Fill in the blanks:

1. The first and foremost thing to do while planning an event is to know about the client's .....
2. The first step to planning an event is ....., whether it is for a wedding, company, birthday, festival, graduation or any other event requiring extensive planning.
3. The ..... needs to choose entertainment, location, guest list, speakers, and content.
4. The location for events is....., but with event planning they would likely be held at hotels, convention centers, reception halls, or outdoors depending on the event.
5. An event planner needs to be able to manage their time wisely for the event, and the length of preparation needed for each event so it is a .....

7.5 Role of Event Planner

Many business-to-business trade publications exist to help event planning and production professionals become educated about the issues and trends in their industry. Many are controlled circulation publications available at no cost to qualified event professionals. Qualification is based on multiple variables like job title, company type, industry segment or geographic region, and is at the publisher's discretion.

The Internet will continue to drive the development of the global event management industry. You must use this dynamic technology quickly and accurately to ensure that your event remains competitive throughout the twenty-first century.

So, in the interest of creating an excellent event experience for exhibitors, speakers and attendees following few important points should be borne in mind of the planner:

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1. ***Send a Countdown to Hotel Sell Out:*** Every conference has a preferred hotel with reserved room. Most attendees are procrastinators on booking the hotel. With a regular email tell them how many rooms are left.

2. ***Send a "To Bring" Reminder to Attendees and Speakers:*** No one does this. But why not send an email a couple days before the show reminding attendees to bring cards, a bathing suit if it's a warm area with a pool, sunglasses, etc. Send the expected weather forecast. And send logistics of the event (hotel address, conference address, etc.). This creates goodwill, excitement, and is a little thing that prior to the event shows you've got your set together.

3. ***20 Feet Badge Layout Test:*** Whether you're an attendee or an exhibitor, everyone is looking at badges to find someone they want to meet or talk to. And this is the biggest motivator for coming to conferences. Can I see the name of the person and company on the badge from 20 feet away? Make the name and company name larger, and include the location of attendee.

4. ***Prepare Speakers on the Phone:*** Get on the phone with speakers to discuss how presentations should go, expectations, guidelines, templates, etc. This creates a high quality show and content. Reinforce what the audience wants to hear, show examples of high rated presentations, require case studies and examples, and reinforce no selling. An email won't do this...make the speakers accountable to the content organizer – lest they not be asked back.

5. ***Hand out a Pocket Agenda:*** Make it easy for attendees to see what's next without carrying a big book, reaching in the bag, and looking for page 5 in the big book. If you have a large badge holder, put it in the badge or on the back of name tags.

6. ***Separate Content and Exhibitor Fees:*** Should exhibitors be able to pay their way to speak? Would this create great content? Good magazines separate editorial from advertising. Conferences should do the same. If part of a conference's product are great speakers and topics, the event organizer should find the best speakers and topics.

7. ***Give Feedback to Speakers:*** Want great speakers to come back? Give them feedback. Send them video or audio of their presentation. Send them the scores from the session feedback survey. Great speakers always want to improve and they'll look forward to speaking at your conference next year if you give them feedback.

8. ***Thank the Speakers:*** For the same reason you want to give feedback to speakers, thank speakers after the conferences. Speakers are your product and they're your influencers for driving word of mouth attendance.

9. ***Select Speakers Based on Feedback and Topic Popularity:*** Conference excellence is based on logistics (facilities, organization, etc.), participants (networking) and speakers (content). So, great content is based on the right topics and the best speakers presenting them. Select next year speakers based on previous years' feedback, attendee feedback and input on great speakers, and topic popularity. Topic popularity can be gauged by attendance to previous conference topics, most popular article topics online, attendance to other shows and its topics, and attendee surveys. Also consider topics and speakers based on brands that are popular.

10. ***Bring in Speakers with Wisdom, Emotion and Perspective:*** In addition to selecting speakers that have good feedback and the right topic or brand, consider seeking out speakers that present wisdom, not just knowledge. What makes a keynote a keynote? Typically a great keynote makes you think, stretches your perspective, and is emotional and memorable. Certain speakers, perhaps not keynote-level, present their topics from a more strategic perspective. They can tell good stories. They simplify the complex. They share how knowledge is applied, and how things fit in a broader perspective. These are the presentations attendees remember. They forget the typical tactical breakout tips and tricks. And as a conference

organizer, you want as much emotional and memorability from your conference. My guess is attendees typically forget and/or don't act on 95% of what they heard.

11. ***Create Roundtables:*** There should be a section in the conference where brand leaders, sometimes with their agencies and vendors, present topical case studies. Roundtables are popular because they are targeted, small enough to allow Q&A and discussion, and they are great for networking. It's also a great way to find out what topics are most popular! One roundtable on organization issues had to put two roundtables together to meet the demand.

12. ***Leave Time for Q&A:*** My sense is the audience would rather they spend 1/2 time presenting and 1/2 time for Q&A. This is why roundtables are so popular. Format the session and instruct the speakers to leave adequate time for Q&A. Have someone in the room give the speaker 10 and 5 minute warnings. And make sure every topic ends on time so that next topics are not running behind, squeezing out Q&A time.

7.6 Preparation for Event Proposal

An event proposal is a written proposal presented from a vendor that is intended to elicit business from a prospective buyer. It differs from a business plan, which is primarily constructed to obtain start-up capital by detailing the organization and operational aspects of the business to demonstrate its profit potential. Having a personal relationship will often help you understand your counterpart's needs better than a written email request. Brainstorm - two or more minds often work better than one. Get all team members involved: business colleagues, friends, or family if you are a sole trader or a very small business. Consider all the ideas presented and then work up the best ones to add into your proposal.

Task Before you start, gather as much information about the prospect as possible. If they have approached you via phone, arrange to meet in person.

7.6.1 Writing an Event Proposal

The amount of detail required in the event proposal will depend on the scale and importance of the event. However event proposals generally share many common components. The information that event proposals should convey includes but is not limited to the following:

- Experience of the Event Bidder
- Venue and facilities offered
- The event program
- Request for Proposal (RFP)

Experience of the Event Bidder

The organisation or entity bidding for the event should extol its experience and capability. It is crucial that whoever assesses the bids firmly believes the bidding organisation will be able to put on a good show. The proposal should contain succinct information about the event management experience of the proposed event team.

If experience in staging events is limited then it is useful to mention any managerial, project management or coordination experience in any other field . Qualifications of persons in the event management team may also prove useful to mention.

Notes

The proposal should also describe any training that will be given to event volunteers.

Venue and Facilities offered

The reader of the proposal will want to know whether the venue is suitable for the event. The proposal should outline all facilities available at the venue, everything from toilets to car-parking. For indoor events, the type of surface, lighting, air-conditioning, seating, electronic equipment should be well described. For outdoor events, the level of maintenance on turf, seating and shading for spectators, fencing, drainage and floodlighting is worthy of mention. The number of change rooms and their condition for teams/participants is always important. It is often worthwhile to include a map or floor diagram.

There needs to be a detailed description of what would be attractive to event goers and how the venue will fully cater for the needs of the event, including performers, officials and spectators.

Don't forget to include information about public transport to the venue, and car parking for those who arrive by car.

If the venue has staged similar events in the past, you should make mention of this.

The Event Program

It is often the case that the host club or organisation has little or no say in setting the competition program when the date, or dates have been set by the sport governing body.

However, at the initial stage of bidding, the event proposal may suggest a competition program in terms of the number of days, and the start and finish times each day. It is important for decision makers to know how many hours a day the venue is available.

It is worthwhile to consider that the program should also include ceremonial events with visiting dignitaries who may make speeches or present awards Furthermore the event bidding team can proposed entertainment 'extras' that may start or finish the program or fill any gaps.

Notes **The Proposed Event Budget**

The club or organization bidding for the event should draft a budget of probable income and expenditure. It is important that such a budget is realistic and therefore some care and consideration needs to be given to suggesting sponsors that have not yet formalized any sponsorship agreement.

The event budget should not show a loss when all projected income and expenditure has been taken into account. If the budget predicts a loss there will be major concerns in the minds of those who assess the event bid proposal.

The club or organisation that wins the bid may be entitled to an amount of funding from the sport governing body to alleviate certain costs that will likely be incurred. However, there is also an expectancy that the host club or organization will have an opportunity to make money through the canteen, bar, fundraising raffles and merchandising. These forms of income should be reflected in the budget in the event proposal.

Request for Proposal (RFP)

Notes

A request for proposal (RFP) is a document that an organization posts to elicit bids from potential vendors for a product or service. For example, a new business or a business moving from a paper-based system to a computer-based system might request proposals for all the hardware, software, and user training required to establish and integrate the new system into the organization. Another business might draft an RFP for a custom-written computer application they wanted to outsource.

An RFP is made up of several elements, which may vary depending upon the particular RFP. This model RFP is designed to help agencies in the preparation of the body of the RFP. Detailed information on how to develop an RFP can be found on the Division of Purchasing website.

The following is a typical RFP layout:

1. ***Cover Letter:*** The Division of Purchasing will supply the RFP cover letter. It is automatically generated by the Division of Purchasing electronic purchasing system at the time of RFP release. The cover letter contains instructions to vendors such as the RFP closing/opening date and time, procedures and requirements for vendor questions, number of RFP copies required, state of domicile information, information regarding trade secrets, F.O.B. requirements, and reference to the Idaho Standard Terms and Conditions. Information regarding Proposal Discussions (Best and Final Offers) and Negotiations are also supplied by the Division of Purchasing in the cover letter.
2. ***Signature Page:*** While some RFP's issued by the Division of Purchasing may be responded to electronically via the internet-based system, the majority of the proposals are submitted manually. The Division of Purchasing includes a signature page that an offeror must manually sign, in ink, and return with the proposal response. Manually submitted RFP's without a signature page are rejected. RFP's submitted electronically via Purchasing internet-based system possess a digitally encrypted signature and are acceptable without the signature page.
3. ***Title Pages:*** A simple, single page that identifies the title of the RFP and issuing entity.
4. ***Table of Contents:*** A Table of Contents should be supplied with the RFP that outlines information included within.

   The Table of Contents should include at the minimum the following information:

   (i) Schedule of Events

   (ii) Standard and Special Terms and Conditions

   (iii) *General Information:*

   (a) Definitions

   (b) Purpose or Intent

   (c) Background

   (d) Method of Payment

   (e) Contract Term

   (f) Presentations or Demonstrations

   (g) Pre-Proposal Conference

Notes

(iv) *Technical Specifications:*

(a) Specifications (goods) or Scope of Work (services)

(b) Scope of Activity (projects)

(c) Project Management

(d) Deliverables Schedule

(e) Support, Training, or Maintenance

(v) *Vendor Requirements:*

(a) Mandatory Requirements

(b) Vendor Organization

(c) Vendor Qualifications and Experience

(d) References

(e) Financials

(f) Resumes

(vi) Proposal Response Format

(vii) Cost Proposal

(viii) *Method of Evaluation and Award:*

(a) Evaluation Criteria

(b) Discussions and Best and Final Offer

(c) Negotiations

(ix) Attachments

5. ***Schedule of Events:*** A schedule of events is valuable information for potential proposers. It outlines the expected timetable for the procurement process.

6. ***Standard and Special Terms and Conditions:*** Special Terms and Conditions that are specific to the individual RFP being issued such as those for janitorial contracts, lease/time purchases, vehicle leases, price agreements, and/or other miscellaneous terms and conditions are provided by the Division of Purchasing. Any other special terms and conditions required by the agency should be supplied to the Division of Purchasing for inclusion in the RFP, such as unique requirements related to receipt of federal funds or complying to federal or state regulations.

   Agencies should review all terms and conditions to consider whether or not they are appropriate for the particular RFP. Agencies and Division of Purchasing should take time to consider the implications of using the standard language in each transaction. Agencies are admonished to work with Purchasing and their assigned legal counsel if they feel that the Standard Contract Terms and Conditions are not appropriate for the particular RFP.

7. ***General Information:***

   (i) *Definitions:* List any terms or definitions that are specific to the RFP that may not be clear to all offerors. Special attention should be given to information technology terms that may not be clear to all offerors.

   (ii) *Purpose or Intent:* A statement of intent or purpose relating to the general type of service or goods required, the location(s), and any requirement for specialized personnel, equipment or tools. This information should be sufficient enough for

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interested offerors to determine whether or not they are able or wish to offer a proposal. The purpose must be a clear and complete overview of everything the agency wants, needs, and requires. Suggested Wording: The purpose (or intent) of this RFP is to solicit competitive, sealed, proposals to establish a contract for the (lease, purchase, development, management, etc.) of (description of product or type of service) for the (agency name).

(iii) *Background:* Description of the function of the agency that requires the service or goods. Explain why the service or goods are needed and the objectives of the agency. If applicable, describe the current method or system in use and its deficiencies.

(iv) *Method of Payment:* The agency should address how payment will be made to the contractor, whether monthly, quarterly, upon specific deliverables, or at completion of project. If applicable, the agency should outline any information required on the invoice or statement, to whom and where it is to be submitted, at what date and time it is due, and any other relative information.

(v) *Contract Term:* Specify exactly the term of the contract, when it begins and when it expires, along with any provisions for renewal.

(a) *Suggested Wording:* The contract resulting from this RFP will commence upon the State's execution of the contract and will end (date, months, or years later), with an option to renew for a period of (months or years).

(vi) *Presentations or Demonstrations:* If required, explain in detail the format, time, and any other relevant information that offerors would need to know to prepare a presentation or demonstration.

(vii) *Pre-Proposal Conference:* Consider whether a pre-proposal conference for potential offerors is needed to further explain, clarify, or identify areas of concern in the RFP.

(a) *Suggested Wording:* A (mandatory or optional) pre-proposal conference is scheduled at (place and time) on (date) as identified on the RFP cover letter. Each potential offeror may send a maximum of two (2) representatives. Specific questions concerning the RFP should be submitted in writing prior to the pre-proposal conference. Additional questions may be entertained at the conference; however, responses may be deferred and answered at a later date. Oral responses by the State are to be considered tentative. Written copies of all questions and official State responses will be supplied to potential offerors.

8. ***Technical Specifications:***

(i) *Specifications:* Used for goods, specifications should list the minimum characteristics and objectives required by the user. They should include issues such as environmental concerns, product-testing requirements, or other specific concerns relative to the RFP.

(ii) *Scope of Work:* Used for services, this is a detailed, step-by-step description of the work to be performed by the contractor, organized to reflect the order in which the work is to be performed. Identify the major task headings and subtasks for performing the work. Describe each task as carefully and with as much detail as possible. Each task should be described in a separate, numbered paragraph, and there should be a deliverable product or measurable standard for completion for each task.

(iii) *Scope of Activity:* For long-term projects, this is a comprehensive definition of the exact area(s) to be addressed during the project. Define the working environment. This is a project overview, which closely relates to the objectives, except it will be

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used to address the areas (geographic, organizational, etc.), in which the project activity takes place. Define both the vendor's and the state's responsibilities.

(iv) *Project Management:* Outline how the agency and the contractor will monitor timetables and deliverables or measurable standards for completion specified in the RFP. In a complicated, long-term project, specify who will be responsible for meeting goals, keeping the project within the contracted cost, and keeping the project within the scope of work outlined in the RFP.

(v) *Deliverable Summary and Schedule:* If applicable, establish a general schedule of vents or estimated timetable that lists the deliverables or measurable standards for completion in sequential order, beginning with issuance of the RFP to the final expected ate of completion of the contract.

(vi) *Support, Training and Maintenance:* If required, identify in detail any support, raining, and maintenance required.

9. ***Vendor Requirements:***

(i) *Mandatory Requirements:* This section outlines any mandatory requirements that an offeror must meet to perform the work described in the RFP. This may include such things as proper licensing or special accreditation, proof of insurance, bonding requirements, etc. Mandatory requirements are evaluated on a pass-or-fail basis.

(a) *Suggested Wording:* The offeror must provide the following mandatory information (list the requirements). Failure to provide this information may be cause for the proposal to be rejected.

(ii) *Vendor Organization:* The offeror should outline their organization and describe how this qualifies the organization to be responsive to the requirements of the RFP. Examples might include their company size, distribution system, and customer service structure, number of employees, technical licenses or certificates relative to the product or service being offered.

(a) *Suggested Wording:* Describe your organizational structure and explain how our organization qualifies to be responsive to the requirements of this RFP.

(iii) *Vendor Qualifications and Experience:* The offeror should describe their organizational and staff experience providing similar services or goods described in the RFP in sufficient detail to demonstrate their ability to perform the functions outlined in he RFP. In long-term projects, ask for their experience, capability, and commitment to perform project management functions.

(a) *Suggested Wording:* Describe your (or your company's staff) qualifications and experience providing similar services or goods as required in this RFP.

(iv) *References:* Industry references may be required and used as an evaluation tool if identified as such in the RFP. A minimum of three references where the offeror has provided similar products or services should be used.

(a) *Suggested Wording:* The offeror shall provide a minimum of three (3) trade references including names of persons who may be contacted, position of person, addresses, and phone numbers where similar products or services similar in cope to the requirements of this RFP have been provided.

(b) *Optional Wording:* Included with this RFP is a questionnaire that must be sent to any references cited in your proposal response. The questionnaire instructs references to fill out and return the document directly to the Division of purchasing office. The offeror shall send this questionnaire to a minimum of three (3) trade references where similar products or services similar in scope

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to he requirements of this RFP have been provided. The offeror shall provide a listing of references where the questionnaires were sent, including names of persons, position of person, addresses, and phone numbers.

(v) *Financials:* A disclosure of financial resources may also be required to assure that the offeror has sufficient resources and stability to complete the RFP project.

(a) *Suggested Wording:* The offeror shall provide with the RFP response proof of financial stability in the form of financial statements, credit ratings, a line of credit, or other financial arrangements sufficient to enable the offeror to be capable of meeting the requirements of this RFP.

(vi) *Resumes:* Resumes may also be used as an evaluation tool.

(a) *Suggested Wording:* The offeror shall provide resumes for each staff member responsible for design, implementation, project management, or other positions identified in the requirements of the RFP. Resumes shall include education, experience, license, and/or certifications of each individual.

10. ***Proposal Response Format:*** Requiring all offerors to use the same or similar format when submitting proposals can make the evaluation process much easier and speed the process. You may provide specific directions to the offeror on preparation of the proposal. If used, clearly define the type and nature of the information required in the proposal. The offeror must be made aware that their proposal will not be considered if required information is not provided.

A few suggested formats and wording are:

(i) The proposal must be submitted in the following fashion [describe]. If the proposal is not submitted in the required format, the proposal will not be considered.

(ii) The proposal shall be submitted under the same cover at the same time, in two (2) distinct sections: a Business or Technical Proposal and a Cost Proposal.

(iii) Proposals are to be prepared on standard 8-1/2" x 11" paper. Fold outs containing charts, spreadsheets, and oversize exhibits are permissible. The pages should be placed in a binder with tabs separating the sections of the proposal. Manuals and other reference documentation may be bound separately. All responses, as well as any reference materials presented must be written in English.

(iv) Proposals must respond to the RFP requirements by restating the number and text of the requirement in sequence and writing the response immediately after the requirement statement.

(v) Figures and tables must be numbered and referenced in the text by that number. They should be placed as close to possible to the referencing text. Pages must be numbered consecutively within each section of the proposal showing proposal section and page number.

(vi) Proposals shall be based only on the material contained in this RFP. The RFP includes official responses to pre-proposal conference questions, addenda, and any other material published by the State pursuant to the RFP. The offeror is to disregard any previous draft materials and any oral representations it may have received. All responses to the requirements in Sections [list appropriate section] if this RFP must clearly state whether the proposal will satisfy the referenced requirements, and the manner in which the requirement will be satisfied.

11. ***Cost Proposals:*** This should contain all costs to the agency and be presented in the format described by the RFP. For example: the RFP may require detailed costs by tasks and to be

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acceptable the offeror must present it in that format. Generally, cost proposals are submitted in a separate sealed envelope marked Confidential Cost Proposal to be opened only after the evaluation of the technical section of the proposal is complete.

Suggested Wording: The offeror shall submit a cost proposal in a separate sealed envelope marked Confidential Cost Proposal. The Cost Proposal shall be opened only after the technical portion of the proposal has been evaluated.

12. ***Method of Evaluation and Award:***

    (i) *Evaluation Criteria:*The RFP must state in general terms all of the evaluation factors and their relative importance, including price. Points assigned to each criterion are usually included in the RFP. Including points makes offerors aware of which items are relatively more important than others can influence an offeror in the preparation of their RFP response.

    (ii) *Suggested Wording:* An Evaluation Team composed of representatives of the State of Idaho will review the proposals. The criteria listed below will be used to evaluate proposals for the purpose of ranking them in relative position based on how fully each proposal meets the requirements of this RFP.

    (iii) *Discussions and Best and Final Offers:* Detailed information is provided as a part of the cover instructions provided by the Division of Purchasing.

    (iv) *Suggested wording to use here:* BEST AND FINAL OFFERS: The State may, at its sole option, either accept an offerors initial proposal by award of a contract or enter into discussions with offerors whose proposals are deemed to be reasonably susceptible of being considered for award. After discussion are concluded an offeror may be allowed to submit a "Best and Final Offer" for consideration.

    (v) *Negotiations:* Detailed information is part of the cover instructions provided by the Division of Purchasing when an RFP is released.

    Use the following suggested wording here:

    Negotiations: The State may, in its best interests, elect to enter into negotiations with the apparent low responsive and responsible bidder.

13. ***Attachments:*** This section is for any additional information that relates to the RFP and is necessary to further clarify contents of the RFP. Any appendices, charts, diagrams, or graphs referenced in the RFP would be placed here. Information technology diagrams, such as LAN or WAN diagrams, would appear here.

14. ***Format and Numbering:*** While this is no correct form or numbering scheme, find one that works and use it consistently.

    Here is a suggested format:

    1. Main Topic
        - 1.1. Sub Topic
            - 1.1.1 Detail
        - 1.2 Another Sub Topic
            - 1.2.1 Detail
            - 1.2.2 More Detail
            - 1.2.3 More Detail
        - 1.3 Another Sub Topic

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2. Main Topic
   - 2.1 Sub Topic
     - 2.1.1 Detail

Add page numbers to facilitate quick reference for yourself and vendors. Make sure any internal references to any page number are correct and stay aligned during pagination and you revise the document.

15. ***Helpful Hits:*** Here are some helpful hints based on tears of experience and embarrassing errors:
    - (i) Use caution with spell check. Don't be a victim of "Wrong word, spelled correctly."
    - (ii) Have someone else proofread the final document.
    - (iii) Beware of the "search and replace" monster.
    - (iv) Time is your friend, speed is your enemy. Take time to do it right.
    - (v) Save often.
    - (vi) When making corrections, amendments, and addendums to an RFP, be sure to correct the original document in your file.
    - (vii) Think like a vendor. Imagine you are trying to respond to the RFP. Is it presented in a clear and legible manner?

16. ***Checklist:*** A checklist is helpful tool for compiling information for your RFP. Attached is a sample based on this "model" RFP format.

    RFP Checklist

    - (i) Cover Letter
    - (ii) Signature Page
    - (iii) Title Page
    - (iv) Table of Contents
    - (v) Schedule of Events
    - (vi) Standard Terms and Conditions
    - (vii) Special Terms and Conditions
    - (viii) *General Information:*
      - (a) Definitions
      - (b) Purpose or Intent
      - (c) Background
      - (d) Method of Payment
      - (e) Contract Term
      - (f) Presentations or Demonstrations
      - (g) Pre-Proposal Conference
    - (ix) *Technical Specifications:*
      - (a) Specifications (Goods)
      - (b) Scope of Work (Services)
      - (c) Scope of Activity
      - (d) Project Management
      - (e) Deliverables/Measurable Standards Schedule

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(f) Support

(g) Training

(h) Maintenance

(x) *Vendor Requirements:*

(a) Mandatory Requirements

(b) Vendor Organization

(c) Vendor Qualifications & Experience

(d) References

(e) Financials

(f) Resumes

(xi) Proposal Response Format

(xii) Cost Proposal

(xiii) *Method of Evaluation & Award:*

(a) Evaluation Criteria

(b) Discussions, Best & Final Offer

(c) Negotiations

(xiv) Attachments

7.6.2 Proforma for Approval

If the said conditions are fulfilled then, a confirmation is granted for the ok of the proposal request. This is called proposal approval. Sample of this is given below:

Fundraising Application (Refer to external fundraising guidelines.)

Please file with the Office of Institutional Advancement 30 days prior to event.

Name of Campus Organization .....

Contact Person .....

Start date of event or project .....

Describe the fundraising activity .....

.....

.....

Audience to be solicited .....

Use of funds .....

After the event:

Following the event, a summary of individuals and/or companies that were solicited may be required. The follow-up summary may be waived with prior approval of the IA Office.

..... Follow-up report waived.

..... Follow-up report required.

Proposal Approval:

.....

Office Rep. Date

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7.6.3 Actual Proposal

An actual proposal consists of the following parts:

1. Problem Statement
2. Rationale or Justification for implementing the Project/event
3. Project Goal & Objectives
4. Strategy & Activities
5. Results: Outputs and Outcomes
6. Budget

This basic format of a proposal has expanded covering many concepts and issues, confronting project funding and project implementation.

7.6.4 Event Proposal Guide

Here is a Step-by-Step Event Proposal Guide for a Student-Organized Event:

1. Please check the event calendar to see if there is an event on the date that you wish to hold an event. Any potential conflicts may not be approved. Conflicts may include:

   Conflict with another club's event, or group of clubs' events.

2. Please fill out the Event Proposal Form to the best of your ability. Remember the form is very much like an Executive Summary. A more complete proposal must be attached to the Event Proposal Form. Your proposal should include at the very least:

   (i) Number of participants

   (ii) What kind of event is it? (Conference, speaker panel, etc…)

   (iii) Where you wish to hold the event (campus, off-campus, etc…)

   (iv) Budget and projected costs for the event

   (v) How is the event going to be paid for? (by club funds, sponsorship)

   (vi) Potential sponsors

   (vii) The time length of the event

   (viii) Address all stakeholders (if there is alcohol how will you mitigate the risk of underage drinkers, drunk drivers – this is especially important with joint clubs!)

   (ix) Format of the event

   (x) Identify all speakers if any

   (xi) How will this event benefit the students?

   (xii) Will you need A/V equipment, use of the projector?

   (xiii) Will you require catering?

3. ***Submit the Event Proposal Package to the event president:*** The President will then specify whether or not you need Event Staff approval. The President will indicate on the Event Proposal Form who will need to approve the event before a space can be booked.

4. After the proposal has been approved the President will contact the Initiator of the event to take the form to potentially the different key persons.

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5. After all Required Event Staff have signed approval please take the signed hardcopy to …… Associate Dean Academic's Office for final room booking. (Only Hard Copies will be accepted at this time)

6. After the proposal has been approved by all levels of administration and all rooms have been booked please return to the President so that the Event can be posted on the Website Calendar.

Self Assessment

Fill in the blanks:

6. Many ..... trade publications exist to help event planning and production professionals become educated about the issues and trends in their industry.

7. The Internet will continue to drive the development of the ..... industry.

8. One must use ..... quickly and accurately to ensure that his event remains competitive throughout the twenty-first century.

9. A ..... is a document that an organization posts to elicit bids from potential vendors for a product or service.

10. An RFP is made up of several elements, which may vary depending upon the .....

7.7 Corporate Event Planning Ideas and Tips

Corporate events should always be light yet appealing. Concentrate on the motive of even and accordingly set your plan. The event should be more of informative that does not mean you would ignore the entertainment stuff. Following are some of the corporate planning ideas and tips:

1. ***Corporate event planning ideas***

2. ***Opt for some change in location***

3. ***Research about the past events of company and inquire about their locations.***

   If the location is office or any hotel then try to change the location by selecting some beautiful place like resorts, water parks, etc. even if you are selecting some spacious hall then make sure you make it look elegant by giving it new theme and decoration. Attendees should feel as if they have entered in some heaven like place.

4. ***Add fun loving elements to event (Humor)***

   Corporate events usually have tag of boring as the activities carried out here are mainly related to business and this is the motive of event. But while doing so do not ignore the humor factor as nothing in life is perfect without humor. Try to make the environment lighter by adding some fun loving elements to the event.

5. ***Recognize the efforts of employee***

   Corporate events are the best place to reward your employees and make them feel special. During such events make list of employees who have performed excellently and reward them with best gifts. As an event manager you have to make sure that gifts provided are properly wrapped and arranged in a proper order.

6. ***Look for best caterer***

   Food is important part of all types of events. Arrange the food which is finger licking and people attending event go with smiling face. For this you need to look for best caterer and do not compromise on quality. Discuss the food menu with concerned authority and suggest something from on your part in the menu.

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7. *Make use of curtains and flowers*

   For decoration purpose you can make use of curtains which creates professional environment and flowers which lighten the mood giving fresh feeling. Make use of these two things which can create the perfect ambiance for corporate event. See to it that you do not screw up the surrounding by selecting some bright or dull colors of curtain.

8. *Give change in arrangement of desk and chairs*

   Arrange the desks and chairs in such a way that people should feel comfortable and overall it should give good appearance. People sitting in front and those sitting in back should also get clear view without any hindrances. Make arrangements of water, pen, notepad, tissue paper, etc on every table.

Corporate event planning tips

- Prepare your budget in order to successfully carry out further procedure.
- Determine the purpose of organization of event; it can be anything like meeting, conference, product launch, etc.
- Site or location for particular event.
- Decide whether you need party style location or professional display in location.
- See to it that theme of corporate event or party accurately matches with its purpose.
- Make proper selection of date keeping in mind the convenience factor of invitees.
- Whether it is outdoor or indoor event make sure that food arrangements are proper.
- Decide the menu with the concerned authority.
- Look after seating arrangements.
- See to it that there is proper lighting and decoration.
- In case there is requirement of arrangement of bar then look after it.
- Add some entertaining stuff to event like organizing dance, singing show, etc.
- Get all your arrangements approved by seniors or concerned people.
- Allocate work to staff members.
- Regularly take follow ups.

7.8 Conference Planning

What is the reason behind organizing conference? It is very important for event manager to understand the purpose of organizing conference so that he can start with planning procedure accordingly. Conference planning has to be accurate as it relates with business and so here you cannot compromise on any of the aspect. Good organization of conference can highly work in your favor and can allow you to crack many profitable deals.

For attendees as a planner you need to make arrangements keeping in mind their comfort level and the motive of conference should clearly be displayed. Following are some of the things where you need to focus while making conference planning:

Selection of Location

Location plays very important role as guests should not feel any kind of inconvenience in reaching to your decided location. Select the hotel near to airport so that people can relax and then attend the next day conference. You can also select the place near to famous attractions of

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city so that attendees can completely explore the place in free time. If invitees are coming with their families for business conference then arrangement should be made keeping in mind needs of individual of different age. The hotel you select should possess cooperative staff which can welcome your guests in an accurate manner. Good locations can serve the business purpose as well as holidaying purpose.

7.8.1 Procedure that leads to precise conference

You need to put complete efforts in training staff while planning conference in order to avoid future circumstances. Any work in relation to event management can be successfully done only when there is involvement of complete team work. Following is the procedure to be followed by conference management planner:

- Making arrangement of conference planning committee to prepare the list of speakers.
- Getting in touch with speakers and inviting them to participate in meeting.
- Look after traveling and accommodation facility of speaker.
- See to it that rooms arranged for them have all basic amenities required for a business person.
- Give speakers the detail of meeting and other activities.
- Make proper budget plan.
- See to it that your planned work is executed properly.
- Make arrangements depending on the purpose of conference and negotiate with concerned parties as and when required.

7.8.2 Budget Planning

Budget is the most important factor involved in conference planning as going over budget can minimize your profit level. The budget prepared by you on paper is your estimation which is many times different as compared to real expenses. Don't rely on estimated budget because requirements of speakers can force you to spend more. So always be ready with backup plan and curtail expenses as and when necessary. Select the hotel after carrying out proper research work in order to save some bucks.

Formation of Conference Committee

Appoint conference coordinator who can serve the purpose of meeting and his team can make best arrangements. Conference committee should have people with proper knowledge related to the meeting subject and have good networking skills. With such skills making arrangements become easy and you can also take care of your budget properly. Committee should comprise of people having skills like:

- Quick decision making power
- Qualified enough to deal with different situation
- Experienced people who have ability to handle more number of people
- Team building ability
- People understanding responsibility of work

Notes

7.8.3 Conference Planning Checklist

All your plans related to conference cannot be stored in mind and so it is important to plan conference with the help of checklist. Checklist includes every minor detail which relates with the arrangement of conference. From budget planning to number of speakers attending conference, everything should be determined in your checklist. With the help of conference planning checklist there are least chances of conducting any kind of mistakes. Also you can modify the existing checklist as and when required.

See to it that your list is prepared in chronological order so that nothing can get skipped in the process of completing work. This makes it easy to work as a team and every member of committee can easily follow it. You are organizing conference for the purpose of enhancing business so make sure you pay attention on needs of clients. They should get proper treatment so that you can win chances of gaining positive results.

Following are the things which you can make it as part of your conference planning checklist:

- Select the dates of conference and see to it that dates are in season when you have to spend fewer amounts on accommodation and travelling.
- Make estimation of daily starting and ending time of conference.
- Select the location which can entertain your guests during free time.
- Prepare estimated budget.
- Decide the other social activities to be carried out apart from your meetings.
- Prepare the list of speakers.
- Also prepare the list of required number of staff members and volunteers.
- Make list of required equipments and look after its arrangement.
- Select the theme for conference.
- Email every participant whom you want to be the part of conference.
- In case you want to promote your conference then prepare some promotional strategies.
- Place details of conference on the site of your company.
- Prepare the schedule which states the detail of everyday work to be done when the conference is held.
- Make list of internal and external speakers.
- In case you have planned to gift every member in conference then make arrangement of gifts.
- Look after arrangement of transportation like booking of air tickets, rental cars, etc.
- Decide the everyday menu and search for best caterer.
- Food is the important aspect of any event so select the caterer after making proper research.
- Take printouts of presentation files, description of workshop, schedule of conference, etc.
- Make arrangements for preparing brochure, graphics, logos, etc.
- Prepare banners, printed t-shirts, name tags or anything which you want to be the attraction of conference.

Notes

- Place all details from address of hotel to everyday schedule on the website of company.
- Distribute brochures among invitees.
- Note down the schedule of workshop.
- Start finalizing everything one by from guest list to food menu.
- Give instructions to volunteers and staff members.
- Arrange some entertainment stuff for guests.
- Handover different responsibilities to concerned people by providing them with every minute detail.
- Check out your entire checklist in order to determine whether anything is left out or not.

7.9 Birthday Party Planning

Birthday party planning is different for people with different age groups. When you are planning party for elders you can find change in basic things like music, activities, food, decoration, etc.

- For the age group of above 50 the inviting songs would be those which relates to 60's and 70's.
- For the age group of above 20 songs would be absolutely rocking.

Again the selection of music also depends on the theme of party.

- If the theme is retro, then everything from costume, decoration to music will get changed.
- Good decoration creates proper ambiance so never compromise on the overall look of birthday party.

  It's your child birthday when you want to make him or her feel special. How will you do that? By throwing some party for them but are you aware of organizing birthday parties. Birthday parties come with complete package of fun as this is what kids always look for. Now first you have to decide whether you want party to be at your residence or want to select some another venue. Answer to this depends on your budget. Parties at home can also be made rocking and that on other places like resorts, restaurants, etc can also be made rocking.

Here are some of the things which you need to consider while carrying on with birthday party planning:

1. ***Budget for party:*** Depending on your budget of party, activities like gaming, food, etc can be carried out. According to budget prepare the list of things to be done in the party and get the estimated cost. After getting estimate amount you can add things or deduct unnecessary expenses. Good food adds to the charm of party so whether you are arranging party for your child or for grandparents, see to it that delicious food is served.
2. ***Food to be served:*** Menu of food depends on person for whom you are throwing party. Along with different eatables make arrangements for beverages as people of all age like to have cold drinks. In case you are arranging party for kid then make sure there are enough number of tissue papers, napkins, disposable glasses, plates, etc present in the party. Also do not forget to add favorite dish of your kid.
3. ***Entertainment related activities:*** If the party is thrown for kids then there must be entertainment related activities like magic shows, fancy dress competition, etc. In case of elders you can arrange for some dance, singing competition, games, etc. If the theme of

birthday party is love or something intimate then you need to have entertaining activities which involves different couples.

4. ***Number of guests to be invited:*** Prepare the lists of guest you want to invite to your birthday party so that no one is left out. If you want to conclude party with limited number of people then your list should include the names close to your heart. Again here the budget factor plays important role, you can invite people according to your budget. Go through the list twice in order to rectify errors if any.

5. ***Party venue:*** Party venue should be lively and the ambiance should make people to stay in party for long time. Decoration plays very important role here as bad decoration can even make good venue look ugly. Many time keeping things simple in birthday party can also work out in your favor. Your party venue should be convenient in terms of travelling for invitees.

Self Assessment

State whether the following statements are true or false:

11. Corporate events should always be light yet appealing. Concentrate on the motive of even and accordingly set your plan.

12. The event should be more of informative that does not mean you would ignore the entertainment stuff.

13. Budget is the most important factor involved in conference planning as going over budget can minimize your profit level.

14. The budget prepared by you on paper is your estimation which is many times different as compared to real expenses.

15. Always rely on estimated budget because requirements of speakers can force you to spend more.

Case Study

Event Planning Services Provider, Focusing on the National Pharmaceutical Industry

Communication Supply Chain Elements

Digital asset management, dynamic on-demand documents publishing, revision management and multiple delivery channels.

Situation

Through the normal course of our Client's business, they create and deliver event invitations and other types of customized communications to national pharmaceutical field representatives in an effort to promote their customer's products to doctors and other medical personnel for new drugs and new drug therapies. Our Client creates and delivers tens of thousands of customized products in support of these pharmaceutical industry events each year.

They must also quickly source and secure qualified speakers. A key to this process is creation, delivery and management of on-the-fly, personalized speaker contracts.

Contd...

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Challenge

Timely, customized invitation product creation and delivery is key. Order quantities can range from as few as five to more than 200 unique elements. Speaker contracts are customized to each individual, containing confidential information. Timely creation, delivery and return of executed contracts is vital to program success.

Solution

Our Client was challenged by traditional document production and delivery techniques. They were neither cost nor time-effective. SHIFT recommended the development of an online portal to support invitation development, production and delivery activities. The rules-based online ordering environment features customizable templates with predefined, subject-dependent content and imagery with point and click customisation and ordering. Our Client can view document proofs online to confirm accuracy prior to production and, in the case of electronic documents, prior to delivery.

SHIFT also developed a data driven contract creation and delivery processing engine. Contracts are now created and delivered electronically. Potential speakers can update their profiles prior to generating a custom contract, ensuring their contract is created with up to date information. Event-driven email notification keeps our client connected to ongoing speaker activity. An administrative interface provides access to real time contract activity metrics.

Results

SHIFT's communication supply chain solutions allowed our Client to gain immediate efficiencies and significant cost savings, exceeding program objectives. Invitation process improvements include reduced cycle times, enhanced brand integrity and unprecedented materials accuracy. Contract management improvements included immediate receipt of executed contracts, increased data accuracy, greater visibility of program results and elimination of overnight shipping costs.

Source: http://www.shift365.com/?q=node/25

Case Study

Event Planning and Management

Project Title: NIH Regional Seminars on Program and Grants Administration

Client: National Institutes of Health (NIH), Office of Extramural Research

Project Duration: December 2008 – August 2010

Ripple Effect Contact: Janelle Jobe, jjobe@rippleeffect.com

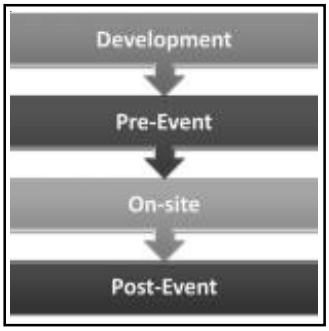
Challenge

The National Institutes of Health (NIH) supports more than 300,000 scientists in universities and research institutions across the United States and abroad. The NIH Office of Extramural Research (OER) provides assistance to scientists applying for research funding — an essential step to achieving medical discovery. The process through which funding is attained is built on numerous federal policies and procedures. Each year, OER hosts two NIH Regional Seminars on Program Funding and Grants Administration. At each seminar, in the course of three days, more than 30 NIH and HHS staff members are brought to a central location to educate, share and listen to hundreds of administrators, graduate students, and anyone interested in the grants administration process.

Contd...

Notes

The seminar serves as a venue to demystify the funding application process and clarify federal regulations and policies. Since 2008, Ripple Effect has provided project management and coordination support for five NIH Regional Seminars.



Solution

Ripple Effect utilized our comprehensive event management approach to coordinate all of the moving pieces of these events. The four phased approach involves:

Phase 1: *Development* – Initial concept design; define purpose, objectives, format and overall vision for the event. Develop event specifications guide.

Phase 2: *Pre-Event Coordination* – Agenda development, budget creation, site research and selection, website development, speaker management, communication/outreach, and materials design and printing.

Phase 3: *On-site Coordination* – Venue set-up, vendor/exhibitor set-up, registration/information desk, program execution, volunteer coordination and dismantle process.

Phase 4: *Post-Event Coordination* – Budget reconciliation; distribute thank you letters, final report and evaluation.

We identified OER's operational and programmatic objectives, and gathered the event specifications. With this information we were able to create an event work plan, including the event time line and tasks list, to achieve the event objectives. We held regular planning meetings with OER leadership, and coordinated logistics and communications with speakers, exhibitors, volunteers, and attendees.

Achievements

- Negotiated advantageous vendor agreements, saving on average 10-20%.
- Provided quick, effective solutions to on-site logistical challenges to consistently ensure the smooth operation of the seminars with over 98% positive feedback.
- Drew an average conference attendance exceeding 650 people.
- Designed and executed an effective communications and outreach campaign including website content, flyers, program booklet, and various articles.
- Coordinated and managed the activities of 40+ volunteers during the 3-day events.
- Attracted and retained top-level exhibitors from the biomedical and grant writing industries.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.rippleeffect.com/2011/01/31/case-study-regionalseminar/

Notes

7.10 Summary

- The first and foremost thing to do while planning an event is to know about the client's expectations.
- The first step to planning an event is determining its purpose, whether it is for a wedding, company, birthday, festival, graduation or any other event requiring extensive planning.
- From this the event planner needs to choose entertainment, location, guest list, speakers, and content.
- The location for events is endless, but with event planning they would likely be held at hotels, convention centers, reception halls, or outdoors depending on the event.
- An event planner needs to be able to manage their time wisely for the event, and the length of preparation needed for each event so it is a success.
- Many business-to-business trade publications exist to help event planning and production professionals become educated about the issues and trends in their industry.
- The Internet will continue to drive the development of the global event management industry.
- One must use dynamic technology quickly and accurately to ensure that his event remains competitive throughout the twenty-first century.
- A request for proposal (RFP) is a document that an organization posts to elicit bids from potential vendors for a product or service.
- An RFP is made up of several elements, which may vary depending upon the particular RFP.
- Corporate events should always be light yet appealing. Concentrate on the motive of even and accordingly set your plan.
- The event should be more of informative that does not mean you would ignore the entertainment stuff.
- Budget is the most important factor involved in conference planning as going over budget can minimize your profit level.
- The budget prepared by you on paper is your estimation which is many times different as compared to real expenses.
- Don't rely on estimated budget because requirements of speakers can force you to spend more.

7.11 Keywords

Proposal: A proposal is a Proforma with details about an event with adequate time for review.

Proposal for large scale events: For large-scale events, it is recommended to submit proposal three to six months prior to prefer event date(s).

Proposal for smaller events: Proposals for smaller events may be considered with one to two months of lead time.

Notes

Event Planning Guide: The Event Planning Guide provides detailed instructions on how to prepare a complete proposal.

Request for proposal (RFP): A request for proposal (RFP) is a document that an organization posts to elicit bids from potential vendors for a product or service.

7.12 Review Questions

1. What is event planning means?
2. What are the key factors in planning an event?
3. Discuss the steps involved in planning an event.
4. What are the objectives of an event planning?
5. Explain why should you make and confirm bookings as early as possible.
6. Give two reasons why it would be a good idea to have the total budget for the conference broken down into cost centers.
7. What is meant by event proposal? How does it differ from business proposal?
8. What is RFP?
9. How will you account for RFP? Describe brief layout of it.
10. What are different vendor's requirements?
11. What is meant by schedule of events?
12. "A schedule of events is valuable information for potential proposes". Discuss.
13. What is checklist meant for?
14. What are the contents of checklist?
15. What is proposal approval mean?
16. Discuss the role of event planner.
17. What is actual proposal?
18. What are different proposal prerequisites?

Answers: Self Assessment

1.	expectations.	2.	determining its purpose
3.	event planner	4.	endless
5.	success.	6.	business-to-business
7.	global event management	8.	dynamic technology
9.	request for proposal (RFP)	10.	particular RFP
11.	True	12.	True
13.	True	14.	True
15.	False		

Notes

7.13 Further Readings

Books

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Unit 8: Protocol and Staging

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Objectives

After studying this unit, you should be able to:

- Tell the meaning of protocol
- Discuss the concept of protocol in event management
- Identify the need of protocol
- Explain the term staging in event management

Introduction

Protocol is a diplomatic and political term that refers to appropriate behavior and rules of conduct for a particular situation or event. Protocol can also be a more sophisticated word to use to denote appropriate actions or rules in business . Protocol can also be used as a verb, meaning "to draw up or issue a protocol," but is most often used to refer to rules or conventions.

Examples: Business protocol requires that we arrive at this meeting well-prepared and on time. (**etiquette**)

We currently have several security protocols in place to insure that any sensitive company information is protected. (**rules**)

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The countries established a new trade protocol to help further their respective economies and relations with each other. (**agreement**)

Did u know? Carrie broke company protocol when she used her work e-mail address to send personal e-mails. (**rules, conventions**)

The word protocol comes from the Greek protocollon, meaning a leaf of paper glued to a manuscript volume that describes the contents.

8.1 Protocol and Event Management

The word "Protocol" means the correct and appropriate way of doing things. Organizations need to equip staff with skills in protocol, etiquette and events management through training. This investment will build solid and productive relationships with business associates and will result in better outcomes for the organization.

The face to face communication opportunities created by events provide business people with the most powerful of opportunities to influence their colleagues, clients and investors. Smooth well run events reflect well on any business building its reputation and standing.

In today's business and diplomatic world, Protocol has become a sophisticated and a strategic asset. Protocol guides how we behave socially, conduct business and interact in specific situations. This has positively impacted on how people live and work together, with less friction caused at times by barriers in the socio cultural environment that we operate in. Traditionally protocol tended to have a narrow definition and therefore was classified as of operational rather than strategic significance. Protocol is more than escorting visitors and order of precedence. In Government and corporate world, it enables people of diverse backgrounds and social orientations to carry on business in a friendly atmosphere and manage today's complex and cosmopolitan world with ease and finesse.

In view of the foregoing, well managed corporate events with a blend of appropriate protocol procedures enhances corporate image. A well-executed event creates a lasting and positive impression on your audience and motivates them to relate with your organization in their future business.

8.2 Objectives of Protocol

Following are the prime objectives:

- Increase and strengthen participants' protocol and etiquette skills in handling dignitaries.
- Equip participants with skills to navigate today's culturally diverse business environment.
- Develop participants' skills in orchestrating VIPs visits, meetings, ceremonies and special events.
- Identify the various tasks in management of events and the human and physical resources required to stage successful events.
- Equip participants with skills to organize events without the help of event coordinators thus saving the organization some money.
- Review and determine the different marketing strategies appropriate for the event being managed.
- Promote acceptable manners and respect for others.

Notes

8.3 Event Management Automation Protocol (EMAP)

The Event Management Automation Protocol (EMAP) is a suite of interoperable specifications designed to standardize the communication of event management data. EMAP is an emerging protocol within the NIST (National Institute of Standard and Technology) Security Automation Program, and is a peer to similar automation protocols such as the Security Content Automation Protocol (SCAP). Where SCAP standardizes the data models of configuration and vulnerability management domains, EMAP will focus on standardizing the data models relating to event and audit management. At a high-level, the goal of EMAP is to enable standardized content, representation, exchange, correlation, searching, storing, prioritization, and auditing of event records within an organizational IT environment.

Community involvement is critical to the success of the EMAP initiative, because input from the security automation community will ensure the broadest possible range of use cases is reflected in EMAP functionality. This Web site is provided to support continued community involvement. This site will be updated regularly and will serve as the primary resource for finding EMAP related materials. You are invited to participate, whether monitoring community dialog or leading more substantive activities like specification authorship.

From analysis of large events that demonstrate leadership in sustainability, five areas consistently surface as instrumental factors in achieving measurable sustainability performance:

- Visionary Leadership.
- Strategic Approach.
- Stakeholder Engagement and Communication.
- Operational Integration.
- Transparent Governance and Assurance.

Pioneering sustainable event planners integrate these five areas into a management system that aligns and supports their day-to-day business practices. In a structured framework, sustainability tactics are approached with strategic, operational, collaborative and administrative consideration and processes.

They are always connected and progress should be consistently reviewed using a systems approach of:

PLAN, DO, CHECK, ACT.

Did u know? In the real world, the five areas are not necessarily continually synchronized or executed in a serial fashion. Instead all five have to be considered within the entire planning and organisation of the event.

Self Assessment

Fill in the blanks:

1. Conduct for a particular situation or event.
2. Protocol can also be a more sophisticated word to use to denote ..... or rules in business.
3. Protocol can also be used as a verb, meaning "....." but is most often used to refer to rules or conventions.

Notes

4. The word protocol comes from the Greek .....

5. Protocollon meaning a leaf of paper glued to a manuscript volume that describes the .....

Task Get more information on PDCA.

Caution Internet Protocol (IP), which uses a set of rules to send and receive messages at the Internet address level.

8.4 Event Venue Selection

Keep following things in mind while selecting a venue for your event:

1. ***Target Audience/Guest Size:*** This means the number of people you are expecting to attend your event.

   Make sure that your venue can easily accommodate your expected target audience. Your venue should not be too small or too large for your guests. If too small, then your guests will feel discomfort. If it is too large then you will unnecessarily end up paying more for the venue.

   Get firm indications whether guests plan to attend your event by sending RSVP clearly printed on the invitation.

Figure 8.1

   The term RSVP is a French acronym. Its meaning in English is 'Please Respond'. If RSVP is printed on the invitation then the invited guest is expected to tell the host whether or not he/she is attending the event. Since many people don't understand the meaning of this term or don't bother to reply back, it is advisable to individually call and ask your guests about there plan to attend the event. In this way you can get quite accurate idea of the guest size which will help you in deciding food and beverage quantities also.

2. ***Target Audience Status:*** If you target audience are rich people then your venue must be a five star hotel or resort and all the services provided during the event must be of very high quality.

3. ***Target Audience Convenience:*** Select venue according to target audience convenience. Your venue should not be very far from the place where majority of your target audience

Notes

live. Your venue should have proper lighting and ventilation. It should not be in a noisy or polluted area. It should be absolutely neat and clean and free from any type of infestation.

4. ***Climatic Conditions:*** Keep Climatic conditions in mind while selecting a venue. If you are going to organize an event during rainy season or during peak winter then selecting an open-aired venue is not a good idea. Always try to organize indoor events if possible as there production cost is lesser than the outdoor events.

5. ***Venue History:*** Before hiring a venue check out the history of the venue. Find out how many events have been organized in the venue so far. In this way you can find out whether or not venue and the staff there is event friendly. This will help you immensely when you later organize event there as you will have to do less amount of work in making the venue suitable for the event. If venue has noise ordinance problems in the past like neigbours calling the cops to shut down the event, then it is not a good idea to organize event there especially outdoor event.

6. ***Venue Services:*** Before hiring a venue check out the number of services provided by the venue like:

Parking Facility

Make sure venue has its own parking space. It should be big enough to accommodate your target audience's vehicles conveniently. If parking space is not adequate then look for other venue. Never compromise on parking space especially if you are organizing event on a large scale.

Security Arrangements

Security of guests, service providers and target audience is a very important issue which should never be neglected or compromised at any cost. Make sure that your venue has adequate number of fire extinguishers, fire alarms, emergency escape routes, sprinkler system (a system consist of overhead pipes designed to control or extinguish fires), security personals, handicap ramps, security cameras, first aid kits and power backup (like generator, inverter, UPS). Your venue must have separate entrance and exit gates and it should not be more than 30 minutes away from the nearest hospital. If your venue is at a remote location then presence of doctor and ambulance is a must. Also make sure your mobile phone properly works there. If your mobile phone network area is weak there or doesn't exist then you must have some other modes of communication like satellite phone. For large scale events presence of fire fighters, fire engine, police, paramedical team with ambulance is a must.

Venue Staff

Your venue must have adequate number of staff to serve your guests. Find out the ratio of servers to guests. The venue staff must be friendly, helpful and courteous. It should be decently dressed. Give special attention to there personal hygiene. Nobody likes to be served by someone who is stinking and looks like a pirate of the 13th century. Ask you venue manager whether or not the staff is able and willing to work overtime.

Restrictions

Every venue has some unsaid restrictions like photography and videography restrictions, alcohol restrictions, music restrictions, dress code, decoration related restrictions (like you can not install your own structure and lights for decoration or paste/paint anything on the venue's wall), advertising restrictions (like you can not put a banner on the main gate of the venue) and other restrictions like outside caterer is not allowed or outside security service is not allowed etc. Find out all these restrictions before hiring a venue.

Notes

Additional Services

Some venue provides additional services like catering, floral decoration, fireworks, audio-visual aids; Staging, Lighting, props, decor for event production; ticketing, reservation, transportation and sight seeing tours for the guests; DJs, anchors, performers etc for event programs.

7. ***Venue Fees:*** Always consider following questions in mind while deciding to hire a venue:

   1. What is the venue fee?

      Does it include all other taxes? (Negotiate rental fee to ensure the best deal.)

   2. What is included in the venue fee?

      Is dance floor included in venue fee? Are table, chairs and linens included in the venue fee? Is security and liability coverage included in the venue fees?

   3. What is not included in the venue fee?

   4. Is there any cost for parking?

      Generally parking space is provided free of the cost by the venue but some venues may charge separately for parking facility.

   5. What is the price range for a seated/buffet lunch and dinner?

   6. What are the Corkage fees?

      This includes fees to server liquor. Make sure that venue has the license to serve alcohol. Check the license for expiration date.

   7. What is the cost of sleeping rooms?

   8. What is your cost per person and per food item?

   9. What are your bartending and bar set up fees?

   10. What are your fees and how do you charge for providing additional services?

       Such as floral decoration, fireworks, audio-visual aids; staging, lighting, props, decor for event production etc.

   11. What modes of payments are available?

   12. What are your payment, refund and cancellation policies?

8. ***Venue Inspection:*** If you will go as an event manager to a venue for inspection you will be shown the venue as an ideal venue for organizing your event. So best way of inspecting a venue is to check-in there as an anonymous guest, stay there for 2-3 days and deliberately use all the services provided by the venue.

   Make sure Air Conditioners, fans, water tabs work properly, elevators are operational. There is adequate lighting and ventilation. Check out for sanitation and infestation.

   Find out how helpful, courteous and professional is the venue staff. Check out whether or not the venue has a noise ordinance in the area where it is located? If yes? At what time is it enforced? E.g.: 10:00 PM, 11:00 PM. Check out whether or not security is provided in the parking lot and how is the law and order situation in the area where the venue is located. Make sure that the venue suits the event theme.

9. ***Amount of Work Required:*** On the basis of venue history, services provided by the venue and venue's inspection determine how much work is needed to be done to make the venue suitable for your event. Select a venue where lesser amount of work is required to be done. Lesser the work, lesser will be the production cost of the event.

Notes

10. ***Contracting the Venue:*** Following are the important points need to be considered while contracting the venue:

    1. What is a Contract?

       It is an agreement that is enforceable by law.

    2. What is an Agreement?

       An agreement is a promise or set of promises.

    3. When a contract is considered to be valid?

    A Contract is considered to be valid when:

    1. The agreement has been made between two or more parties who are legally competent and authorized to enter into a contract. For e.g. you cannot enter into a contract with a minor.

    2. The agreement has been made on the free will of the parties. Free will means, the agreement has been made:

       - Without giving threats or use of physical force.
       - Without any undue influence i.e. party in the dominating position didn't take advantage of its position or authority to get consent from the other party.
       - Without fraud. Fraud means deceiving or misleading someone intentionally.
       - Without misrepresentation of facts.
       - Not by mistake. You can declare a contract as Null and Void if your are able to prove in the court of law that the agreement has not been made on the free will or the other party is not authorized or legally competent to enter into a contract.

    3. The contract contains consideration (i.e. benefits and detriments). A contract without detriments (i.e. damages and harms) is legally insignificant. For example if your contract doesn't contain the penalty/compensation if a certain clause is violated, then it has no significance.

    4. The objects and consideration in the contract are not lawful either wholly or in parts.

Important points to remember while contracting Event Venue

1. Whatever you negotiate, whatever that is offered to/by you or mutually agreed upon (including venue services, fees, items' cost, rules and restrictions), should be specified in a written format on a stamp paper duly signed by the parties who are entering into the contract and who are legally competent and authorized to enter into a contract.

   Never negotiate anything verbally. If the other party refuses to accept your proposal or there own promises in a written format, then don't do business with them.

2. Decide the compensation in case your event is forced to shut down or cancelled because of: noise ordinance, venue staff strike, change in the management staff, change in the ownership of the venue, buy outs, bankruptcies or other guests housed by the venue who are not associated with your event.

3. Make sure that the contract guarantees:

   - The booked dates, time, venue space, return of deposits.
   - Exact, itemized list of all the services promised and the fees associated with those promised services including maximum cost (i.e. the cost will not go over this amount).

Notes

- Promises and commitments discussed and agreed upon.

4. Never sign a contract immediately after the venue inspection. Take a copy of the contract agreement home/office. Read it thoroughly several times and discuss it with your team members and attorney. Compare the contract with contracts of other venues and then accept/reject it.
5. Always Consult your personal attorney to review the contract for you and make sure that the contract protects your interests against forceful shutdown of the event, venue staff's strike/shortage, change in the management staff or ownership of the venue, buy outs, bankruptcies or violation of any agreement or clause.

   During contracting with the venue manager make sure that your contract contains the following clauses:

   1. There should be no construction/repair work of the venue building or any of its parts without prior approval on the day of the event. (Decide the compensation with the venue manager if this clause is violated.)
   2. No other event can take place in the venue on the day of my event. (If this is not possible then make sure that the other event doesn't affect the services provided to you by the venue like shortage of staff or parking space. It should not produce any party noise, music or announcement that affects your event's programs. Decide the compensation with the venue manager if this clause is violated.)
   3. This contract is all inclusive and no other oral or written contract exists between the two parties stated in this agreement.

Self Assessment

Fill in the blanks:

6. In information technology, a protocol is the ..... that end points in a telecommunication connection use when they communicate.
7. Protocols specify ..... between the communicating entities.
8. Protocols exist at several levels in a ..... connection.
9. There are protocols for the ..... at the hardware device level and protocols for data interchange at the application program level.
10. Protocols are often described in an ..... or international standard.

Task What factors will you consider for selecting a venue for AGM?

8.5 Organizing and Staging a Special Event

Most of us in our right minds wouldn't wire our house's electrical or fix our cars transmission or write our computer's software. We would hire a professional that has years of experience doing these types of things because we don't know how, we don't have the time and we want the job done right. The same holds true with staging events sure you could attempt to do it yourself but most people find out quickly there is a lot more to it then they realized.

An event is also a great way to get clients, prospects and influencers together to help spread the word about you and your business.

Notes

Below are some event management tips for a well-staged event. Whether you're planning a networking event, a media conference, seminar or workshop, fashion parade, open day, product launch or even a cocktail party, it will help keep the following in mind.

8.5.1 The Beginning

Paying attention to every detail creates a professional image for your business. Begin with the basics by developing your message and branding, choosing the venue or site, date, start and finish times.

- If you're planning a large events, you should also plan for its budget.
- If it is a community event, organise the legalities - check council permits, contracts, letters of agreement and insurance.
- Set budgets, organise sponsors, suppliers and venue facilities.
- Plan entertainment and accommodation.
- Arrange food and catering, kitchen and bar facilities, hospitality, dressing rooms, hair and make up, media area, alcohol and beverages and any licenses needed.
- Set up money collection and float.
- Have table settings or seating arrangements in place.
- Get merchandise and souvenirs. Signage including t-shirts or uniforms.

8.5.2 Equipment for your Event

The following should be on your checklist:

- Staging - design and decoration.
- Power, audiovisual, lighting, video or PowerPoint presentation, speakers or entertainers needs.
- Marquees, tents or stalls, toilets, waste bins and water.
- Administration, information and lost children area.
- Ambulance or first aid, security, crowd control.
- Contingency plan for wet weather and crisis management plan. Include a manual and run sheets for all personnel.
- Event tool kit - consider things like blue tack for posters, blank name tags, first-aid kit, torch and gaffa tape.

8.5.3 Promotion of, and Communication at your Event

- Organise media releases, photographic images for press usage on television, the Internet and in print.
- Have a photographer and/or video producer at your event.
- Get letterhead and invitations printed, newsletters and emails issued or mailbox drops.
- Ensure flyers, posters and programs include telephone numbers and website addresses.
- Have an event manual with contact numbers of organisers, staff and entertainers.
- Send letters to confirm details.

Notes

- Carry walkie-talkies for instant communication or mobile phones.
- Have research and evaluation strategies in place.

8.5.4 Entrances and Exits

Give detailed instructions to your guests on how to get there, including public transport options and parking stations. Be aware of emergency exits, disabled access, location for unloading of equipment and equipment storage areas, ticketing, queuing, registration and name tags and event site map.

8.5.5 The End

Pack up equipment and organise staff to "bump out". Have a clean up plan in place. Arrange collection of equipment. Analyse research and assess budgets. Have a debrief to know what worked and what didn't for next time. Send thank you notes.

Good event management can create "buzz" and goodwill for your business, product or service and perhaps result in extra sales and profits.

8.6 Essentials Staging/Venue Presentation

The presentation or 'look' of the venue is a very important component of any event. While thinking of your audience and budget, you may want to consider the following:

- Flowers (arrangements for a stage or foyer can be very effective and look best on pedestals).
- Flowers at a dinner are nearly always appropriate. Plants (they can be rented from your local nursery.
- Ensure the delivery and pick up is included in the hire cost). These are often a more cost effective way of presenting a room than flowers.
- Jug of water and glasses for the speaker/s Stage.
- Name Tags/Place Cards Name tags are highly recommended for stand up events such as conferences and most other University events where guests are not familiar with one another.
- Place cards are appropriate for most sit-down meals.
- A senior staff member should be delegated the task of meeting VIPs on arrival and introducing them to other guests as required.
- If there are a lot of guests anticipated to arrive at one time, more than one person should be allocated to greet guests.

Caution Choice of colour of flowers is very much noticeable for a particular type of events.

Self Assessment

State whether the following statements are true or false:

11. Ensure that the delivery and pick up is excluded in the hire cost
12. Jug of water and glasses for the speakers' stage is not necessary.

Notes

13. Name Tags/Place Cards Name tags are rarely recommended for stand up.
14. Place cards are inappropriate for most sit-down meals.
15. A senior staff member should not be delegated the task of meeting VIPs on arrival and introducing them to other guests as required.

Case Study

NRMA Motoring and Services

Annual General Meeting

Australian Technology Park Sydney

Show brief

With clear key communication objectives for the event key to the delivery was the look and feel of the environment and the audio visual representation of the meeting.

The finer details

A strong brand presence was required throughout the venue to deliver a deeper brand experience for shareholders in attendance. Amongst the audio visual requirements was the need for clear vision of the board throughout the event and with the large numbers expected to attend, the pre-function area was complete with screens to enable full access to the event inside and out of the meeting room.

The execution

Having worked on the event for the previous 15 years, Staging Connections has an intimate knowledge of the event requirements and was involved in the venue selection process a year out from execution date. Providing a depth of service to the event Staging Connections built a custom made board table along with styling the venue throughout utilising NRMA brand colours. The visual component was delivered across three 14 foot screens in the main meeting room, plasmas in the prefunction area along with a Webcast. Technical support was offered throughout the main meeting room, press conference room, media centre, polling room and Director's prep room.

Challenges

AGMs are inherently challenging with very specific delivery requirements. Staging Connections had a team of over 20 working on the event including 4 technical directors.

Feedback

Both the client and the members in attendance expressed their appreciation for the event that was delivered seamlessly. The client acknowledged the support offered by the event team from planning through to execution.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.stagingconnections.com/about/case-studies/

Notes

8.7 Summary

- Protocol is a diplomatic and political term that refers to appropriate behavior and rules of conduct for a particular situation or event.
- Protocol can also be a more sophisticated word to use to denote appropriate actions or rules in business.
- Protocol can also be used as a verb, meaning "to draw up or issue a protocol," but is most often used to refer to rules or conventions.
- The word protocol comes from the Greek protocollon.
- Protocollon meaning a leaf of paper glued to a manuscript volume that describes the contents.
- In information technology, a protocol is the special set of rules that end points in a telecommunication connection use when they communicate.
- Protocols specify interactions between the communicating entities.
- Protocols exist at several levels in a telecommunication connection.
- There are protocols for the data interchange at the hardware device level and protocols for data interchange at the application program level.
- Protocols are often described in an industry or international standard.
- Ensure the delivery and pick up is included in the hire cost.
- Jug of water and glasses for the speakers' stage is recommended.
- Name Tags/Place Cards Name tags are highly recommended for stand up.
- Place cards are appropriate for most sit-down meals.
- A senior staff member should be delegated the task of meeting VIPs on arrival and introducing them to other guests as required.

8.8 Keywords

Protocol: The Protocol is a diplomatic and political term that refers to appropriate behavior and rules of conduct for a particular situation or event.

Origination of protocol: Word protocol comes from the Greek protocollon.

Protocol as a verb: Protocol can also be used as a verb, meaning "to draw up or issue a protocol," but is most often used to refer to rules or conventions.

Protocollon: Meaning a leaf of paper glued to a manuscript volume that describes the contents.

Place cards: Place cards are appropriate for most sit-down meals.

8.9 Review Questions

1. What is meant by protocol?
2. Explain the literal meaning of protocol.
3. Explain the origination of term protocol.
4. What is meant by protocollon?
5. How is protocol used in information technology?

Notes

6. What are the various levels of existence of protocol?
7. How does protocol for data interchange is used?
8. "Protocols are often described in an industry or international standard." Discuss.
9. How is senior member of event is delegated? Explain.
10. What are place cards? When are they useful?
11. How does flower shows at different instances of time?

Answers: Self Assessment

1.	Protocol	2.	appropriate actions
3.	to draw up or issue a protocol	4.	protocollon
5.	contents	6.	special set of rules
7.	interactions	8.	telecommunication
9.	data interchange	10.	industry
11.	False	12.	False
13.	False	14.	False
15.	False		

8.10 Further Readings

Books

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Unit 9: Staffing

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Objectives

After studying this unit, you should be able to:

- Know the meaning of term staffing
- Discuss the need of staffing in event management
- Identify the constituents of efficient staffing
- Explain the concept of staffing in event management
- Describe the top tips for intelligent staffing procedure

Introduction

As you embark on planning your event, think of its ending. What will your guests remember most? The gratitude in the face of your honoree? The information gathered from your powerful presentation? The humor peppering every speech?

Now, imagine you're exchanging "thank you's" with departing guests. As they file by, each smiling face is a reminder of the success of your efforts, and of the wise choice you made in selecting particular organization for your service staff and/or event management firm. In addition to offering personalized service that includes on-site representation and phone communication

Did u know? Event companies offer services that include upcoming events, invoicing, new event order forms, etc.

9.1 Staffing for an Event

Staffing for an event is as diverse as the event itself. Adequate staffing depends on the number of guests anticipated to attend the event, and are employed to handle the multiple tasks that under-gird a successful event.

Example: Event management companies bring our their team on-site and off-site to staff every aspect of considered event.

An experienced Program Manager oversees his team, ensuring every detail is carried out smoothly and successfully.

Staffing encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, and ticket-takers. . It sets a precedent for your subsequent events, particularly events like annual fundraisers; It increases your organization's visibility; It sharpens your polished, professional image; and it can be a gateway to valuable and enduring relationships with individuals, corporations, and donors which are important to any business.

Caution A properly managed event can mean so much more than a memorable gathering.

Experience is the key to "an event management organisation's," versatility. Decades of collective experience in handling events of every kind include:

- Product Launches
- Fundraisers

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- Employee/Client Appreciation
- Trade Shows
- Holiday Parties
- Award Ceremonies
- Team-Building Events
- Company Outings
- Incentive Events
- Retirement Parties

Staffing may also attend to the details of directing the influx of guests, the positioning of booths and vendors, attending nurseries, assisting guest speakers, delivering supplies during the event, and containing litter.

Additional staff may be needed to set up tables, arrange chairs for seating, and on occasion, assist the decorating committee. Staff may also be required to oversee the direction of other staffers, or to handle the monies generated through ticket sales. Typically, many of these positions can be accomplished by event volunteers, filled by existing company employees, or may be included as services provided by the caterer, equipment rental service or event venue.

Task Being an event volunteer, what will be your duties and responsibilities?

9.1.1 Event Staffing Key Terms

Hosting an event is often consuming and stressful. A well-staffed event allows you to relax and let the event staff handle everything for you. Learn some event staffing key terms to give you the knowledge you need to find the best staff for your event. Event staffing key terms are positions or certifications you may not be aware of, such as "bar backs," "captains" or "certified meeting professionals." Before staffing your next event, review these key terms to ensure your event's success.

RFP

In event staffing, RFP refers to a request for a proposal. An RFP is a formal document that details what services you need and the quality of staff you desire. Some event-staffing companies supply preprinted or online RFPs for you to fill out and return. This is not a contract. It is a request for a quote, or proposal, for their services.

Bar back

A bar back is an employee that restocks the bar. The bar back does not serve drinks. However, he or she replenishes ice, handles liquor, stocks refrigerators and refills counter items, such as garnishes and snacks.

Captains

A captain, or lead person, in event staffing is equal to a manager or supervisor. The captain of event staffing makes sure everything runs on time. He or she manages, sets up and breaks down the event. The captain also manages staff and handles all problems and issues that may occur.

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Rigger

A rigger is a person who sets up the stage and all of its parts. The rigger configures all the lights and special effects on the stage's rigging. Riggers also set up the sound or other equipment required for the event.

Certified Meeting Professional

A certified meeting professional is an individual who has completed training and is certified to handle all aspects of event planning and staffing. A certified meeting professional must pass at least four certification tests on various business procedures to receive certification.

Brand Ambassador

In event staffing, a brand ambassador is a hired employee who represents your company. These ambassadors depict everything your product is about. Many staffing companies staff a variety of models and actors available for you to choose from.

9.2 Recruitment and Selection of Workforce for Events

People are not your greatest asset. The right people with the right attitude and the right culture are. An effective recruitment and selection process will improve your chances of finding and retaining the right people.

Our expertise in designing approaches to recruitment and selection will ensure that you have appropriate and cost effective practices that support the objectives of your business.

Looking after your event is an important task, and getting the right team to staff and manage the day can make all the difference to its success. Any event is aimed at all staff who are or will be involved in the recruitment and selection process.

It is always better to employ only trained event staff that will ensure the complete success, providing a professional service and avoiding the high cost and unpredictability of agency staff. Clients often comment on friendly and professional attitudes, as is really supposed to understand the benefit for creating a comfortable atmosphere to achieve a memorable result. Whether anyone is looking for a large group or an individual, event management staff will always supervise the part, delivering a dedicated service that will leave a lasting impression each time.

9.2.1 Approach

Support recruitment and selection process in the following ways:

- Defining the capabilities an organisation needs now and in the future
- Designing and managing the recruitment process from end-to-end
- Designing selection events to meet all needs. This may be an individual assessment or a group assessment centre and can include interviews, psychometrics and work-related exercises
- Running the assessment event and making recommendations on the best candidate(s)
- Preparing feedback reports and providing candidates with verbal feedback, either face-to-face or on the phone
- Providing assessor training for members of your recruitment team

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9.2.2 Outcomes

- Recruitment of quality candidates who are right for the organisation
- Robust and objective decisions which stand up to internal and external scrutiny
- Cost and time effective recruitment decisions
- Improvements in managers' interviewing/assessment skills
- An enhanced reputation for the organisation which makes it more attractive to potential employees

9.3 Preparing Job Description for Event Staff

An event staff member is someone who helps to prepare venues for occasions such as concerts, sporting events, plays, trade shows or other types of live events. Event staff members may work in a variety of positions such as concession stand workers, ushers, ticket-takers or security personnel. Some work to set up lighting, sound and scenery equipment. Still others work to keep the events organized and clean. In this way job description is prepared for each and every individual. Let's have a broader look over it.

9.3.1 Event Setup

Depending on the size and scope of the occasion, staff members hired to work prior to an event might perform duties such as setting up bleachers or chairs, building stages or preparing the playing surfaces for sporting events. Pre-event staff members who work in arenas might be responsible for quickly covering the ice after a hockey game by setting up a wooden floor for an upcoming basketball game.

9.3.2 Concessions

Event staff members who work in concessions not only serve food and drinks, but must also know how to operate cash registers and check identification for customers who wish to purchase alcoholic beverages. While in general staff members need not know how to cook, they do need to keep an eye on what is being served, maintain food safety practices and work quickly while practicing good customer service skills.

9.3.3 Ushering

Event staff members who work as ushers are responsible for making audience members are in their proper seats and that all fire codes are followed by keeping the aisles clear once an event has begun. Ushers may also be required to provide basic information such as the length of the event and the locations of concessions and restrooms. As with concessions, staff members who work as ushers should possess good people skills.

9.3.4 Security

Most events, regardless of size, feature individuals who keep the crowd under control and protect the performers during the course of an event. Security members also are typically responsible for checking bags and purses before allowing entrance into an arena or stadium.

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9.3.5 Entertainment

Event staff members can sometimes work as entertainers themselves, helping to supplement the main attraction. These include announcers who introduce teams, bands or other stage acts. Some events feature dancers who provide entertainment between breaks in a game or between sets of a concert.

9.3.6 Other Duties

Attractions such as concerts or professional sporting events often consist of electronics or pyrotechnics, which means finding people who know how to operate scoreboards, projection units, lighting equipment, sound equipment or the flames that shoot out of the stage. These duties generally require prior training, such as a background in theater or audiovisual technologies.

Many events also hire staff to hand out free giveaways such as T-shirts, tickets or collectibles to keep fans entertained. Janitors and custodians may also be employed to keep stadiums and arenas clean during events, making sure garbage cans are emptied regularly and restrooms are clean and well-stocked.

The roles of staff are reliant upon the event itself, and the variety of services needed to provide a pleasant experience for event guests. While event sponsors may envision a successful event, rarely do they comprehend the number of bodies required to handle all the details.

Caution Defining all facets of the event, from the arrival of guests to the after-party cleanup, will help to assuage those problems caused by the lack of adequate personnel.

Many services contracted for the event, such as caterers, chair and table rentals, florists, ticketing agents, and the event venue or location itself commonly provides personnel to handle their respective services. These may be included within the scope of contracted services, or be offered at an additional cost. Savings can be realized with the designation of volunteers from company ranks, membership rosters, or interested individuals willing to perform these functions, provided direction is available to coordinate individuals to carry out assigned tasks. Often, it is to the benefit of event organizers to contract professionals offering such services, who likely provide adequate insurance and training to guarantee these functions are performed to event sponsors' expectations.

9.3.7 Sample Job Descriptions

Event Planner Job /Duties

If you like planning events and activities, consider a career as a professional planner. Different types of planning jobs exist, starting with planning internships and extending all the way to planning director, notes the American Planning Association. Your experience and educational background determine how far up the planning chain you advance. However, what all planners must do, regardless of whether working as an event planner or a strategic planner for an organization, is envision the possibilities, communicate and multitask.

Envision: In some instances, such as an event or wedding, the planner takes a client's ideas and incorporates them into a larger vision for the event. For instance, a married couple may tell a planner that they want an outdoors 40th wedding anniversary party and then ask the planner to

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come up with ideas for a theme. Alternately, a planner for a nonprofit organization evaluates the organization's needs and comes up with a long-range plan to meet those needs, whether it is raising awareness of some issue or raising a certain number of dollars for a new building.

Communicate: A planner communicates well. Depending on the specific planning job, a planner communicates with clients or customers, stakeholders, board members and vendors. She listens to assess their needs, and she accurately communicates their needs to others. In other cases, she must communicate her own organization's needs. Sometimes, a planner serves as a liaison between two parties, such as in the case of a bride and a caterer, to facilitate communication and ensure that everyone stays on the same page. In planning, problems and misunderstandings can crop up; it is the planner's job to problem solve by communicating with all parties involved.

Multitask: When planning to make an organization's vision for the future or a bride's vision for her wedding a reality, a planner works on several different tasks at once. In the case of the organization, a planner may work with a committee of a board to come up with a list of goals, while also working with staff to figure out how to reach those goals. He may need to launch a capital campaign and advertise the organization's cause through a media campaign, while scaling back the organization's position on a certain issue. In the case of the wedding, a planner is called upon to simultaneously secure a venue, find a caterer and linen provider, coordinate with a florist and other decorators and schedule entertainment, all while continuing to meet with the bride and groom to address any concerns and give them progress updates.

Events Coordinator

- Experienced, take charge professional with ability to manage administration and logistics in support of two directors in a busy special events environment.
- Assist with coordination of up to 200 events per year.
- Must be able to anticipate project needs, discern work priorities, and meet deadlines with little supervision, and be willing to work occasional evenings and weekends.
- The event coordinator should have a love for special event management, provide outstanding customer service, be an enthusiastic professional, and be able to build relationships with internal and external customers.

Event Planning and Production

- Assist with negotiations for space contracts and book event space, arrange food and beverage, order supplies and audiovisual equipment, make travel arrangements, order event signs, and ensure appropriate décor (florals, linens, color schemes, etc.) to meet the quality expectations of the alumni association.
- Aggressively gather information on each project to achieve quality event productions.
- Conduct research, make site visits, and find resources to help staff make decisions about event possibilities.
- Create and revised room layouts for each event.
- Propose new ideas to improve the event planning and implementation process.
- Serve as liaison with vendors on event-related matters.
- Assist with managing on-site production and clean up for events as necessary.
- Prepare nametags, materials, notebooks, packages, gift bags, registration lists, seating cards, etc.
- Close out all events as required.

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Event Administration

- Assist with preparing budgets and provide periodic progress reports to staff directors for each event project.
- Keep track of event finances including check requests, invoicing, and reporting.
- Coordinate appointments and visits to see our space, and scheduling of events on the calendar.
- Prepare and modify event contracts as requested

Charity Event Coordinater

Job Description: Charity event coordinators deal with every detail of fundraising events, including venue, attendees, organization, speakers, topics, lighting, seating, catering and accommodations. In addition, these coordinators incorporate the underlying charity cause into their events.

Athletic Event Planner

Job description: An athletic event planner organizes and promotes a game or tournament. Athletic events planners select a field or arena, the surface that is used and how much equipment will be needed. The duties of an athletic event planner vary based on what type of event is being planned. For instance, someone organizing a baseball game might hire umpires, make sure that the outfield is mowed and place pitching mounds, bases and foul lines in the infield. Athletic event planners often perform similar tasks to those of meeting and convention planners. They often have to negotiate the cost of the establishment holding the event, hire and manage workers and make sure that concessions, scoreboards and seating are in place.

Event Director

Job Description: Become an event director if you love excitement and multi-tasking.Talk about responsibility: Check out job descriptions for event directors and you'll quickly discover why companies will do just about anything to retain a great one. The list of responsibilities is enormous, regardless of the industry in which an event director works. If you function more efficiently with too many items on your to-do list rather than too few, are a master at multi-tasking and a self-admitted excitement junkie, see where you fit when you read event director job descriptions. Keep this in mind: Salaries in this field aren't huge--another reason you must love this field.

A master may be overkill in tough economic climates. Job descriptions for event directors rarely mention the physical demands of an event director's job, but they'll definitely be called upon to tackle physical work--even when setting up a union-run hall where electrical, construction and other tasks are handled by laborers. Typical physical tasks required of the event director are transporting boxes of materials to sites; overseeing room and booth setups; provisioning workshops, seminars and training rooms; and generally being the person with the clipboard making the rounds of the event site late into the night.

Corporate Event Planner

Job Description: Corporate event planners manage all arrangements for various types of corporate events such as grand openings, recognition ceremonies, new product launch events, anniversary celebrations, annual conferences, quarterly board meetings, customer appreciation days or shareholders meetings. If you are comfortable in fast-paced environments and have the

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tendency to get bored in a regular "9 to 5" job, a career path as a corporate event planner might be a great fit for you.

Corporate event planners are typically accountable for the entire event life cycle from start to finish which includes the concept, invitations, marketing, promotions, accommodations and menu. They also have to make quick decisions that involve the desirability and viability of event locations. Depending on how elaborate the theme is, the planning may also include hiring vendors and entertainers such as bands, magicians or comedians. Events can be small, intimate groups or they can be huge productions that include thousands of people. The corporate event planner may also be responsible for coordinating the event activities, selling sponsorships or program advertising and securing prizes for giveaways.

Special Event Security

Job Description: Special event security guards may patrol stadiums and other sporting event venues. Special event security guards patrol the grounds of special events venue to protect against terrorism, theft and other illegal activities. They observe special event attendees to ensure that they are abiding by the laws and rules of the venue. Special event security guards may work at sporting events, concerts, conventions, parties or other large events.

Special event security guards may be stationed at various posts throughout a special event venue. Some sit at a security desk and check attendees' tickets or credentials. They may also search bags or other belongings that are brought into the venue for contraband. In some cases, they may monitor electronic surveillance equipment to ensure that no one is violating the law or rules of the venue. Other special event security guards patrol the grounds of the venue. They observe attendees, and may detain anyone who is in violation of the law or venue rules. Special event security guards must also perform crowd control, and may be required to supervise parking or direct traffic after the event is over.

Self Assessment

Fill in the blanks:

1. Staffing for an event is as ..... as the event itself.
2. Adequate staffing depends on the ..... anticipated to attend the event, and are employed to handle the multiple tasks that under-gird a successful event.
3. Event management companies bring out their team ..... and off-site to staff every aspect of considered event.
4. An ..... Program Manager oversees his team, ensuring every detail is carried out smoothly and successfully.
5. ..... encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, and ticket-takers.

9.4 Education and Training for Event Staff

Event staff is a general term for employees who are hired to work at conferences, trade shows and other large gatherings. Event staff might include security guards, hospitality professionals and models. Promotional event staffing usually requires little or no previous experience, but conference staff companies often offer some type of quick training sessions for those who will work at an event.

Notes

Education for trade show staffing will cover the job function the employee was hired to perform, but it may also be supplemented with some type of motivational or morale-boosting training. You can find many types of event staffing education and training through:

1. Seminars that provide event staffing solutions.
2. Online resources that offer self-guided learning.
3. Short training courses specific to the skills needed for any particular event staff.

Event staffing services that can provide seminar training are wise to select event manager.

Most event staffing situations do not require extensive training. But to make sure the whole event staff is on the same page, short training sessions are usually provided by the event coordinator or a third-party staffing consultant. These seminars work on basic skills, such as morale and guest service.

Licensing or restrictions for staffing for events: Many event staff positions require no previous education or training, but there are some positions that demand a bit more. Depending on state requirements, those who want to work as security guards, for instance, may need a license to work an event.

Do search for online resources to train temporary event staffing. Online training is a cost-effective method for those who work with temporary event staffing. This can come in many forms, including online seminars, training videos, and short courses that test employees on their knowledge of the material.

9.5 Preparation of Job Rosters

In the present competitive environment business industry functions for around twelve to fifteen hours daily. Due to this it becomes very important for the management to schedule shifts for the employees to work. The organizations work in two shifts per day and some also have night shifts functioning. It's a task for the management to prepare a very efficient and effective schedule for the employees. Preparing a roster requires lot of planning and understanding of the operations and functions and roles of the employees. Different processes and systems are used by various organizations to prepare a roster but the ultimate aim is to set up an efficient roster, which will smooth the operations of a store. An efficient roster contributes equally for better performance.

9.5.1 Features and Benefits of a Roster

- A roster helps the event manager to view the entire event activity department wise, and section wise.
- It helps to track staff strength, shifts of employees for a specific period, weekly or monthly, in one sheet, or screen itself.
- It helps to track and check the break-time (tea, lunch, etc.) of individual employees.
- It helps employees to keep a track of their shifts, and duty timings.
- It helps the HR personal to keep a track of leaves (weekly-offs, compensatory-offs, etc.)
- It helps the manager to understand the staff strength or coverage in a particular department or section.
- It helps during audit process also It is a very informative tool It improves and helps work life balance

Notes

- It helps managers during change of shifts, handover process as at one glance can understand the schedule. It helps managers to track efficiency of his employees.
- It helps in investigating incident reports.
- An effective roster makes best use of available time and helps improving the efficiency of a store.

9.5.2 How to Prepare a Roster?

Usually a roster is prepared depending on the size of the event. If it's a small size event, then a single roster for the entire event is prepared. For large sized events the roster is prepared department wise. Every department manager is then held responsible to prepare the roster for his department.

The same is also true for a store; for example, one need to prepare a roster for a small store having men's wear, ladies wear and kids wear collections. Before preparing a roster it is very essential to prepare the job schedule for all the staffs within the store. The manager needs to list down the entire job that is expected to be done on a daily basis, the time required to complete the task, and also the number of staffs required to complete a task. This activity is very critical for a store manager to run the store operations very effectively and of course for better customer service. In most of the stores because this activity is not performed seriously one experiences lot of problems inside the store, for instance, absence of a sales assistant in the section to assist a customer, some cash counters closed during peak time, stocks not merchandised properly in the department, or inefficient in performing a task.

A proper job schedule if prepared efficiently by the event manager who will help the all the staffs to understand their job and be focused, save time for the managers to explain the job to the staffs on a daily basis, increase efficiency of the event staff resulting in better productivity of the event.

Based on the job schedule prepared a roster is made. The roster is usually made weekly basis or monthly depending on the size of the event. The job schedule and also on requirement of the job. While preparing a roster the manager needs to note the weekday activities and weekend activities separately as the walk-ins to the store varies during these two periods. Based on the walk-ins, and the events a roster is made, so as to make sure that proper manning and staff coverage is maintained in the departments and sections. Hence one will have to ensure that maximum staffs are deployed on weekends and public holidays and on sale period as customer flow is more during these time. As the job schedule will vary for the morning shift and evening shift the staff shift will also vary. Accordingly the roster needs to be prepared keeping in mind the time, shift and job-roles of the staffs. Lady employees are mostly called for the first shift due to security reasons; hence the job schedule is also prepared keeping this factor in mind.

The roster needs to be prepared two to three days before the week begins so as all the staffs are prepared for it accordingly. It also gives time for the manager in case some changes need to be done at the last moment due to non-availability of staffs, or if one wishes to change the shift time, or weekly offs on request.

It is the responsibility of the manager to ensure that all staffs follow the roster strictly and adhere to it as the entire store operational activities are functioned based on the roster.

9.6 Staffing Services

Event Management is a people business. The expertise of person lies in knowing the event-appropriate personalities to enhance their functions. This can mean a reserved and elegant wait staff for private dinner, an energetic team of go-getters for the trade show marketing, or a sleek line-up of servers for fast-paced event.

Notes

Service professionals are much more than just smiling faces. They are an elite collection of attractive, talented, and intelligent people, hand-picked for their experience and professionalism in service and hospitality.

Following are some of the essential services provided by them:

- Serve food and drink
- Attract clientele
- Greet customers
- Distribute literature
- Demonstrate product
- Hand out samples

Promotional efforts can also be well-served by event staff.

Examples: The various promotional services include:

- Brand ambassadorship
- Buzz marketing
- Entertainment marketing
- Event Marketing
- Experiential Marketing
- Guerilla Marketing
- Product Sampling
- Street teams
- Surveys etc.

9.7 Volunteering

Volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life. It is considered as serving the society through own interest, personal skills or learning, which in return produces a feeling of self-worth and respect, instead of money. Volunteering is also famous for skill development, to socialize and to have fun. It is also intended to make contacts for possible employment or for a variety of other reasons.

Volunteering takes many forms, and can be performed by anyone with own set of skills. Many volunteers are specifically trained in the areas they work in, such as medicine, education, or emergency rescue. Other volunteers serve on an as-needed basis, such as in response to a natural disaster or for a beach-cleanup.

9.7.1 Types

Skills-based volunteering: Skills-based volunteering is leveraging the specialized skills and talents of individuals to strengthen the infrastructure of non-profits, helping them build and sustain their capacity to successfully achieve their missions. This is in contrast to traditional volunteering, where specific training is not required.

Notes

Volunteering in Developing Countries: It refers to volunteering in needy communities in developing nations. Most of the volunteers from developed countries choose the third world as their volunteering destination, and spend their time working in resource poor schools, teaching, working in orphanages and so on. Nowadays, volunteering has also been termed as an International Community service. An able volunteer will pledge their time to work in the international community, for various development activities..

Virtual Volunteering: This is also called eVolunteering or Online volunteering. This is a term describing a volunteer who completes tasks, in whole or in part, offsite from the organization being assisted, using the Internet and a home, school, telecenter or work computer or other Internet-connected device, such as a PDAs or smartphone. Virtual volunteering is also known as cyber service, telementoring, and teletutoring, and various other names. Virtual volunteering is similar to telecommuting, except that, instead of online employees who are paid, these are online volunteers who are not paid.

Micro-Volunteering: It is an unpaid task that is operated via an internet-connected device and in small increments of time. It is distinct from virtual volunteering in that it typically does not require an application process or training period.

Environmental Volunteering: It refers to volunteers who contribute towards environmental management or conservation. Volunteers conduct a range of activities including environmental monitoring, ecological restoration such as re-vegetation and weed removal, protecting endangered animals, and educating others about the natural environment.

Volunteering in an Emergency: Volunteering plays a pivotal role in the recovery effort following natural disasters, such as; Tsunami, Flood, Drought, Earthquake. 2004 Indian Ocean earthquake and tsunami attracted wide amount of volunteers worldwide. 227,898 people died during and after the event. Many from around the world pledged their time and effort to rebuild and save lives of millions, in the affected regions.

Many Non-governmental organizations which specialize in volunteer based works deployed volunteers in the affected region. They worked along with other government agencies and UN aids.

Volunteering in Schools: Resource poor schools around the world rely on government support, or on efforts from volunteers and private donations, in order to run effectively. In some countries, whenever the economy is down, the need for volunteers and resources increases greatly. There are many opportunities available in the school system for volunteers to take advantage of. They can add an experience in their resume and learn foreign culture and language. There are not many requirements in order to become a volunteer in the school system. Whether one is a high school or college student, most schools require just voluntary and selfless effort from them. Much like the benefits of any type of volunteering there are great rewards for the volunteer, student, and school.

Volunteering in schools can be an additional teaching guide for the students, and help to fill the gap of local teachers. Cultural and language exchange during teaching and other school activities can be the most essential learning experience for both students and volunteers.

Corporate Volunteering: A majority of the companies at the Fortune 500 allow their employees to volunteer during work hours. These formalized Employee Volunteering Programs (EVPs), also called Employer Supported Volunteering, are regarded as a part of the companies' sustainability efforts and their social responsibility activities. About 40% of Fortune 500 companies provide monetary donations, also known as volunteer grants, to non-profits as a way to recognize their employees who dedicate significant amounts of time to volunteering in the community.

Notes

According to information from Volunteer Match, a service that provides Employee Volunteering Program solutions, the key drivers for companies that produce and manage EVPs is that it builds brand awareness and affinity, strengthens trust and loyalty among consumers, enhances corporate image and reputation, improves employee retention, increases employee productivity and loyalty and provides an effective vehicle to reach strategic goals.

Community Voluntary Work: Community volunteering refers to volunteers who work to improve community enhancement efforts in the area in which they live. Neighborhood, church, and community groups play a key role in building strong cities from the neighborhoods up. Supporting these understaffed groups can enable them to succeed in a variety of areas, which connect social, environmental, and economic boundaries. Volunteers can conduct a wide range of activities. Some choose to support a variety of groups as a "volunteer broker."

International Workcamps: An international workcamp is an international voluntary project in which participants from different countries can meet, live, work, learn and exchange with local people concerning issues about environmental conservation, cultural heritage, social justice, rural and human development, etc. CCIVS and Group Work Foundation are few providing International Workcamps. It can be divided into short term voluntary projects (STV) and long/ middle term voluntary projects .

9.7.2 Political View

In almost all modern societies, the most basic of all values is people helping people and, in the process, helping themselves. However, a tension can arise between volunteering and the state-provided services, so most countries develop policies and enact legislation to clarify the roles and relationships among stakeholders and identify and allocate the necessary legal, social, administrative, and financial support. This is particularly necessary when some voluntary activities are seen as a challenge to the authority of the state.

9.7.3 Difficulties in Cross-national Aid

Difficulties in volunteering can arise when is applied across national borders. A state sending volunteers to another state can be viewed as a breach of sovereignty and a lack of respect towards the national government of the proposed recipients. Thus, when states negotiate the offer and acceptance of aid, motivations become important, particularly if donors may postpone assistance or stop it altogether. Three types of conditionality have evolved:

- ***Financial accountability:*** Transparency in the management of funding to ensure that what is done by the volunteers is properly targeted.
- ***Policy reform:*** Requesting governments of developing countries adopt certain social, economic, or environmental policies, the most controversial relating to the privatization of services traditionally offered by the state.
- ***Development objectives:*** Asking developing countries to adjust specific time-bound economic objectives.

Volunteer involvement is essential to producing a cost-efficient fundraising event. Over the past many years, Events has developed a successful approach to recruiting, training, and retaining event volunteers.

Some international volunteer organizations define their primary mission altruistically as fighting poverty and improving the living standards of people in the developing world.

Notes

9.8 Top Tips for Event Staff Management

- Hold a pre-event meeting
- Make yourself available throughout the event
- Show your appreciation
- Keep your staff informed

9.8.1 Hold a pre-event Meeting

- Before the day of your event, hold a meeting with your event staff and explain to them what they will be doing the day of the competition.
- Nothing is worse or more unproductive than hiring a large amount of people to help you manage your event and they have no clue what they are supposed to be doing.

9.8.2 Make yourself Available throughout the Event

- If your event staff has questions, you should be available to answer them.
- If a problem arises, and someone on your staff does not know how to handle the situation, you should be accessible. You can do this by carrying your cell phone and handing out your number to everyone on the staff.

9.8.3 Show your Appreciation

- This is important if you are recruiting volunteers to help you with your event.
- Everyone wants to feel appreciated for the work that they do, so be sure to show them how appreciative you are. This can be done by giving them a goodie bag, a t-shirt, sending them a handwritten "Thank You" note, or even thanking them in a speech.

9.8.4 Keep your Staff Informed

- *Keep your staff informed and delegate responsibilities:* Certain event management software solutions allow you to send automated emails, and assign role based permissions to the software.
- If you have an event photographer grant him/her access to post photos and manage the online gallery, but restrict their access to modify fees, dates, and view financials.

Task On what ground you delegate responsibilities to your staff, if you are a event manager?

Self Assessment

Fill in the blanks:

6. Event Management is a ..... business.
7. The ..... of person lies in knowing the event-appropriate personalities to enhance their functions.

Notes

8. A reserved and elegant wait staff for private dinner, an energetic team of go-getters for the trade show marketing, or a sleek line-up of servers for ..... event.

9. Service professionals are ..... than just smiling faces.

10. ..... are an elite collection of attractive, talented, and intelligent people, hand-picked for their experience and professionalism in service and hospitality.

9.9 Choosing Promotional Staff for Your Event

There are several companies offering promotional staff for a wide range of events but how can you be sure if they will do the best for you? Here is a guide to choose the right promotional staff:

- ***Who are the staff?:*** There are many names for promotional staff, such as Promotional Staff, Promotional Models, Event Staff, Field Marketing staff, Sales Staff, Exhibition Staff, Models, Leafleting Staff, Festival Staff, Promotion Staff, Grid Girls, Hospitality Staff, Road show Staff and Hit Squads.
- ***Choose quality:*** The primary benefit of hiring promotional staff through an established agency is that the staff are much more likely to have been screened. They will also be more professional and experienced. You want promotional staff who can deliver a great service for your company, so it pays to choose an agency that can prove its experience and professionalism.
- ***Smart pickings:*** At the very least, you should expect your promotional staff to be reliable, efficient and perfect time keepers. This should go without saying. But you should also look for recommendations of smart staff. They should understand your company or products and be able to market and act for you in a knowledgeable fashion. The quality benefits far exceed the cost difference when hiring premium staff.
- ***Which agency?:*** An agency is only as good as the staff on its books. You're looking for promotional staff who are intelligent and polished – but also perfect for your requirements. An agency should be readily available and easy to work with. If they take the time to talk through what you're looking for and find out your bespoke needs then they obviously care.
- ***How does the agency treat you?:*** A good agency will work intelligently and ask all the right questions. You shouldn't need to prompt them to do this as this is their job. They should also offer advice and make suggestions. The agency and its staff needs to get on with your company and your staff for an effective campaign.
- ***Take it easy:*** If an agency tries to rush you into making a decision or seems to be pushing ideas that you're not sure about then back away.
- ***Ensure insurance:*** The agency that you choose must be insured so that if anything happens your company is not liable. While you are responsible for public liability insurance for your event site (most companies include this as part of their overall policy, but it's still worth checking and getting a copy of the certificate), promotional staff insurance shouldn't be your responsibility. This is cover that all promotional staffing agencies should cover.

Did u know? Promotional business should be efficient but it should also feel relaxed, too.

Notes

Notes **Labour laws**

There is not enough space here to detail all labor laws and their implications, but we can look at a few of the more common issues affecting employees and contractors in our industry. It is necessary to emphasize, however, that the following comments do not constitute, and are not intended to be, legal advice. Labor laws vary from state to state, and all companies should seek professional advice regarding compliance with the laws of each state in which they operate. Rules are also open to interpretation, and there are many departments and agencies that have jurisdiction on overlapping issues.

9.10 Issues relating to staff

There are five major categories that managers should understand regarding staff:

- Exempt vs. Nonexempt employees
- Full-time vs. Part-time employees
- Workers' compensation insurance
- Independent contractor status
- Agency-provided labor

Let's explain each of the above issues in more detail.

Exempt vs. Nonexempt Employees

It is common practice for many companies to employ certain staff as salaried workers as a means to make certain that those employees are exempt from overtime pay. But simply putting someone on salary does not automatically make him or her an exempt employee.

Department of Labor sets the test standards for exempt/nonexempt employee status. In the simplest terms, nonexempt employees are hourly with overtime rights, and exempt employees are salaried. The complete definition has more to do with job description and function than how an employee is paid. Nonexempt employees are eligible to receive overtime pay regardless of whether they are paid hourly or salaried. Because most employee functions are nonexempt work, the law defines only the exceptions. That is, everything that is not exempt must therefore be nonexempt.

The laws that address overtime pay are specified in the Fair Labor Standards Act. The FLSA does not apply to all companies or all employees, but the exceptions are somewhat specific, and so you should seek professional counsel before classifying any worker as exempt, as the financial penalties for incorrectly paying overtime are severe.

Any discussion of overtime exemptions usually leads to a review of comp time policies. "Comp time" is time off with pay in lieu of overtime pay. With few exceptions, private companies cannot legally substitute comp time for overtime for nonexempt employees. Some exempt employees can be compensated with comp time, but be sure your application of exempt status is accurate. The FLSA clearly states that overtime for nonexempt workers is equal to one-and-a-half times their normal hourly rate for all hours worked in excess of 40 in a given workweek.

Notes

Full-time vs. Part-time

The definition of full-time versus part-time is more straightforward. Part-time status applies to individuals who, on the average, work less than 24 hours a week in a year for your company. Any employee who works more than 1,000 hours in a year is considered a full-time employee and is thereby eligible for the same benefits afforded your other full-time employees - paid vacation and holidays, access to health benefits, sick leave, etc. Because the status is based on average hours, the part-time worker can, in fact, be scheduled for more than 24 hours in a given week. Part-time workers are also eligible for overtime after 40 hours in a workweek.

In general, all independent contractors are considered employees unless it can be shown that they are not. The IRS has provided a 20-question guideline in regard to this with the two most important tests pertaining to direction and control. When you, the employer, specify work hours, location and method, the worker is classified as an employee. On show site, you have an advantage that the skilled technician is not necessarily under your direct control, probably provides his or her own tools, and is paid for the job, not just his or her time. When you hire freelancers to work in your shop, you take control over when, where and how they perform their service. Interpretation of these criteria will vary from state to state and auditor to auditor, but in general, that individual is acting as your employee.

About now, a little voice in your head is probably screaming, "Everyone uses freelancers, and no one calls them employees!"

It's indeed an industry-accepted practice to hire independent contractors on an hourly rate with some sort of guaranteed minimum booking. This could be a stagehand for a four-hour call at $10 an hour, or a camera operator for $250 a day based on a 10-hour day. In theory the contractor is responsible for filing his or her own taxes, receives no company benefits from your firm, and is not eligible for unemployment benefits at job's end.

In a perfect world, there is no reason to challenge these practices. However, many companies unintentionally create an employee-employer relationship. Some common practices that undermine independent contractor status include the employer doing any or all of the following: defining work periods, specifying pay rates, supervising all work, providing training, or using the contractor in the same nonexempt activities as its other employees. When any of these circumstances exist, the worker may become eligible for unemployment benefits when the job is over or workers' compensation if he gets hurt on the job. If he qualifies as a full-time employee, then you might be liable for additional benefits as well. If there is some doubt as to the status of the worker, classifying him as an employee poses fewer potential risks to the employer.

So what makes the independent contractor truly independent? The key is for the freelancer to behave like a business, which involves three conscious steps. First, the freelancer needs to operate under a business name; second, he or she needs to have a tax number (that is, an Employer Identification Number - not a Social Security number) and provide it to you on a W-9 form; and third, he or she must provide proof of workers' compensation and general liability insurance.

It's possible for an individual to do all of these without incorporating or incurring significant costs in most states. Other states may require as much as 4 percent of wages to cover workers' comp. You should expect your freelancer to pass this cost on to you.

Playing it safe: Many labor experts maintain that the only real defense against a future workers' comp claim from freelancers is to require them to provide proof of their own coverage before the job starts.

Notes

Workers' Compensation Insurance

Workers' compensation insurance is designed to pay for medical treatment and rehabilitation and to provide disability pay for workers injured on the job. The employer pays the premium and the worker receives the benefits. Many states do not require workers' comp for smaller companies, but that generally does not lessen your liability.

Independant Contractor Status

Best practices suggest that a company's only real defense against a future workers' comp claim from a freelancer is to require that the independent contractor provide proof of worker's comp insurance prior to any incident, or include that worker in your coverage.

If you choose to include your freelancers on your firm's workers' comp policy, this will provide them coverage and protect your company. This will also create a potential employer-employee relationship, which could make the worker eligible for any disability and paid time-off benefits enjoyed by your other employees.

Agency-provided Labor

There is not much distinction between an agency and an independent contractor where compliance is concerned, but an agency provides better defense against liability for the employer. When you hire stagehands or technicians through an agency or broker, they are theoretically employees of that agency.

Nonetheless, it is still best to require proof of insurance for both workers' compensation and general liability from the agency. While most states do not require workers' comp, that does not mean you should operate without it. The risks far outweigh the costs. Even if you book labor through another party, that does not remove you from the chain of liability. Technically, you could still be sued if the injured worker's agency is uninsured or if your direction somehow contributed to the injury. Again, it is best to seek the advice and counsel of an insurance professional for your specific business and locale.

Once these issues are understood, the manager will first have to decide what adjustments, if any, are needed to comply with the law and, secondly, how to manage financial risk on liability issues.

Notes **Agency Provider Labour**

There is not much distinction between an agency and an independent contractor where compliance is concerned, but an agency provides better defense against liability for the employer. When you hire stagehands or technicians through an agency or broker, they are theoretically employees of that agency.

Nonetheless, it is still best to require proof of insurance for both workers' compensation and general liability from the agency. While most states do not require workers' compensation, that does not mean you should operate without it. The risks far outweigh the costs. Even if you book labor through another party, that does not remove you from the chain of liability. Technically, you could still be sued if the injured worker's agency is uninsured or if your direction somehow contributed to the injury. Again, it is best to seek the advice and counsel of an insurance professional for your specific business and locale.

Notes

Self Assessment

State whether the following statements are true or false:

11. There are several companies offering promotional staff for a wide range of events.
12. There is not much distinction between an agency and an independent contractor where compliance is concerned.
13. An agency provides better defense against liability for the employer.
14. When you hire stagehands or technicians through an agency or broker, they are theoretically employees of that agency.
15. Technically, you could still be sued if the injured worker's agency is uninsured or if your direction somehow contributed to the injury.

Case Study

Staff Scheduling Software

Centerplate: DC Convention Center

Centerplate provides all food and beverage products, staffing, and services for the Washington DC Convention Center. Operating at a high tempo, the DC Convention Center hosts large business and political conferences, many with international attendees. Centerplate/NBSE, the DC Convention Center unit (CP-DC), staffs these events with a union labor force of 400 servers, bartenders, cooks, and retail employees.

The Challenge

Like many entertainment venues, sports facilities, and convention centers, things change quickly at the DC Convention Center. As events are added, removed, or start times change, CP-DC must respond quickly.

Curtis McDonald, CP-DC's CFO, manages the administrative team that coordinates all staffing and financial planning. For every event, McDonald's team has a broad workforce management charter that includes integrating staffing requests from ten line managers across multiple departments while complying with union seniority rules and managing overall variable labor costs to meet financial metrics.

Shiftboard was rolled out within weeks at CP-DC. An immediate benefit for the scheduling team was the time saved with Shiftboard's auto-schedule functions. A scheduler could load an entire department's shifts for the week or month and invoke the auto-scheduler to fill them.

All shifts were assigned based on seniority without double-booking an employee or scheduling anyone into an overtime scenario. "Keeping in mind all the seniority requirements in our previous spreadsheet paradigm were very time consuming to put it mildly," said McDonald.

Having a system also standardized the communication process between the schedulers and line managers. "We used to receive staffing requests via email, or spreadsheet, or handwritten on a napkin for that matter. We trained all the line managers to use Shiftboard's excel template for loading shifts, and then the schedulers could just check the template. It made everyone happier."

Contd....

Notes

An important output of Shiftboard's online staff scheduling software was executive financial reporting, both in terms of shifts and total hours, but especially in terms of labor cost forecasting. Every person scheduled has a certain number of hours and a pay rate, which the system pulls together in real-time.

Once the schedule had been created, another critical requirement was to interface directly their time tracking system, Attendance Enterprise. A custom report was created in the exact format Attendance Enterprise required for uploading information allowing Attendance Enterprise to automatically invoke limitations around early check-in as well as provide adherence reported around scheduled vs. actual times.

Curtis McDonald summarized Shiftboard in terms of targeted financial metrics, "The system is definitely working for us. We are hitting our numbers and have been for the past 2-3 months."

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.shiftboard.com/casestudies/event-management/shiftboard-staff-scheduling-software-centerplate-washington-dc-convention-center.html

9.11 Summary

- Staffing for an event is as diverse as the event itself.
- Adequate staffing depends on the number of guests anticipated to attend the event, and are employed to handle the multiple tasks that under-gird a successful event.
- Event management companies bring out their team on-site and off-site to staff every aspect of considered event.
- An experienced Program Manager oversees his team, ensuring every detail is carried out smoothly and successfully.
- Staffing encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, and ticket-takers.
- Event Management is a people business.
- The expertise of person lies in knowing the event-appropriate personalities to enhance their functions.
- A reserved and elegant wait staff for private dinner, an energetic team of go-getters for the trade show marketing, or a sleek line-up of servers for fast-paced event.
- Service professionals are much more than just smiling faces.
- Service professionals are an elite collection of attractive, talented, and intelligent people, hand-picked for their experience and professionalism in service and hospitality.
- There are several companies offering promotional staff for a wide range of events.
- There is not much distinction between an agency and an independent contractor where compliance is concerned.
- An agency provides better defense against liability for the employer.

Notes

- When you hire stagehands or technicians through an agency or broker, they are theoretically employees of that agency.
- Technically, you could still be sued if the injured worker's agency is uninsured or if your direction somehow contributed to the injury.

9.12 Keywords

Staffing: Staffing encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, and ticket-takers.

Labour laws:Laws pertaining to labours/workers.

People Business: Event Management is a people business.

Service Professionals: These are much more than just smiling faces.

9.13 Review Questions

1. What is meant by staffing?
2. What is adequate staffing?
3. What is the impact of inadequate staffing?
4. "Event management companies bring out their team on-site and off-site to staff every aspect of considered event." Discuss.
5. "Event Management is a people business." Discuss.
6. What is event agency?
7. What is event agency meant for?
8. Who are service professionals?
9. "Service professionals are much more than just smiling faces." Discuss.
10. "An agency provides better defense against liability for the employer." Discuss.

Answers: Self Assessment

1.	diverse	2.	number of guests
3.	on-site	4.	experienced
5.	Staffing	6.	people
7.	expertise	8.	fast-paced
9.	much more	10.	Service professionals
11.	True	12.	True
13.	True	14.	True
15.	True		

Notes

9.14 Further Readings

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Unit 10: Leadership

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Objectives

After studying this unit, you should be able to:

- Know the meaning of term leader
- Discuss the concept of event leadership
- Identify the elements of event leadership
- Explain the process of event leadership

Introduction

Event Leadership process is the conceptual framework for every effective event. The process is dynamic and selective, in that the Event Leader must determine where to begin and how to proceed to best accomplish the objectives.

Notes

10.1 Event Leadership Process

One event may be past the research stage, and the Event Leader may be retained merely to coordinate the elements.

Still another may be midway through the planning phase. The effective Event Leader will immediately recognize that the event process cannot be complete or totally effective unless each phase is considered carefully. It does not matter where you begin the process. What is essential is that every phase be considered, visited, and understood.

10.1.1 Communications: The Tie That Binds

Event Leadership is a profession whose success or failure ratio often depends on people's ability to communicate effectively with one another. It does not matter whether this communication is oral, written, electronic, or all three. What is important is that Event Leaders become practiced communicators in order to maintain clear communications with all stakeholders. Regardless of the communication channel that you are using, you want to make sure that you make your point clearly and establish the right priorities in your message.

Often both visual and auditory noise provides a barrier to open communication. Visual noise includes those visual distractions that take place when you are trying to communicate with others.

Examples: Auditory noise may be music, traffic, or other distractions that interfere with others' ability to hear and concentrate on what you are saying.

Remove all noise before trying to communicate with others. Find a quiet place to meet, remove visual distractions, and verify and confirm that those you are communicating with comprehend what you are sharing.

Written communications are essential not only for record keeping but also for purposes of mass distribution. Use memorandums, briefing statements, bulletins, and other documents to communicate effectively to one or many others. Memoranda should include an "Action Required" statement to inform the reader how best to respond and in what time frame. Bulletins must be sporadic, or you run the risk of becoming the person who cried "wolf " once too often and now is ignored by everyone. Newsletters are a particularly effective tool for communications; however, use caution, as they are extremely labor intensive to continually write, edit, produce, and distribute on a regular basis. Perhaps one of the best ways to communicate is through a meeting.

Caution When scheduling a meeting, make certain that you prepare an agenda in advance that lists the items for discussion. Distribute this document prior to the meeting to those who will attend and ask them to comment.

This will help them prepare for the meeting. Use the agenda to guide the meeting, and, as the leader, serve as a facilitator for discussion. Using a flip chart will help you capture ideas while sticking to the agenda. One extremely effective device is to assign participants work prior to the meeting so that they come to the meeting prepared and ready to make specific contributions. Make sure that your meeting does not take much longer than initially planned; otherwise, you will give the impression of being a disorganized person who does not value your own time and the time that others invest in the meeting. Alternative communication techniques include

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producing audiotapes and videotapes as well as using teleconferencing through compressed video (telephone lines). The average person commutes to the office 20 or more minutes twice daily and can use this time to listen to your audiotape. Put your meeting or information on audiotape, add a little music, and share your ideas. The major drawback to this alternative is that the communication is one-way.

Example: Videotapes also allow you to express your thoughts creatively with photos, interviews, and music.

By showing the tape before a large group of people, you can create group excitement. Two-way video using existing telephone lines and a compressed system is an effective way to present data, visuals, and some person-to-person interaction. It is also relatively inexpensive compared to traditional satellite uplink/downlink technology. The use of computer online chat rooms has grown in popularity due to the rapid expansion of the Internet technologies. When using chat rooms, avoid personal issues and conduct postings in a businesslike manner. Personal issues may be addressed through other mediums, such as telephone calls. Chat rooms are excellent information-exchange opportunities, and you will find that your colleagues will provide you with new resources for producing better events.

Task Make an agenda to guide for an AGM.

Self Assessment

Fill in the blanks:

1. ..... is the conceptual framework for every effective event.
2. The Event Leadership process is dynamic and ....., in that the Event Leader must determine where to begin and how to proceed to best accomplish the objectives.
3. One event may be past the research stage, and the Event Leader may be retained merely to ..... the elements.
4. It ..... matter whether the communication is oral, written, electronic, or all three.
5. Regardless of the communication channel that you are using, you want to make sure that you make your point clearly and establish the ..... in your message.

10.2 Models of Global Event Leadership

All successful events have five critical stages (see Figure 10.1) in common to ensure their consistent effectiveness. These five phases or steps of successful Event Leadership are :

- research,
- design,
- planning,
- coordination, and
- evaluation.

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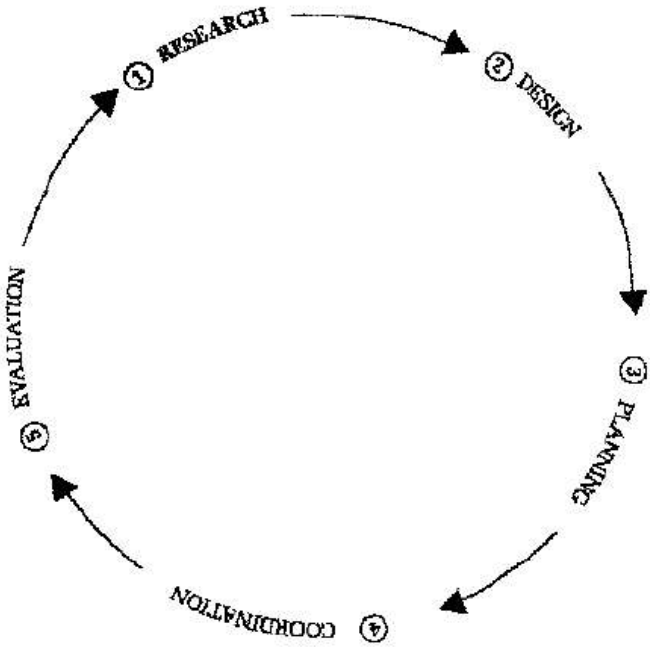
Figure 10.1: Event Leadership Process



10.2.1 Research

Research: Excellent event research reduces risk. The better research you conduct prior to the event, the more likely you are to produce an event that matches the planned outcomes of the organizers or stakeholders. For many years, public relations professionals and other marketing experts have realized the value of using research to pinpoint the needs, wants, desires, and expectations of prospective customers. Government leaders regularly conduct feasibility studies prior to authorizing capital investments. These feasibility studies include exhaustive research. An event is a product that is placed before members of the public with the reasonable expectation that they will attend. Therefore, it is imperative that you conduct careful and accurate consumer research to reduce the risk of non attendance.

The three types of research that are used for pre-event research are:

1. quantitative,
2. qualitative, or
3. a combination or hybrid of both.

Matching the research type to the event is important and is determined by the goals of the research, the time allowed for conducting the research, and the funds available.

Notes **Market Research Techniques**

Before bringing a new product or service to market, the inventor or manufacturer will conduct market research to determine the needs, wants, desires, and expectations of the target market. Whether your event is a new or a pre-existing product, market research is required to determine how to obtain the very best position in a sometimes crowded marketplace. Typically, qualitative and, in most cases, focus group research is used for this purpose.

Contd....

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Market research will help you determine the target or primary market as well as the secondary and tertiary markets for your event. Market research will also enable you to study the service levels expected by guests as well as the perceptions by internal stakeholders of the services currently being delivered. By studying the market in depth, you are able to spot emerging trends, develop new service delivery systems, and solve minor problems before they become major catastrophes.

One example of this is the Event Leader who discovered through research that attendees could not register for the upcoming convention during normal business hours due to workplace regulations. Therefore, she invested in an answering service for six months prior to the meeting to accept registrations between the hours of 5:00 P.M. and 8:00 AM. This new service was a major success, and registrations for the conference increased markedly.

Quantitative versus Qualitative Research

Quantitative Pre-Event Research

Event Leaders primarily use quantitative research to determine demographic information such as gender, age, income, and other pertinent facts about the future market for an event. This research is relatively inexpensive to conduct and easy to tabulate and analyze with computers. Figure 10.2 provides a model of a typical quantitative pre-event research survey.

Figure 10.2: Quantitative Pre-Event Survey Model

This survey will enable the organizers of XYZ event to determine the feasibility of producing the following event. Your participation is important in this effort. Answer all questions by checking the appropriate box. Return this survey by January 1, 2008.

1. Gender? ☐ Male ☐ Female
2. Age? ☐ Under 25 ☐ 26–34 ☐ 35–44 ☐ 45–60 ☐ 61 and over
3. Income? ☐ Under $24,999 ☐ $25,000–44,999 ☐ Over $45,000
4. If the event were held during the summer I would: (Likert scale)

   ☐ Not attend ☐ Maybe attend ☐ No opinion

   ☐ Probably attend ☐ Positively attend
5. If the event were held during the fall I would: (semantic differential scale)

   Not Attend ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 Positively attend
6. If you checked number 1 above, please describe your reasons for nonattendance in the space below: (open-ended question)

   .....

   .....

   .....

Return this survey by January 1, 2008 to:

Dr. Joe Goldblatt, CSEP

Temple University

1700 North Broad Street, Suite 412D

Philadelphia, PA 19122

or fax to 215-204-9015

To receive a free copy of the survey results, please include your business card or e-mail.

Notes

Whether you use a written survey, an in-person interview, or a telephone interview method of construction, the research survey is of prime importance.

Qualitative Pre-Event Research

Market research consultants rely on qualitative research to probe for hidden meanings in quantitative studies. Qualitative research tells the research organization what is beneath the numbers in quantitative research and, therefore, is an important step in the research process. This type of research may take the form of a focus group, participant/observer research, or a case study.

Did u know? Selecting the proper methodology depends on your goals, the time available, and the funding.

Qualitative research is generally more expensive than quantitative research due to the time that is involved in probing for deeper, more meaningful answers than only digits. The cost of training interviewers, the interviewers' time, the time for analyzing the data, and other costs contribute to this investment. Although the cost is greater, many Event Leaders require both qualitative and quantitative studies to validate their assumptions or research their markets.

Caution Qualitative research is generally more expensive than quantitative research.

Combined Research

In most cases, Event Leaders use a combination of quantitative and qualitative research to make decisions about future events. Event Leaders obtain large volumes of information in a cost-efficient manner using the quantitative method and then probe for hidden meanings and subtle feelings using the qualitative approach.

Effective quantitative research includes elements of qualitative research to increase the validity of the questions. Event Leaders should use a small focus group or team of experts to review the questions before conducting a survey. These experts can confirm that a question is understandable and valid for the research being conducted. Figure 10.3 provides a simple way for Event Leaders to determine what research methodology is most effective for their purpose. The goals and required outcomes of the research, combined with the time frame and funding available, will ultimately determine the best method for your pre-event research.

Figure 10.3 Selecting the Appropriate Pre-Event Research Method

Goal	Method
Collect gender, age, and income data	Written survey
Collect attitudes and opinions	Focus group
Examine culture of community	Participant/observer
Identify comparable characteristics	Case study
Collect demographic and psychographic data	Combined methods

Regardless of the type of research you conduct, it is important that you take care to produce valid and reliable information. Reliability helps prove that your research will remain truthful and accurate over time. For example, if you were to conduct the same study with another group of senior citizens, would the answers be significantly different? If the answer is yes, your data

may not be reliable. Designing a collection instrument that has high validity and reliability is a challenging and time-consuming task.

Notes **The Five W's: How to Produce Consistently Effective Events**

1. **"Why must we hold this event?"** Not one but a series of compelling reasons must confirm the importance and viability of holding the event.
2. **"Who will the stakeholders be for this event?"** Stakeholders are both internal and external parties. Internal stakeholders may be the board of directors, committee members, staff, elected leaders, guests, or others. External stakeholders may be the media, politicians, bureaucrats, or others who will be investing in the event. Conducting solid research will help you determine the level of commitment of each of these parties and help you define whom this event is being produced for.
3. **"When will the event be held?"** You must ask yourself if the research-through-evaluation time frame is appropriate for the size of the event. If this time period is not appropriate, you may need to rethink your plans and either shift the dates or streamline your operations. When may also determine where the event may be held.
4. **"Where will the event will be held?"** As you will discover in this unit, once you have selected a site, your work becomes either easier or more challenging. Therefore, this decision must be made as early as possible, as it affects many other decisions.
5. **"What is the event product that you are developing and presenting?"** Matching the event product to the needs, wants, desires, and expectations of your guests while satisfying the internal requirements of your organization is no simple task. You must analyze the what carefully and critically to make certain that the why, who, when, and where are synergized in this answer.

Once these five questions have been answered thoroughly, it is necessary to turn your deliberations to how the organization will allocate scarce resources to produce maximum benefit for the stakeholders. SWOT (strengths, weaknesses, opportunities, threats) analysis provides a comprehensive tool for ensuring that you review each step systematically.

10.2.2 Design: Blueprint for Success

Having researched your event thoroughly and determined that it is feasible, time may now be allotted to use the right side of the brain—the creative capacity—to create a general blueprint for your ideas. There are numerous ways to begin this process, but it is important to remember that the very best event designers are constantly visiting the library, attending movies and plays, visiting art galleries, and reviewing periodicals to maintain their inspiration. This continuous research for new ideas will further strengthen the activities you propose for an event.

Did u know? Right side of the brain is meant for enhancing the creative capacity.

10.2.3 Planning Consistently Effective Events

The planning period is typically the longest period of time in the Event Leadership process. Historically, this has been due to disorganization. Disorganization is best characterized by frequent changes resulting from substitutions, additions, or even deletions due to poor research

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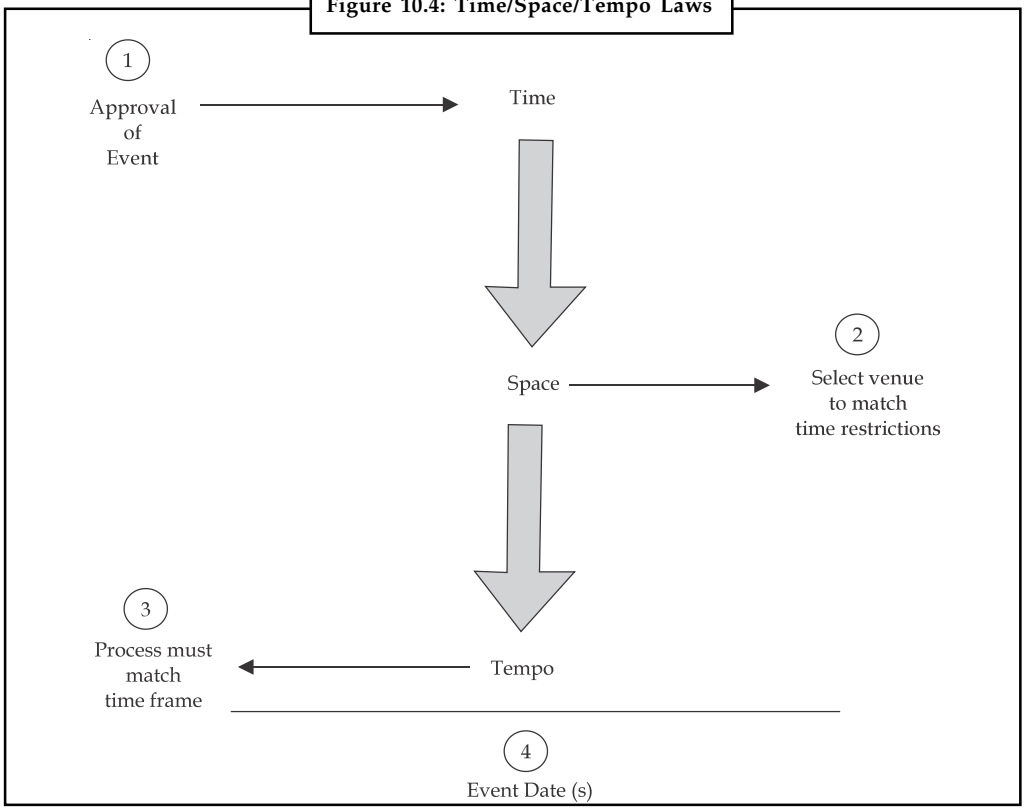
and design. Ideally, the better the research and design, the simpler and briefer the planning period will be. Since events are planned by human beings for other human beings, this theory is fraught with exceptions. However, your goal should be to develop a smooth planning process based on careful research and design procedures.

The planning phase involves using the time/space/tempo laws (see Figure 10.4) to determine how best to use your immediate resources. These three basic laws will affect every decision you make; how well you make use of them will govern the final outcome of an event.

Timing

The law of timing refers to how much time you have in which to act or react. The first question that many Event Leaders ask the client is: When would you like to schedule the event? The answer to that question tells you how much time you have to prepare. Often that timetable may seem incredibly short.

Figure 10.4: Time/Space/Tempo Laws



The length of time available for planning and for actual production will dramatically affect the cost and sometimes the success of the event. Equally important, as you discovered earlier, is how you use your time. According to the Greek philosopher Theophrastus, "Time is the most valuable thing a human can spend."

Space

The law of space refers to both the physical space where an event will be held and the time between critical decisions pertaining to the event. The relationship of timing to space is one that is constant throughout the entire event process.

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Tempo

The final law of event planning is concerned with the rate or tempo at which events take place during both production planning and the event itself. From the moment the client approves an agreement or authorizes you to proceed with planning to the final meeting, you must be aware of the projected rate at which events will happen. Improved technology, such as faxes and online services, has dramatically accelerated the process and the demands of clients to "do it now." However, "now" is often not as efficient as later. When an Event Leader is pressured to deliver a product before it is fully developed, the results may be less than exemplary. Therefore, as you manage the rate at which tasks will be completed and events will occur, it is important to consider if each action is being performed at the best time. "Maybe" is not an acceptable response. The Event Leader becomes an orchestra conductor without benefit of a score, a musician without benefit of a maestro.

Understanding the needs of guests also helps establish and adjust the tempo during an event. If guests are concerned primarily with networking, a leisurely time frame should be followed to allow for plenty of interaction. For example, while the transition from cocktails to dinner may be brisk when the program is more important than networking, the transition may be slowed when the emphasis is on the connections the audience members make among themselves.

10.2.4 Coordination: Executing the Plan

As the light turns green, the tempo accelerates, and now you are faced with coordinating the minute-by-minute activities of the event itself. Event Leaders should maintain a positive attitude and see problems as challenges in search of the right solution, it is also important that you apply critical analysis to every challenge that comes your way. Following five steps are a simple but effective way to make these decisions:

1. Collect all the information. Most problems have many sides to review.
2. Consider the pros and cons of your decision in terms of who will be affected.
3. Consider the financial implications of your decision.
4. Consider the moral and ethical implications of your decision.
5. Make a decision and do not look back.

10.2.5 Event Evaluation

The Event Leadership process, as shown in Figure 10.5, is a dynamic spiral that is literally without end. The first phase—research—is connected with the last—evaluation.

In this last phase, you will ask: "What is it we wish to evaluate, and how will we best accomplish this?" You can evaluate events by each part of the Event Leadership process or through a general comprehensive review of all phases. It is up to you and your stakeholders to decide what information you require to improve your planning and then implement effective strategies to accomplish this phase.

Perhaps the most common form of event evaluation is the written survey. Usually the survey is conducted immediately following the event, to identify the satisfaction level of the participants and spectators. As with any evaluation method, there are pros and cons to immediate feedback. One bias is the immediate nature of the feedback, which prohibits respondents from digesting the total event experience before providing feedback.

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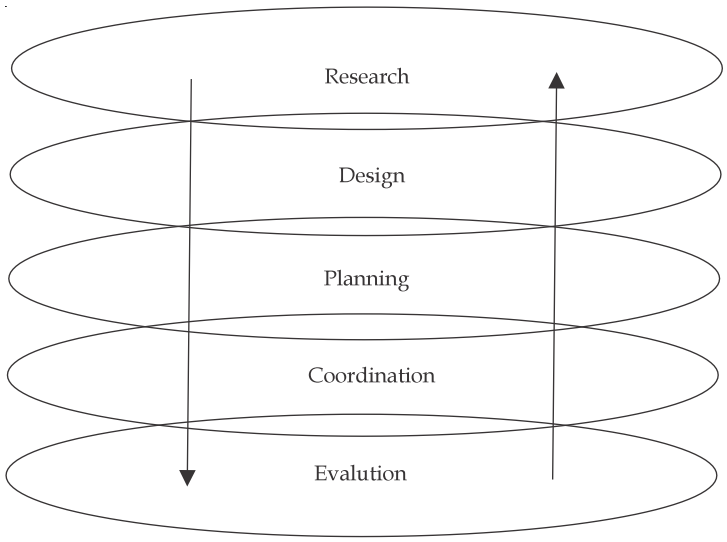
Figure 10.5: Event Leadership Process



Another form of evaluation is the use of monitors. A monitor is a trained person who will observe an element of the event and provide both written and verbal feedback to the Event Leader. The event monitor usually has a checklist or survey to complete and will then offer additional comments as required. The benefit of this type of evaluation is that it permits a trained, experienced event staff member or volunteer to observe the event objectively while it is taking place and provide instructive comments. The third form of event evaluation is the telephone or mail survey conducted after the event. In this evaluation, the Event Leader surveys the spectators and participants after the event through either a mail or a telephone survey. By waiting a few days after the event to collect these data, the Event Leader is able to glean from the respondents how their attitudes have changed and developed after some time has passed since participating in the event.

A new form of evaluation that is growing in popularity is the pre- and post-event survey. This evaluation allows an Event Leader to determine the respondents' knowledge, opinions, and other important information both before and after their attendance at an event.

This is especially helpful when trying to match expectations to reality. For example, an event guest may state upon entering an event that he or she expects, based on the advertising and public relations, to enjoy nonstop entertainment. However, upon completing the exit interview, the guest registers disappointment because of the gaps in the programming.

This type of evaluation helps event organizers close gaps between overpromising and underdelivering certain aspects of an event. Registration mail-in rebates and other incentives may be offered for filling out both surveys. Regardless of the form of evaluation you use, it is critical that you not wait until the end of the event to find out how you are doing.

10.3 Brainstorming and Mind Mapping

Too often in volunteer-driven organizations, the very best ideas are never allowed to surface. This occurs because well-meaning volunteers (and some not so well-meaning volunteers) tell their colleagues "This will never work" or "This is impossible at this time." Although their opinions are certainly valid, the process of shooting down ideas before they are allowed to be fully developed is an unfortunate occurrence in many organizations. Event Leaders must encourage and support creativity because, ultimately, the product you will offer is a creative art. Creativity is an essential ingredient in every event management process.

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Therefore, when beginning the design phase of this Event Leadership process, conduct a meeting where creative people are encouraged to brainstorm the various elements of the event. The Event Leader is the facilitator of this meeting, and, in addition to various creative stakeholders, you may choose to invite other creative people from the worlds of theater, dance, music, art, literature, and other fields. At the outset of the meeting, use a flip chart to lay out the ground rules for the discussion.

In large bold letters write

"Rule 1: There are no bad ideas.

Rule 2: Go back and reread Rule 1."

You may wish to begin the session with an activity that will stimulate creativity. For example, a shoebox might become a tomb, a rocket, or a small dwelling. As each person offers his or her ideas, the others should be encouraged to be supportive. Once you have completed these warm-up activities, members should be given simple suggestions regarding the why of the event. From these suggestions, they should be encouraged to provide creative ideas for who, when, where, what, and how.

If one member (or more than one member) tends to dominate the discussion, ask him or her to summarize and then say "Thank you" as you quickly move on to others to solicit their ideas. Use the flip chart to list all the initial ideas, and do not try to establish categories or provide any other organizational structure. Mind mapping allows an Event Leader to begin to pull together the random ideas and establish linkages that will later lead to logical decision making. Using the flip chart, ask each member of the group to revisit his or her earlier ideas and begin to link them to the our W's and ultimately help you see how the event should be developed. Write Why? Who? When? Where? What? and How? in the center of a circle on a separate page of the hart. From this circle, draw spokes that terminate in another circle. Leave the circles at he end of each spoke empty. The ideas of your team members will fill these circles, and hey will begin to establish linkages between the goal (Why? Who? When? Where? What? and How?) and the creative method. Figure 10.6 is an example of a successful event mind mapping activity. Mind mapping is an effective way to synthesize the various ideas suggested by group members and begin to construct an event philosophy.

Figure 10.6: Event Leadership Needs Assessment

Why?	+	Who?	+	When?	+	Where?	+	What?
What is the compelling reason for this event? Why must this event be held?		Who will benefit from this event? Who will they want to have attend?		When will the event be held? Are the date and time flexible or subject to change?		What are the best destination, location, and venue?		What elements and resources are required to satisfy the needs identified above?
=How?								
Given answers to the five W's, how do you effectively research, design, plan, coordinate, and evaluate this event?								

The event philosophy will determine the financial, cultural, social, and other important aspects of the event. For example, if the sponsoring organization is a not-for-profit group, the financial philosophy will not support charging high fees to produce a disproportionate amount of funds, or the tax status may be challenged. Mind mapping allows you to sift through the ideas carefully and show how they support the goals of the event. As you do this, an event philosophy begins to emerge.

Notes

Task Determine the financial, cultural, social, and other important aspects of the an event of your choice.

10.4 Creative Process in Event Leadership

Special events require people with the ability to move easily between the left and right quadrants of the cerebellum. The right side of the brain is responsible for creative, spontaneous thinking, while the left side of the brain handles the more logical aspects of our lives. To function effectively, Event Leaders must be both right- and left-brained. Therefore, if you have determined that one side of your brain is less strong than the other, you must take steps to correct this to achieve maximum success in Event Leadership.

Therefore, assuming that one of the aspects of Event Leadership that you find attractive is the creative opportunities afforded. Developing creativity is a continuous process. The reason that some corporations put their advertising accounts out for review to other agencies periodically is to be sure that the current agency is working at its highest possible creative level. As an Event Leader, you too must strive for constant review of your creative powers to make certain that you are in high gear. Following are some tips for continuously developing your creativity:

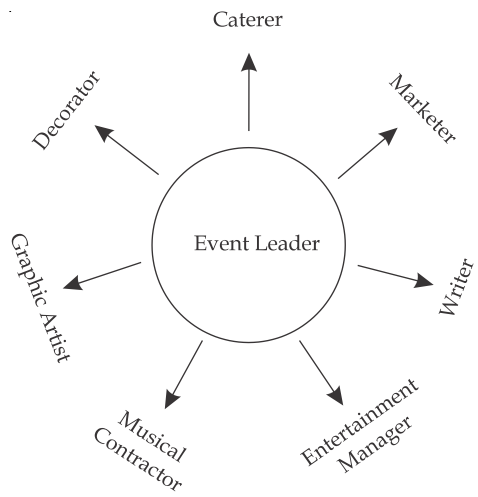
- Visit one art gallery each month.
- Attend a live performance of opera, theater, or dance each month.

Read great works of literature, on a continuing basis.

- Enroll in a music, dance, literature, visual arts, or acting class or discussion group.
- Apply what you are discovering in each of these fields to Event Leadership.

Perhaps the best way to stretch your creativity continually is to surround yourself with highly creative people (see Figure 10.7). Whether you are in a position to hire creativity or must seek creative types through groups outside the office, you must find the innovators in order to practice innovation.

Figure 10.7: Creative Influences



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Leaders pay close attention to the attitude of the culture of the organization sponsoring the event and the politics that are driving that culture.

10.4.1 Making the Perfect Match through Needs Assessment and Analysis

Once you have completed the brainstorming and mind-mapping activities satisfactorily, it is time to make certain that your creative ideas perfectly match the goals and objectives of your event. This is accomplished through needs assessment and analysis.

Needs assessment and analysis enables you to create an event that closely satisfies the needs of your stakeholders. You actually began this process by asking "Why?" and "Who?"

Now it is time to take it one giant step forward and survey the stakeholders to determine if your creative solutions will satisfy their needs. To accomplish this part of the design phase, develop your ideas into a series of questions, query the key constituents for the event, and determine if the various elements you have created—from advertising to décor, from catering to entertainment, and everything in between—meet their expectations.

Once you are confident that you have assessed the needs of the stakeholders adequately and confirmed that you have, through analysis, determined how to meet these needs, you are well prepared to confirm the final feasibility of your event design.

Self Assessment

Fill in the blanks:

6. ..... such as gender, age, income, and other pertinent facts about the future market for an event.
7. ..... research is relatively inexpensive to conduct and easy to tabulate and analyze with computers.
8. ..... research is generally more expensive than quantitative research due to the time that is involved in probing for deeper, more meaningful answers than only digits.
9. The cost of training interviewers, the interviewers' time, the time for analyzing the data, and other costs contribute to the .....
10. Although the cost is greater, many Event Leaders require both ..... studies to validate their assumptions or research their markets.

10.5 Project Management Systems for Event Leaders

According to Event Project Management (Wiley, 2002), there are several reasons why project management offers you unique resources for improving your practice. Using a project management system will help you establish a systematic approach to all events. Like the five phases of Event Leadership, the project management system provides you with a superstructure to enable you to systematically approach every event using the same framework. Many events—especially those in the social market—are driven by emotional decisions rather than systematic or logical approaches. The project management system will depersonalize the event as it provides you with an objective process for reviewing the event development.

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Communication is critical throughout the Event Leadership process, and the project management system will help you facilitate clear communications with stakeholders from many different fields. Through meetings and documents, project management provides a transparent system to promote better communications. Many corporate and government organizations already utilize project management systems; therefore, using this system will help you conform to those that are already in place in your clients' organizations.

Accountability is increasingly one of the more important outcomes of any event project. The project management system helps ensure accountability through the continuous outputs that are required to update the progress of the event. O'Toole and Mikolaitis believe that, through the adoption of project management systems, you will be able to increase the visibility for the profession of Event Leadership. If your work is often invisible until the actual start of the event, the project management system will provide a continuous flow of information charting the progress of the event as it develops and will provide your client and others with an overview of the complexity of your job.

Training is critical for your staff and volunteers. By providing them with a project management system to follow, you simplify and expedite this training. The project management system will put your staff and volunteers to work more quickly and will motivate them to consistently perform better over the life span of the event. In addition to facilitating training, project management competency helps develop transferable skills that will help you attract the best people. As a result of working within your project management system, your staff and volunteers will learn a system that can be transferred and applied to a seemingly infinite number of jobs and careers.

Finally, as an event project manager, you will establish a diverse body of knowledge that may be transmitted to other organizations. In addition, you will be able to accumulate and refine the knowledge you receive from specific events and related projects from around the world.

After the event has been thoroughly defined, the work that will be required must be carefully analyzed. During this decomposition period, the work that will be conducted for the event is broken down into smaller units of work called tasks. This process is described in project management as the work breakdown structure (WBS). Tasks or activities are generally singular, independent entities that may be individually managed. They also have specific start and finish times. Finally, they require clearly assigned resources (labor, finance, time). When several tasks are bundled together, they form a work package. A milestone is the accomplishment or completion of an important task.

Scheduling is perhaps one of the most valuable advantages of using a project management system for your event. Tasks are usually divided into two types of scheduling systems.

Parallel scheduling refers to tasks that may be performed at the same time. Serial scheduling refers to tasks that must be performed in a sequence, such as when the lighting company must first hang the lights before the rental company places the tables and chairs for a banquet. Timelines for your events may benefit from a pictorial tool, such as the GANTT chart or bar chart, which demonstrates the major tasks that need to be accomplished.

Creating and documenting the critical tasks and critical path are major responsibilities for the event project manager. The ability of the event project manager to list, prioritize, and sequence the tasks will ultimately determine the overall success of the event from an operational and financial standpoint. Influence diagrams and sensitivity analyses are used to mitigate future challenges. The influence diagram is a chart that demonstrates through boxes and arrows what tasks are interdependent on others. Most importantly, it clearly demonstrates that events are

part of larger systems and that one change in the system can affect hundreds of other components in the event.

The sensitivity analysis is the identification of the degree of influence any part of the event has on the entire event as a whole. This analysis also aids in the risk-management controls for the event because it demonstrates how a small change in one area can affect other areas of the entire event. As a result of this careful documentation, a series of outputs are created, including charts and reports. Later you can use these outputs to form a handbook or manual to educate or train others as well as provide important documentation and historical detail of the event.

Event Leaders will greatly benefit from project management training. The use of this system, as outlined by O'Toole and Mikolaitis, provides Event Leaders with a system that bridges the most accepted practices of their clients. For this reason and many more, it is important that Event Leaders become familiar with how to apply project management techniques to their Event Leadership system.

10.6 Gap Analysis

Too often, Event Leaders proceed by rote memory to produce an event in a style with which they are most familiar. In doing this, they often overlook critical gaps in the logical progression of event elements. Identifying these gaps and providing recommendations for closure is the primary purpose of gap analysis.

This planning tool involves taking a long, hard look at event elements and identifying significant gaps in the planning that could weaken the overall progression of the plan. The Event Leader has created a wide gap in his or her plan that must be closed to strengthen the overall event. Therefore, finding a secure indoor location in case of a weather emergency would be a good beginning toward closing this gap.

Use a critical friend—a person whose expertise about the particular event is known to you—to review your plan and search for gaps in your logical thinking. Once you have identified the gaps, look for opportunities to close them. By implementing the findings from SWOT and gap analysis, you are able to begin executing your plan. This execution phase is known as coordination.

Self Assessment

State whether the following statements are true or false:

11. According to Event Project Management (Wiley, 2002), there are several reasons why project management offers you unique resources for improving your practice.
12. Using a project management system will help you establish a systematic approach to all events.
13. Like the five phases of Event Leadership, the project management system provides you with a superstructure to enable you to systematically approach every event using the same framework.
14. Many events—especially those in the social market—are driven by emotional decisions rather than systematic or logical approaches.
15. The project management system will personalize the event as it provides you with an objective process for reviewing the event development.

Notes

Case Study

Next-Generation Events: Cisco Strategic Leadership Offsite

Overview

With the pressures of globalization, increased competition, and the continually accelerating information explosion, the need for employees, customers, and partners to come together, exchange knowledge, gain fresh perspectives, build networks, and nurture relationships has never been greater. Despite these important benefits, many organizations are questioning whether events deliver business impact commensurate with their costs, especially during an economic downturn. Traditional events suffer from high costs, limited audience reach, low flexibility, and inconsistent outcomes.

Many of the challenges associated with in-person events can be overcome by augmenting a traditional event with a wide range of technology-enabled enhancements. The resulting next-generation event expands options for participation in both space and time, enabling the attendee to choose to attend in person or remotely, live or on a delayed basis, and for the entire program or just selected sessions. This flexibility can help the event organizer attract a wider audience, engage that audience more effectively, and lower costs for both the host and attendees.

Cisco has been a pioneer in creating highly successful next-generation events, and we are sharing our experiences through a series of case studies and a strategic event management framework for getting started. Cisco also provides a wide range of products and services that enable next generation events under Cisco's Collaboration for Events experience.In this paper, we profile our experience in shifting our Strategic Leadership Offsite (SLO) from an in-person format to a completely virtual nextgeneration event.

Table 10.1: How Next Generation Events Differ from Traditional Events

From Traditional Events …	… To Next Generation Events
Incur cost, lost productivity, and environmental impact of travel	Reduce costs, lost productivity, and environmental impact from travel
One physical location	Multiple physical locations possible
Must attend in person, limiting participation	Can attend remotely, greatly expanding audience
Must attend in real-time	Can view on delayed basis
One-size fits all agenda	Individually tailored agendas
Experience is limited to event itself	Experience extends before and after event
Audience feedback given after event	Real-time feedback given during event
Personal networking is random process	Interest driven networking via social tools
Awareness generation via traditional marketing	Awareness generation amplified via social media

Source: Cisco IBSG, 2010

Strategic Leadership Offsite (SLO) Highlights:

- Reduced cost per attendee from $2,500 to $1,400
- Maintained high employee ratings of communication effectiveness
- Avoided 19 hours of travel time per attendee
- Enhanced flexibility with 49 percent more sessions
- Extended event over time (before and after live event)

Contd...

Notes

Introduction: Cisco Strategic Leadership Offsite (SLO)

Cisco's annual Strategic Leadership Offsite (SLO) is one of the most important events for Cisco's senior leadership team (directors, vice presidents, and above). Its primary focus is on communicating the updated vision, strategy, and execution plans for the coming fiscal year. Its overarching objective is to collapse the time to alignment, and thereby enable speed, flexibility, and effectiveness in execution. Additional business objectives include enabling leadership development and providing networking opportunities.

Challenge

Traditionally, SLO was held as an in-person event at an offsite conference center near Cisco's San Jose headquarters. Leaders from around the world would fly in for this two-day event, incurring significant travel costs and lost productive time. The event format included several general sessions attended by everyone (2,000+ people), smaller breakout sessions organized by market area or customer segment (100-300 people), and highly interactive sessions where groups of 20-30 directors and VPs would discuss strategic issues with Cisco's senior leaders. There was also an informal evening dinner that provided extensive opportunities for socializing.

For our fiscal year 2010 event held in May 2009, the leadership team decided that incurring the expense of a traditional in-person meeting would not be prudent in the face of the downturn. We began to explore conducting SLO as a virtual event to respond to the need to cut travel costs, demonstrate the power of collaboration technologies, and reduce greenhouse gas emissions. We realized, however, that we faced a serious challenge because we had never attempted to hold an event of this scale, complexity, and duration via a virtual approach. Thus, significant effort was required to plan and implement this first-ofits-kind virtual event.

New Approach: Adding Virtual Capabilities

As we began planning for the event, we realized that rather than replicating the format of the in-person meeting, we had the opportunity to adapt the format to take advantage of virtual capabilities. Key enhancements included increasing the number of session options, providing more content (documents and videos), and making much of the information available prior to the event.

Figure 10.8: Places in the SLO Virtual Environment Emulate a Physical Conference Center

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Notes

We deployed different collaboration technologies to align with the business requirements of the different session formats. For example, we employed IPTV for the large-scale sessions with all 2,954 attendees, while Cisco TelePresence created a more intimate experience for Cisco IBSG © 2010 Cisco and/or its affiliates. the leadership exchanges in groups of 20. A virtual platform provided by 6Connex was used to build the virtual environment in which attendees could interact and access content.

Results

Overall, the first virtual SLO was highly successful. We demonstrated that this virtual format was effective in helping meet the company's communications objectives:

- Eighty-two percent of attendees indicated they understood Cisco's updated vision and strategy.
- Seventy-four percent of attendees reported having a clear direction on where to allocate their staff, time, and resources to achieve FY10 priorities.
- Many of the presentation sessions were rated just as highly as they had been in the prior year. For example, the keynote sessions scored 4.5 out of 5.0 in both the virtual SLO and the prior year's in-person event.

As expected, we attained significant cost savings. Total costs of the event (travel, production, and internal labor) declined from $6.7 million to $4.2 million, a 37 percent savings. On top of these direct cost savings, the value-of-time savings from reduced attendee travel were $1.8 million.

While all of these results were extremely encouraging, we did identify areas for improvement. For example, we did not fully achieve our leadership development and networking goals. Participants felt that the virtual format did not provide sufficient networking opportunities or produce the same level of impact on leadership development as the inperson event. To address this, we are considering options for evolving the format to a hybrid physical/virtual approach. In the future, we may ask employees to gather in person at our major sites, and link these sites using remote collaboration technologies.

Additional details on Cisco's first virtual SLO can be found in two case studies: one from a business perspective and one from an IT perspective.

Table 10.2: Key Metrics for SLO

	Traditional Event	Next-Generation Event
Date	May 2008	May 2009
Attendees	2,662	2,954
Total Event Costs	$6.7 million	$4.2 million
Cost Per Attendee	$2,508	$1,408
Duration	2 days full-time	3 days part-time
Attendee Travel Time	2 days	0
Value of Time Savings from Avoided Travel	$0	$1.8 million
Number of Sessions: - General/Breakout - Leadership Exchanges	15 64	40 78
Real-Time Interaction	No	Yes, via text chat
Attendee Rating of Keynote Sessions	4.5 out of 5.0	4.5 out of 5.0

Source: Cisco IBSG, 2010

Contd...

Notes

Questions:

1. Study and analyze the case.
2. Write down the case facts.

10.7 Summary

- Event Leadership process is the conceptual framework for every effective event.
- The Event Leadership process is dynamic and selective, in that the Event Leader must determine where to begin and how to proceed to best accomplish the objectives.
- One event may be past the research stage, and the Event Leader may be retained merely to coordinate the elements.
- It does not matter whether this communication is oral, written, electronic, or all three.
- Regardless of the communication channel that you are using, you want to make sure that you make your point clearly and establish the right priorities in your message.
- Event Leaders primarily use quantitative research to determine demographic information such as gender, age, income, and other pertinent facts about the future market for an event.
- Quantitative research is relatively inexpensive to conduct and easy to tabulate and analyze with computers.
- Qualitative research is generally more expensive than quantitative research due to the time that is involved in probing for deeper, more meaningful answers than only digits.
- The cost of training interviewers, the interviewers' time, the time for analyzing the data, and other costs contribute to this investment.
- Although the cost is greater, many Event Leaders require both qualitative and quantitative studies to validate their assumptions or research their markets.
- According to Event Project Management (Wiley, 2002), there are several reasons why project management offers you unique resources for improving your practice.
- Using a project management system will help you establish a systematic approach to all events.
- Like the five phases of Event Leadership, the project management system provides you with a superstructure to enable you to systematically approach every event using the same framework.
- Many events—especially those in the social market—are driven by emotional decisions rather than systematic or logical approaches.
- The project management system will depersonalize the event as it provides you with an objective process for reviewing the event development.

10.8 Keywords

Event Leadership: It is a profession whose success or failure ratio often depends on people's ability to communicate effectively with one another.

Event Leaders: Event Leaders primarily use quantitative research to determine demographic information.

Research: Excellent event research reduces risk.

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Written communications: These are essential not only for record keeping but also for purposes of mass distribution.

Quantitative research: This is relatively inexpensive to conduct and easy to tabulate and analyze with computers.

Qualitative research: This is generally more expensive than quantitative research due to the time that is involved.

10.9 Review Questions

1. Who is event leader?
2. What is event leadership?
3. Discuss the event leadership process.
4. "Event Leadership process is the conceptual framework for every effective event." Discuss.
5. "The Event Leadership process is dynamic and selective." Discuss.
6. What is meant by term communication?
7. What are the various forms of communication?
8. How does communication is helpful in event management?
9. Differentiate between qualitative and quantitative research in event management.
10. What are the five phases of event leadership?
11. "The project management system will depersonalize the event." Discuss.

Answers: Self Assessment

1.	Event Leadership process	2.	selective
3.	coordinate	4.	does not
5.	right priorities	6.	Event Leaders
7.	Quantitative	8.	Qualitative
9.	investment.	10.	qualitative and quantitative
11.	True	12.	True
13.	True	14.	True
15.	False		

10.10 Further Readings

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Unit 11: Operations, Logistics, Safety and Security Management

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Objectives

After studying this unit, you should be able to:

- Explain the term operation in events
- Define the term logistic
- Identify the need of safety in event management
- Explain the significance of security management

Introduction

Many events are staged on sites where everything has been set up over a 24-hour period, with all the elements carefully synchronized. In contrast, many other events require years of planning; large convention bids are often won five years before the event is held.

11.1 Event Management: Operations and Logistics

Operations management is an area of management concerned with overseeing, designing, controlling the process of production and redesigning business operations in the production of

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goods and/or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labor, and energy) into outputs (in the form of goods and/or services). The relationship of operations management to senior management in commercial contexts can be compared to the relationship of line officers to highest-level senior officers in military science. The highest-level officers shape the strategy and revise it over time, while the line officers make tactical decisions in support of carrying out the strategy. In business the limitations between levels are not always distinct; tactical information dynamically informs strategy, and individual people often move between roles over time.

Logistics is the management of the flow of resources, not only goods, between the point of origin and the point of destination in order to meet the requirements of customers or corporations. Logistics involves the integration of information, transportation, inventory, warehousing, material handling, and packaging, and often security. Today the complexity of production logistics can be modeled, analyzed, visualized and optimized by plant simulation software, but is constantly changing. This can involve anything from consumer goods such as food, to IT materials, to aerospace and defense equipment.

Event operations and logistics is where all the time spent planning the event comes together in the execution of the event. It includes:

- Site Layout
- Map designs
- Set up and tear down
- Overall event management

Event management is particularly challenging from an operational viewpoint. Many events are staged on sites where everything has been set up over a 24-hour period, with all the elements carefully synchronized. In contrast, many other events require years of planning; large convention bids are often won for prescribed no. of years before the event is held. It basically entails managing the littlest details with the biggest intentions.

Every decision you make, every partnership you create, and every piece of information you collect throughout the planning phase translates into a logistical requirement at your conference. Operations and logistics management are the cornerstone of every event.

When done perfectly, operations are smooth, program transitions are seamless and audience are more than satisfied.

11.1.1 How it is done?

- From the beginning, conferences requirements are tracked and managed multiple vendor services to develop an event.
- As the launch approaches, operational processes, volunteers are prepared, activities, facility staff, vendors, and partners in anticipation of the event are managed.
- Personnel help plan and facilities are coordinate and catering needs are also serviced.
- Audio/visual vendors and volunteers are managed to ensure conference to be ideal, on-time, and within budget.
- Strong technological expertise are looked to manage and build various event components.

Notes

Producing a successful event requires :

- attention to detail,
- managing diverse personalities, and
- the ability to think on your feet.

A successful outcome depends upon, logistics, deadlines and learning to expect the unexpected. It is all about addressing last minute concerns with "not a problem" and being able to deliver.

Self Assessment

Fill in the blanks:

1. Many events are staged ..... where everything has been set up over a 24-hour period, with all the elements carefully synchronized.
2. In contrast, many other events require years of planning; large convention bids are often won five years ..... the event is held.
3. The ..... required for successful events, including the logistics of setting up an event and breaking it down afterwards.
4. An ..... needs to plan the implementation of events with attention to every detail, to avoid even minor mistakes which could have serious repercussions, such as the delayed radio or television broadcasts of an event.
5. The event manager and his ..... are responsible for the safety and security of the venue and the audience.

11.2 Safety and Security Related to Events

The events industry is like no other. Whether it is a sporting event, concert, trade show, festival, award show, political convention or party they present a unique set of challenges. Events, regardless of size or situation, are exposed to risks involving safety, security, legal, financial, and environmental considerations.

All human beings have a free will and it has to be borne in mind that on occasion they will not follow the advice and sensible precautions offered by Organizers. Participants have a responsibility for their own safe conduct being aware of the 'normal risks of life'.

Types of hazards can be defined broadly into three types:

Man-made risks including:

- Travel (airline, local - bus & taxi)
- Financial or trading risks
  - When your ability to trade is stopped
  - Fraud or theft
  - Insolvency by suppliers
  - Budget overrun
- Health
  - Food poisoning
  - Noise control

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- ❖ Pollution
- ❖ Epidemics
- ❖ Health control

- Safety and security matters
  - ❖ Lack of adequate crowd control
  - ❖ Unsafe audio visual equipment
  - ❖ Inadequate fire fighting facilities
  - ❖ Inadequate VIP protection
  - ❖ Inadequate exhibition security management
  - ❖ Lack of staff training
  - ❖ Poor planning
  - ❖ Unstable environment (e.g. war)
- Management failure
  - ❖ Professional negligence
  - ❖ Failure of directors, officers or staff to carry out their duties
- Labour disputes

Natural risks including:

- Weather
  - ❖ Bad weather preventing travel
  - ❖ Unsuitable structures for open air events
  - ❖ No allowances made for extremes of temperature
  - ❖ Pollution factors not anticipated
- Natural disasters
  - ❖ Tornado and hurricane seasons
  - ❖ Floods
  - ❖ Earthquakes
  - ❖ Forest fires

Political risks including:

- Political change
- Protocol, ignorance of Terrorism, deliberate acts aimed at the Event or individual participants
- Copyright issues
- Government action, such as taking over venues or aircraft at short notice
- Visas
- War or acts of violence
- Regulatory changes (e.g. Italy)

Notes

Event Safety and Security addresses the safety and security needs of event planners, producers and venues either planning, producing or hosting conventions, trade shows, competitions, fairs, festivals, ceremonies, parties and more.

Safety has been an important factor for consideration in the organization of every event, be it a small exhibition, a conference of number of delegates, a mega-medical event or an international conference attracting thousands of participants. It has often been a variable factor in the consideration of organizers in the past, but today, it has taken a new dimension, not only because of political developments in recent years but also because of other phenomena such as global warming (resulting in adverse weather affects), globalization and the increased pressures and pace of the daily workplace.

When planning any activity or special event where there is an element of risk present. These are:

- To investigate all aspects of the event (including safety and security) and act accordingly
- To inform and warn participants of known risks
- To plan for the safety and well-being of every participant
- To ensure participants are not subjected to unreasonable risks or harm

Event Organizers and all those involved have various 'safety' duties, known collectively as duties of reasonable care.

Security is not a new phenomenon. The word security has many meanings but in general terms security is something that gives or assures safety.

11.2.1 Key Issues

Venue Selection

Delegate safety and security should always be considered when selecting a venue. In addition, ease of access, both by Participants and by the Organizers and Suppliers, as well as the importation of goods, should be taken into account.

Liability

Responsibility for the safety of all participants concerned contains a number of 'grey' areas as to where liability falls, but this still needs to be addressed.

Exhibitions

Whilst the Organizer will take responsibility for the organization of the Exhibition (access, exit, setup, order of construction), the Exhibitors are responsible for all activities conducted on their stand, for example, the actions of their employees (personnel). The Organizer remains responsible for all common areas.

Organizers cannot be held directly responsible for the actions or lack of action of their Exhibitors or the Exhibitors' Contractors, but they are responsible for requesting proof that the Exhibitor and their Contractors will ensure the stability of stands and structures. It is the Exhibitors' responsibility to define the exact areas of responsibility between themselves and their Contractors prior to coming on site and to check that their Contractors are competent and will work in a safe manner. Contractors, if engaged on the stand, are responsible for the safety arising from the stand building such as working at height, electrical work, lifting operations. The Contractors must ensure the safety of any persons that their work practices affect, including those on adjacent stands.

Notes

11.2.2 Safety Checklist

- Appoint a competent person to handle security and health and safety measures.
- Review the accident statistics and /or security breaches with the Venue.
- Consider specific Venue regulations regarding security and safety.
- Design the overall floor plan and Venue usage and obtain approval from the appropriate authorities.
- Undertake a Risk Assessment for the Event.
- Notify all parties of any undue hazard resulting from the Risk Assessment.
- Compile the Organizer's Health and Safety File.

11.2.3 Strategies and Operations On-site

The following strategies and operations need to be considered in the light of the security requirements of the Event:

- Have a security check of the premises every morning prior to the sessions by the appointed security guards.
- Appropriate 24-hour security.
- Ensure maximum screening of those who enter the premises utilising official surveillance measures, for example, security staff, video cameras at entrances and exits (including basements), inspection of equipment such as laptops, cameras, mobile phones.
- Enforce restriction of entry.
- Distribute to, and check badges of, all staff and attendees with an ID check and ensure that lost or forgotten badges are monitored. If appropriate use photo IDs, radio frequency chips in ID badges, bar-coded badges etc.
- Ensure close cooperation with police, security services, security staff, fire brigade, first-aid/medical services etc.
- Reflect risk management costs in the budget.
- Highlight information about the crisis management plan in the exhibition/sponsorship prospectus and, where appropriate, in delegate packages.
- Ensure clear and easy-to-understand directions for exits.
- Undertake an emergency call system check
    - In case of partial failure under pressure
    - Check that it does not interfere with speaker communications.
- Agree on a meeting point to assemble in the event of an emergency and discuss in advance the chain of command for emergency decision-making.

11.2.4 Checklist for all Participants

The following tips can be provided to all Participants by the Organizers to minimise risk and liability:

- Consider and plan your transportation well in advance from home to airport /ground transfer to hotel.

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- Be sure you have the appropriate visas before you travel; airlines are liable to fines if they let you travel without a visa and will hence not allow you to board the aircraft.
- Purchase insurance for yourself and your belongings, including cancellation.
- Ensure that your office or family know of your itinerary and where you are staying.
- Leave a copy of your passport in your office or at home.
- Keep a list of the credit cards you have with you with your office or at home. Ensure that you have the number to contact to cancel your credit cards should they be stolen.
- Have your medical insurance information with you to speed up medical care procedures, and bring spare medication with you if you are on medication.
- Use travellers cheques instead of carrying a lot of cash.
- Do not carry tools or sharp objects in your hand luggage.
- Do not leave luggage unattended.
- Use shuttle buses provided by the Organizers wherever possible, or official taxis. Do not use 'gypsy' cabs.
- Stay at reputable hotels, preferably booked through the Organizer/PCO, the official agent or Corporate Sponsor.
- Do not give your key or room number to anyone; do not put your key down on a restaurant table, bar or at the pool (especially if it is a numbered key rather than a key card).
- Retain and then destroy your room key card when checking out of your hotel as this contains your credit card details and other personal information.
- Do not leave valuables, including business documents, in your room. Use the hotel safe or the safe in your hotel room (noting that hotels do not accept liability for goods contained in your room safe).
- Keep your passport with you or in the hotel safe.
- Read the fire instructions on the back of your hotel door.
- Carefully note where fire exits are located and be sure that they are not blocked by trolleys, trays or other items.
- Never use an elevator during a fire, use the stairs.
- Keep your room key next to your bed or place it on the floor near the door; take it with you during emergencies, you may need to return to your room.
- Carry something about your person which identifies the hotel in which you are staying, in the event of an emergency should your wallet or personal belongings be stolen, for example, a box of matches containing the hotel name.
- Do not wear your badge or carry identifiable congress material outside of the Event.
- Avoid wearing 'flashy' jewellery.
- Wear clothing and shoes that are appropriate for various weather and working conditions. Comfortable shoes are important if you plan to be on your feet a lot at the Event.
- In appropriate countries, check which drinking water is safe.
- If food looks, tastes or smells bad or has been un-refrigerated for a long time, then avoid it.

Notes

- Familiarize yourself with your Organization's travel policy; especially as it pertains to automobile insurance, auto accidents, reporting of lost or stolen credit cards or reporting of injury.

11.2.5 Checklist for Exhibitors

Exhibitors – Planning and Construction

The question of Risk Assessment is particularly relevant to the mounting of exhibitions, as this element of an Event carries the greatest danger to safety (as opposed necessarily to security).

A Risk Assessment is required if the following will occur:

- Any hazard of moving exhibition components on the stand.
- Any live demonstrations or event involving members of the public.
- Any significant construction on the stand.
- Where staff, regardless of experience, may come into contact with other hazardous areas of the exhibition.

Areas to consider in a Risk Assessment:

- ***Stand information:*** loadings, dimensions, unusual features or exhibits
- ***Access:*** size of entry point, route to the stand
- ***Installation:*** timetabling of build
- ***Stability:*** stability and structural supports within the stand design
- ***Lifting & Loading:*** use of machinery, fork lifts, floor loadings, weight restrictions
- ***Scaffolding:*** temporary structures, access towers, rigging, working at height
- ***Toxic Substances:*** use of hazardous or toxic substances, waste material
- ***Environment:*** noise, dust, fumes
- ***Services:*** electrical services, welding, gases, water and waste provisions
- ***Late Working:*** tiredness, supervision, deliveries
- ***Staff Training:*** temporary staff, manual handling
- ***Materials:*** should be:
    - Non-combustible
    - Flame resistant plastic material
    - Flame resistant boarding
    - Timber of any thickness treated so as to be flame resistant

Exhibitor – Stand Personnel

The following tips can be provided to Exhibitors by the Organizers to minimise risk and liability for individuals.

Notes

On-site Precautions

- Do not bring airline tickets or unnecessarily large amounts of cash to the Exhibition or Event, bring only what you need for the day.
- Take purses, wallets, briefcases and other personal items with you when you leave the exhibition stand.
- Build hidden or locked panels into the stand for storage of personal items.
- During setup, do not leave valuable exhibitor equipment or personal items unattended.
- Combine smaller items into a larger case, making them more difficult to steal, or shrink-wrap them together.
- An inventory of the contents of all crates should be made before unpacking at the beginning of set up and prior to returning to the shippers.
- Use locked showcases on the stand for small valuable products or items.
- Cover tables at the end of each day; a heavy plastic sheet will also make a noise if moved.

Setup and Dismantling

- Follow all displayed warning signs and posters.
- Take heed of all smoking regulations.
- Wear appropriate hearing, eye, head and foot protection.
- When dealing with electricity always use a certified electrician.
- Be careful when walking in the aisles during setup and avoid walking in front of forklifts and between crates.
- Keep all aisles and work areas clean and free of hazards. Discard all rubbish and waste in the proper containers.
- When lifting, keep your back straight. Use your legs to lift the object, not your back.
- Use a step stool or step ladder, not a table or chair.
- When dismounting from equipment or fixed objects always dismount facing the machine or object. Never jump down.
- Have a well-stocked first-aid kit with you.

The event manager and his team are responsible for the safety and security of the venue and the audience. They are often behind the screen involved in planning and executing the event. The event manager gives the responsibility to those depending on their skills as to whom to manage what in a particular situation. There are police services arranged at limited or no cost for community events. Security guards are arranged depending on the size of the crowd. This ensures that the discipline is maintained within the theatre. All kinds of electrical safety need to be arranged by the coordinator. First aid and health related safety measures are to be taken into consideration by the coordinator.

Example: For every event, standard reporting relationships on all operational issues needs to taken care of by the team.

For this, there needs to be proper communication ensured. The chain of command or organization chart for the event as a whole should be pre-planned and prepared in written or diagram form. Emergency reporting, if done by all members in the team at the moment of emergency, can keep the audience aware and controlled.

Notes

The risks can be reduced by taking the following steps:

1. ***Weather:*** Select an indoor venue like an auditorium which will be more comfortable and then do settings as per the theme decided. Because if the old theatre is an open air theatre, the weather needs to be taken into consideration. When it is too cold or too hot outside, the audience and the performers will not be in a situation to enjoy the show. Even if it is raining, it can again cause the same trouble.
2. ***Safety of stage, including railing and steps and podium:*** Floorings ceilings walls and seats need to be checked and made sure that they are strong enough to withstand the weight and does not lead to breakage. The comfort level of the audience as well as the performers should be taken into consideration for such an event as it is an old theatre, the build is old. There needs to be a proper checking done to make sure that the walls or ceiling do not collapse in case. Cracks or sagging needs to be checked with proper care. Similarly in the case of stairs and rails. They need to properly marked using a glow-in-the-dark tape.
3. ***Crowd control:*** The audience expected is quiet small so hopefully there would not be much a problem to control the crowd. But yet it is best to keep a security and safety committee who would take care of the separate sections in the crowd like women and children. Children might be least interested in these type of shows and can become noisy and troublesome for other part of the audience. For this special training needs to be ensured.
4. ***Traffic control:*** In case of emergency, the exits need to marked as people might over crowd and can lead to stampede which will end up hurting one another in a very bad manner. Rigging, props, lights should be safely secured, trap doors, and pits should be marked.
5. ***Communications:*** All kinds of emergencies should be communicated then and there whenever required so as to avoid panic situations amongst the crowd. When any safety measures need to be applied, if not communicated at the right time, it may bring more trouble.
6. ***Electrical usage:*** Electrical wirings, needs to be marked and secured to floors and walls. Fire safety is another measure to be taken into consideration. Fire drills, emergency exits, sprinklers, smoke alarm, fire extinguishers, fire guards and fire fighters need to be pre planned and arranged. Shock, fire etc are very dangerous part of such situations where protection is not provided. Lack of protective measures create situations worst.

11.3 Incident Reporting

It is a risk control process, and it is essential that every member of the event team is familiar with this process. An incident report card is to be completed for every problem that occurs, from customer complaints to slips and falls.

Example: The receipt of the incident report cards, management staff can look for patterns in the incidents and for ways in which these risks can be better managed.

Caution Every member of the event team is supposed to be familiar with incident reporting.

Reasons for maintaining all documentation relating to risk:

1. To demonstrate that an appropriate process was in place
2. To provide a record of incidents and responses
3. To allow for monitoring, review and improvement

Notes

Notes Maintaining all documentation relating to risk.

The result of such an approach include:

1. Reduction in problems, accidents and incidents.
2. Improved legislative compliance.
3. Customer satisfaction
4. Avoidance of controversial issues and negative media exposure.

Self Assessment

Fill in the blanks:

6. Event team members are often behind the screen involved in planning and .....the event.
7. The event manager gives the responsibility to those depending on their skills as ..... in a particular situation.
8. There are police services and. Security guards are arranged depending on the ..... of the crowd.
9. ....., if done by all members in the team at the moment of emergency, can keep the audience aware and controlled.
10. An individual with the aptitude for the experts skills and interest in the field would make a ..... event manager.

Task Make a list of the essentials of a good event management system.

11.4 Essential Features of a State of the Art Event Management Systems

1. ***System integration:*** It is the most essential feature desirable in these systems. It has to integrate the different players namely the event management companies, its key partners and its client's service needs into a conglomerate.
2. ***Enhance customer relationships:*** A good event management system must not only fulfill customers' business needs but should also go out to enhance customer relationships. In other words it should be customer friendly and also be liked to other event booking products not dealt by the main event managing company. It should be capable of receiving customer complains through emails and also be able to redress these complains through a method inbuilt in the system itself. It should provide not only for online registrations for an event but should also have provisions for dropping out.
3. ***Must provide related ancillary services also:*** It is essential that a good event management system must be capable of not merely managing events effectively, it should also be able to do other ancillary services as handling customer accounts, raising bills for special services or facilities provided to delegates, processing their credit cards and so on.

Notes

4. ***Must be needed specific:*** As events differ, EBMS must be capable of addressing that the specific need of the company. Obviously, the events in a sports meet, a medical convention or a performing art show will all be entirely different with totally different focuses.

5. ***Ability to access multiple data sources but give appropriate information sources only:*** Systems must be capable of processing information from a single database or by connecting to multiple smaller databases through a network of individual PCs located in different venues of the event. Again when providing information to customers or lower level managers or key partners. It must give only relevant information appropriate to their level and must hide other information.

Caution System must have international capabilities and abilities to handle country specific issues. It means EBMS must be capable of handling international commerce, foreign currency transactions, exchange rates between different currencies, international tax related issues and also capable of handling different languages of the world.

11.5 Environmental Health and Safety Issues

Any risks associated with events must be identified and ways of eliminating or managing them arranged prior to the event, including the setup, the event itself and clean-up. The event organiser needs to prepare and provide the Manager, Campus Services.

When setting up the venue, equipment and fixtures should not impinge on emergency access, block fire-fighting equipment or obscure any emergency procedure signage. Consider the likely attendance when booking the venue to ensure that visitors do not exceed the venue's maximum capacity. Event activities need to be assessed for Health and Safety Risks and appropriate actions taken to reduce identified risks.

Notes **Disability**

Staff organising an event are encouraged to consider the following points to ensure that all disability factors have been considered. When organising an event, please ensure that there is:

- Wheelchair access If an external venue is used, availability of a lift or appropriate ramps
- The entrance to the event is wide enough for wheelchair access
- Seats are reserved at the front to allow for people with hearing impairments
- Reading material may be available on request for people with other disabilities

Self Assessment

State whether the following statements are true or false:

11. It greatly matter what maybe the types of event management, one needs to be adept in the above skills.

12. Professional event management service entails optimum communication skills, as well as ability to look into the minutest details of things in order to ensure optimum level of execution.

Notes

13. Any risks associated with events must be identified and ways of eliminating or managing them arranged prior to the event, including the set-up, the event itself and clean-up.
14. The event organiser needs to prepare and provide the Manager, Campus Services.
15. When setting up the venue, equipment and fixtures should not impinge on emergency access, block fire-fighting equipment or obscure any emergency procedure signage.

Case Study

Operation Management in an Event Managing Company

An XYZ Event Managment Company caters to dance, music and social parties. After the first three years following its inception, the company starts making overall profit. However, it is observed that the profit is coming from the dance and music section of the operations; the social parties are in fact incuring heavy losses, probably owing to the decor and other factor they entail, which is not quite necessary with music and dance events.

The company has beeen steadily growing, and the following three years is likely to witness big MNCs basing their operations in and around the area. There is every sign to suggest that there will be lots of social parties happening and MNCs are willing to shell out good money for a good time. The event management company thus faces a dilemma. As things stand, they cannot sustain all therr operations. They have to shut down one or two.

Questions:

1. "Which section(s) would you like to close- dance, music or social events operations based on the operations and logistics concerns associated with the event?"
2. Is there any alternate way to keep all operations running? Give reason in support of your answer.

11.6 Summary

- Many events are staged on sites where everything has been set up over a 24-hour period, with all the elements carefully synchronized.
- In contrast, many other events require years of planning; large convention bids are often won five years before the event is held.
- The operational management required for successful events, including the logistics of setting up an event and breaking it down afterwards.
- An event manager needs to plan the implementation of events with attention to every detail, to avoid even minor mistakes which could have serious repercussions, such as the delayed radio or television broadcasts of an event.
- The event manager and his team are responsible for the safety and security of the venue and the audience.
- They are often behind the screen involved in planning and executing the event.
- The event manager gives the responsibility to those depending on their skills as to whom to manage what in a particular situation.

Notes

- There are police services arranged at limited or no cost for community events. Security guards are arranged depending on the size of the crowd.
- Emergency reporting, if done by all members in the team at the moment of emergency, can keep the audience aware and controlled.
- An individual with the aptitude for the above and interest in the field would make a successful event manager.
- It does not matter what maybe the types of event management, one needs to be adept in the above skills.
- Professional event management service entails optimum communication skills, as well as ability to look into the minutest details of things in order to ensure optimum level of execution.
- Any risks associated with events must be identified and ways of eliminating or managing them arranged prior to the event, including the set-up, the event itself and clean-up.
- The event organiser needs to prepare and provide the Manager, Campus Services.
- When setting up the venue, equipment and fixtures should not impinge on emergency access, block fire-fighting equipment or obscure any emergency procedure signage.

11.7 Keywords

***The operational management*:** It required for successful events, including the logistics of setting up an event and breaking it down afterwards.

An event manager: An event manager needs to plan the implementation of events with attention to every detail, to avoid even minor mistakes which could have serious repercussions, such as the delayed radio or television broadcasts of an event.

Professional event management service: It entails optimum communication skills, as well as ability to look into the minutest details of things in order to ensure optimum level of execution.

Emergency reporting: Emergency reporting, if done by all members in the team at the moment of emergency, can keep the audience aware and controlled.

The event organizer: He needs to prepare and provide the Manager, Campus Services.

11.8 Review Questions

1. What is operation management?
2. What is logistics management?
3. What is safety means?
4. What is security means?
5. What is event crisis management?
6. What are the different types of crisis do you observed in event management?
7. "Crisis come in all shapes and sizes". Discuss.
8. What are safety and security considerations?
9. What are the various safety issues?
10. Discuss various security issues.

Notes

Answers: Self Assessment

1.	on sites	2.	before
3.	operational management	4.	event manager
5.	team	6.	executing
7.	to whom to manage what	8.	size
9.	Emergency reporting	10.	successful
11.	False	12.	True
13.	True	14.	True
15.	True		

11.9 Further Readings

Books

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Unit 12: Crowd Management and Evacuation

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Objectives

After studying this unit, you should be able to:

- Know the meaning of crowd
- Discuss the need to know crowd management
- Identify the various supporting constraint of crowd management
- Explain the meaning of evacuation
- Describe the process of evacuation

Introduction

Crowd management must take into account all the elements of an event especially the type of event, characteristics of the facility, size and demeanor of the crowd, methods of entrance, communications, crowd control, and queueing.

Example: Circus, sporting, theatrical, concert, rally, parade, etc.

Notes

12.1 Crowd Management

It comprises of the steps taken to organize and manage crowds. The key points to consider are:

1. The number of people at the venue
2. The likely behavior of the spectators
3. The timing of the event, session times and peak times
4. The layout of the venue and other facilities
5. The security services
6. Conduct an evaluation of all structures available for mosh pit management
7. Obtain engineering and specialist advice
8. Isolate the mosh pit from general audience.
9. Introduce mosh pit safety announcements in advance of the and during shows.
10. The legal requirements and general guidelines.

Task Define crowd management in your own words.

Once a risk has been identified, in particular, risks such as congestion, overcrowding should be analysed. The risks needs to be prioritised and plans put in place to avoid them (preventive measures) or deal with them, should they occur (contingency measures).

As in all management, it must include planning, organizing, staffing, directing and evaluating. Particularly critical to crowd management is defining the roles of parties involved in an event, the quality of the advance intelligence, and the effectiveness of the planning process.

(i) ***Crowd Actions:*** To have an effective plan, facility management must be aware of the characteristics of the audience attracted by a particular event. Once the facility operator, police commander and event promotor know their crowd they must plan accordingly.

Hundreds of thousands of events are held nationally and few, if any, have problems. But unquestionably, new and unexpected difficulties have been arising. In major cities, for example, some police officers have informally estimated that at any one time anywhere from one half to two percent of the spectators at sporting events are carrying handguns.

There are four types of conditions that can create crowd management problems: (1) Problems created by a crowd from within; (2) Problems created for a crowd from outside; (3) Environmental catastrophe; and (4) Rumor. These threats must be considered by those responsible for managing crowds.

Caution To have an effective plan, facility management must be aware of the characteristics of the audience attracted by a particular event.

(ii) ***Public Education:*** Schools, governmental and social service agencies have prepared us to confront many situations which pose serious threats to our personal safety. Fire drills

teach effective escape procedures; driver educations courses encourage safe driving; and first aid, saving lives. Yet, there is little to guide the public to anticipate and respond to danger signals in crowds. Education about crowd dynamics and the role of individuals in crowds is sorely needed on a national basis. The consequences of the various modes of individual and groups behavior should be afforded equal importance with other safety programs by governmental, educational, and public services agencies. It is time to include this safety concern with others taught to the public.

Notes The media can also play a significant role in public education by promoting special features, programs, and public service announcements relating to crowd safety and personal and group responsibilities. They can help discourage present safety hazards at large events such as the use of open flames and firecrackers. They can also monitor the crowd management techniques of facilities at indoor and outdoor events for their audiences. Facilities, too, can educate the public by publicizing and enforcing their house rules and by setting a courteous, professional level of conduct for their staff.

(iii) ***Drugs and Alcohol Abuse:*** Drug and alcohol abuse is a national crisis, not just a problem at rock concerts. That recognition does not, however, diminish the problem at rock concerts and at other events where patrons use illegal drugs or abuse alcohol. The complex and overwhelming task of enforcing drug and alcohol laws at major events without violating individuals rights has facilities and law enforcement agencies directing their attention to drug sellers rather than to users. This, in turn, has created a belief among patrons that the illegal use of drugs/alcohol is possible if not acceptable at major events. New and equitable methods of enforcing relevant laws are needed. This is an area where facility operators and law enforcement agencies must cooperate and patrons, regardless of age or social standing, must assume the consequences of breaking the law.

The sale of alcoholic beverages at rock concerts and other events where rowdy audiences are expected or where a high percentage of the audience will be under the legal age for consuming alcohol can have adverse effects. When these conditions exist - rowdiness, high level of excitability - the potential for and detrimental effects of alcohol abuse become very real.

Example: Prohibition on alcohol sales may reduce concession profits, many facility operators by such action reflect their concern for the safety of their patrons.

Self Assessment

Fill in the blanks:

1. ..... must take into account all the elements of an event especially the type of event (circus, sporting, theatrical, concert, rally, parade, etc.), characteristics of the facility, size and demeanor of the crowd, methods of entrance, communications, crowd control, and queueing.
2. Crowd management comprises of the ..... taken to organize and manage crowds.
3. The sale of alcoholic beverages at rock concerts and other events where rowdy audiences are expected or where a high percentage of the audience will be under the ..... age for consuming alcohol can have adverse effects.

Notes

4. When various ..... rowdiness, high level of excitability - the potential for and detrimental effects of alcohol abuse become very real.

5. Even though a prohibition on alcohol sales may reduce....., many facility operators by such action reflect their concern for the safety of their patrons.

(iv) ***Roles and Responsibilities:*** The role and responsibility of those parties involved in an event should be specified in writing and known to all prior to an event.

There must be a clear understanding by all involved of the chain of command and the duties that each person is to perform. An important aid in this endeavor is an event management plan produced by the facility or promoter with the cooperation of public agencies that specifies names, duties and location of the people at the event; lines of communication; contingency plans; door opening; method of plan implementation; a checklist of personnel, equipment and procedures; expected crowd size and characteristics; and normal and emergency egress/ingress procedures.

Those with a role in planning, organizing and controlling events cooperatively must find ways to: (1) anticipate potential sources of danger in public gatherings, (2) take steps to prevent trouble when and where possible, and (3) be prepared to respond to trouble quickly and effectively when, and if, necessary.

Through laws and their enforcement, **local government** influences the character of event management by establishing building and safety codes and by determining facility capacity, seating configurations, and other related items. Government also influences an event by the manner by which it provides such services as police, waste collection and traffic control.

The **role of police** at events is to enforce laws and to manage crowds on or adjoining public property in cooperation and with the necessary support of the facility operator and/or event promoter.

The **Fire Division** is responsible for making unscheduled and routine inspections of facilities to enforce local fire and building codes. It also has the responsibility of citing a facility operator or patron for violation of safety laws. Their authority to require safe exiting conditions, as well as to enforce capacity and safety regulations, and their relationship to other personnel should be clearly defined in advance. Fire personnel, like other appropriate city personnel, should be involved in the advance planning of an event to assure an acceptable level of compliance with fire and life safety codes.

Next to local government, facility management has the most influence on crowd safety and on the activities of promoters and entertainers. No matter how a contract between a **facility** and promoter is written, local facility management must acknowledge and accept its obligation for the safety of the community that it serves. **Facility management** has primary responsibility for assuring safe conditions in compliance with applicable statutes and reasonable standards. That responsibility also requires cooperative efforts with law enforcement and other event managers. Law enforcement officials can take over direction and control in emergencies, but that should not dilute management responsibility for taking all reasonable steps to assure that emergencies don't happen.

The establishment of house rules and the strict enforcement of those rules and local laws determine how the patrons, promoters, and the entertainers will behave.

Many facilities train their crowd management personnel and provide orientation manuals for staff and security. These manuals describe audience characteristics, problem areas, staff functions, house rules, and emergency plans and facility layouts. They deal will types and levels of security and familiarize personnel with management objectives.

Notes

Notes The **promoter** is the broker between the entertainer and the facility and plays a critical role in preparation of contracts. The promoter obtains the use of the desired facility, prepares appropriate contracts between facility and entertainer, arranges for event promotion and ticket sales, and pays for security requirements. The promoter is also likely to pay the taxes on the entertainers' profits and may even arrange to provide the entertainers' meals and snacks. Promoters are paid by the performers to organize the event and most often work independently of facilities.

The promoter's responsibilities are to coordinate all aspects of an event with facility and government officials to assure that an event complies with local safety laws. Promoters often prepare their own event management plan for an event, listing personnel responsibilities and an event timetable, and usually share this material with the other parties in an event.

Task What are the various responsibilities of a promoter?

Entertainers have varying degrees of influence over the promotion and execution of their performances. The most popular can often demand a certain type of seating, determine the audience size, within the legal capacity of a facility, set ticket prices and promotional arrangements, and stipulate when the doors will be open prior to their show.

Most entertainers realize the influence they maintain over their audiences and do not exploit it. With their support, a facility is better able to discourage open flames, blocking aisles, use of fireworks, drug and alcohol abuse, etc. There are, however, those who will intentionally and irresponsibility incite their audiences to a level of behavior where fighting, vandalism, or rowdyism may occur. If this happens the performers must be held fully accountable for their actions.

Some **private police** are commissioned by the Police Chief and employed by private businesses or individuals. Some private police are hired to perform security functions but are not commissioned. Whether commissioned or not, their authority is limited to the premises of their employer. Although there are similarities between public law enforcement officers and private police, there is a fundamental difference: the law enforcement officer has more extensive authority, responsibility and training.

In additional to seating patrons, an **usher's** duties include enforcing of house rules, maintaining order, reporting security problems to private police or others, keeping people out of the aisles, and enforcing open flame and smoking regulations.

Caution The law enforcement officer has more extensive authority, responsibility and training.

Ushers should remain at their posts until and event is completed.

Peer, or **Tee-Shirt security** is a product of rock concerts. Hired by promoters to protect the stage area, screen patrons for contraband and to do other special assignments, peer security personnel are people of similar age and background to the patrons and, therefore, presumably have good rapport with them. Peer security can also serve as an effective buffer or mediator between uniformed security and patrons in tense situations. They are usually recognizable by the specially designed tee-shirts that they wear. The Spectrum, in

Notes

Philadelphia, has departed from this casual look of peer security and supplies specially designed outfits for their own youthful security personnel.

In a crowd, **patrons** should always be aware of the possible effect of their actions on the safety of the whole group. An audience's tolerance of abusive actions further jeopardizes its own safety.

Responsible patrons will acquaint themselves with local laws and facility house rules and should not hesitate to report situations that threaten their safety to the facility management, promoter and/or the media. In many instances, the pressure of public opinion is the best regulator of private industry.

(v) ***Tickets:*** By using computer technology and standardized ticket design, we can sell tickets to an event at both local and non-local sites for the convenience. The elimination of festival seating and restrictions on general admission seating may have unexpected repercussions at ticket outlets, especially for "superstar" performances. While reserved seating largely removes the factors which cause early and overwhelming crowds to gather hours before an event, reserved seating can instead result in the early gathering of large crowds at ticket outlets who have come to purchase tickets for the limited prime seating areas. These factors can cause problems and difficulties for ticket outlets. To help relieve this problem, two options are suggested: (1) The actual date, time and location that the tickets are to go on sale should not be announced prior to the time that tickets are released for sale. (2) When the demand for tickets is expected to exceed the available seating capacity, a mail order system of ticket sales should be implemented.

Did u know? Pushing, fighting, spreading rumors, the use of firecrackers or projectiles all can cause severe repercussions that the instigator may never have considered.

(vi) ***Queueing:*** Whenever large crowds gather for the purpose of peaceably entering an area it is vital that the processing of those people be organized, orderly and disciplined, and, if ticket taking is going to take place, that it be coordinated with the queueing of patrons.

There are two major types of queues, linear and bulk, as described by pedestrian planner Dr. John Fruin in his book entitled Pedestrian Planning and Design. In linear queueing people line up in single file. In a bulk queueing there are no defined lines, but simply a large amorphous mass.

Many facility in cooperation with law enforcement agencies queue their patrons in zig-zag lines, around buildings, and on sidewalks. Often queues are further organized by metering (when sections of a queue enter a facility in a measured and regulated manner). In this way, patrons can claim a particular space, feel less anxious about their ability to enter in an orderly fashion and can judge better the length of time it will take them to enter, as they progress in a line. Using a queue means having control over a large crowd. It also prevents the potential hazard of a mob craze-the sense of urgency causing a rush toward an entry point. This sense of urgency or anxiety is the crucial factor that must be removed. The type of queueing to be used, along with the other procedures, like metering must be planned in order to minimize the potential for crowd disorders outside of a facility.

(vii) ***Contraband Screening:*** Searching patrons for contraband has become increasingly prevalent. Pre-admission screening is a reasonable preventive measure to prohibit or reduce such items as weapons, dangerous objects, alcohol, drugs and other undesirable objects and substances from being introduced on to the premises. City Council should specify by ordinance contraband materials not allowable at major events and also require the contraband prohibition to be posted at the event and on tickets.

Notes

Legal considerations suggest that the screening of patrons for contraband is best performed by private security and not public law enforcement officers.

(viii) ***Crowd Management Planning:*** Safety aspects at facilities are routinely inspected by the Fire Division and Building Department to assure their compliance with City regulations. The adherence to numerous City codes is pivotal to providing safe environment for the public. What is needed beyond that is a method for assessing a facility management's or an event promoter's preparedness to accommodate its patrons safety. The City should require crowd management plans of all facilities and/or event promoters contemplating hosting or sponsoring events attracting no. of people. These plans should be prepared in writing and presented to the City for public filing. Plans could be written for categories of events and, when necessary, for specific events. The format and requirements of a plan should be determined by the City, facility operators, private security, promoters and other concerned parties.

A copy of a facility's crowd management plan should be on file with the City and accessible to the public so they may understand what kind of crowd management to expect. The required filing of a plan will make it difficult for complacency to return to the issue of crowd safety.

Self Assessment

Fill in the blanks:

6. Through laws and their enforcement, ... **government** influences the character of event management by establishing building and safety codes and by determining facility capacity, seating configurations, and other related items.
7. Government also influences an event by the manner by which it provides such services as police, ... and traffic control.
8. The ..... at events is to enforce laws and to manage crowds on or adjoining public property in cooperation and with the necessary support of the facility operator and/or event promoter.
9. The ..... is responsible for making unscheduled and routine inspections of facilities to enforce local fire and building codes.
10. ....., like other appropriate city personnel, should be involved in the advance planning of an event to assure an acceptable level of compliance with fire and life safety codes.

12.2 Crowd in Panic

Let's first have discussion over how does crowd is a panic. Crowds like individuals, display various types of personality traits. Individual tribulations can create stress and may lead to disastrous outcomes if handled incorrectly. In addition, crowd problems can create chaos and danger if not taken seriously and dealt with appropriately.

Imagine attending a public event, such as a professional soccer game. You know there will be a large volume of people congregating at the stadium. However, you do not foresee any danger as part of the crowd. Your adrenaline rushes as you watch the game with excitement, and everything seems to be sound. Then suddenly, you sense a disturbance among the people around you. Before you can rationalize your perceptions, you feel a push from behind and in an instant you're lying on the ground face pressed into the dirt. You use all your strength in an attempt to stand up again, but the crowd does not notice or care to help with your struggle.

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Instead they proceed to trample on your helpless body to save their own lives. You begin to panic. Then you come to the realization that the area has succumbed to pandemonium. You are presently meaningless in the current environment.

Panic is a problematic issue pertaining to crowds and can be extremely disruptive. When one is faced with the situation of a crowd out of control, it is important to be aware of the potential risks involved with crowds. Also, a strong background in crowd management issues is essential to understand the logistics of large gatherings.

12.2.1 Causes of Panic

The first step in preventing crowd panic is to be aware of the causes. Some of the main triggers include:

Fire - Fire can be deadly and if the necessary escape procedures are ambiguous and/or not easy to follow, panic is inevitable.

Emotional Instability - A simple fight that becomes uncontrollable could cause insecurity within a specific area in the environment.

Fear - Fear of endangerment or harm can arise from emotions related to panic and may lead to deadly consequences.

Anger/violence - Violence is foreseeable when feelings of anger or rage take over a crowd.

Spatial limitations - In an attempt to escape a dangerous situation, there must be an allotted amount of space for every person to egress the facility safely. Otherwise, people could be trampled or may suffer from suffocation.

Demographics - Specific locations or groups of people cause crisis events. The nature of the event creates an environment for possible disruptive behaviors. Such as demonstrations that by nature of the emotional environment can develop into situations.

12.2.2 Environmental Impact

Panic becomes uncontrollable due to environmental factors. Location of public events is vital, and all aspects pertaining to the environment must be carefully analyzed. Most importantly the setting is to be safe. People are to feel comfortable as "a comfortable crowd is a happy crowd and a happy crowd is often a safer crowd". Creating a secure heaven when they are on the site avoids negative feelings and disorderly behavior.

Layout is another important factor. Facility design is critical in crowd management. The key is a proper access route into and out of the complex to prevent accidents and crowd panic. One step in planning ahead is ensuring the circulation system's primary goal is to save lives. Every possible route or exit out of the building must be adequately dimensioned so that everyone can egress the building safely.

Structural composition is another environmental impact of panic. Each facility has a limit on the number of people who can fit inside at one time. If the maximum capacity is exceeded there is a greater risk of crowd danger, because the architectural implementation was not designed for additional weight of overcrowding. Also, the size of the building should accommodate the estimated number of people occupying the allotted space who will attend its anticipated events.

People may feel keen about joining a crowd for security. When someone is part of a crowd their own morals and belief system may shut down because they focus their thoughts on energy on the leader of the group. Individuals may join a crowd for excitement or in search of an adventure. People tend to forget they are individuals and believe they are immune to consequences when

participating amongst a crowd. As a result, they may partake in deviant behaviors. This type of behavior where people abandon their norms and act similar to the rest of the crowd is labeled de-individuation.

12.2.3 Problematic Differences

The problematic differences relate to types of crowds. Crowds are diverse just as individuals display various types of personality traits. The overall crowd consists of smaller crowds. At a stadium there may be a group of women, men, children, and/or a group of disabled persons. The goal in creating a safe event is to consider these differences. In "Understanding and Planning for Different Spectator Crowds," Alexander E. Berlonghi discusses four types of crowds:

- ***Ambulatory Crowd*** – People walk in and out of or to and from a venue. (*Example:* carnival or trade show)
- ***Crowd of Spectators*** – People are present to watch an event, not to communicate with each other. (*Example:* football game or concert)
- ***Participatory Crowds*** – People are involved with the activity. (*Example:* volunteers come on stage to perform with clown)
- ***Expressive or Revelous Crowds*** – People have an emotional release. (*Example:* cheering or dancing)

12.3 Evacuation

Evacuation is the immediate and rapid movement of people away from the threat or actual occurrence of a hazard.

12.3.1 Reasons for Evacuation

Evacuations may be carried out before, during or after natural disasters such as:

- eruptions of volcanoes,
- cyclones
- floods,
- hurricanes,
- earthquakes
- tsunamis or
- bushfire

Other reasons include:

- military attacks,
- industrial accidents,
- chemical spill
- nuclear accident
- traffic accidents, including train or aviation accidents,
- fire,
- bombings,

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- terrorist attacks
- military battles
- structural failure
- viral outbreak

12.3.2 Evacuation Techniques

Evaluating the plan and design will identify any flaws. For preparation, examine the techniques and procedures and try to solve any possible conflicts that could arise. In addition, ensure it is approved by the fire marshal and aim to create liaison with fireman and police officials.

Did u know? Having a formal crowd management plan is equally as important as compliance with safety regulations.

12.3.3 Evacuation Team

Floor Monitor: Supervises and ensures fast and controlled movement of individuals on his floor.

Stairwell Monitor: Movement from floor to monitored evacuation stairway.

12.4 Emergency Evacuation

Emergency evacuation is the immediate and rapid movement of people away from the threat or actual occurrence of a hazard. Examples range from the small scale evacuation of a building due to a bomb threat or fire to the large scale evacuation of a district because of a flood, bombardment or approaching weather system. In situations involving hazardous materials or possible contamination, evacuees may be decontaminated prior to being transported out of the contaminated area.

12.4.1 Planning

Emergency evacuation plans are developed to ensure the safest and most efficient evacuation time of all expected residents of a structure, city, or region. A benchmark "evacuation time" for different hazards and conditions is established. These benchmarks can be established through using best practices, regulations, or using simulations, such as modeling the flow of people in a building, to determine the benchmark. Proper planning will use multiple exits, contra-flow lanes, and special technologies to ensure full, fast and complete evacuation. Consideration for personal situations which may affect an individual's ability to evacuate. These may include alarm signals that use both aural and visual alerts. Regulations such as building codes can be used to reduce the possibility of panic by allowing individuals to process the need to self-evacuate without causing alarm. Proper planning will implement an all-hazards approach so that plans can be reused for multiple hazards that could exist.

12.4.2 Evacuation Sequence

The sequence of an evacuation can be divided into the following phases:

- detection
- decision

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- alarm
- reaction
- movement to an area of refuge or an assembly station
- transportation

The time for the first four phases is usually called pre-movement time. The particular phases are different for different objects.

Self Assessment

State whether the following statements are true or false:

11. Safety aspects at facilities are need not to be routinely inspected by the Fire Division and Building Department to assure their compliance with City regulations.
12. The adherence to numerous City codes is pivotal to providing safe environment for the public.
13. What is needed beyond that is a method for assessing a facility management's or an event promoter's preparedness to accommodate its patrons safety.
14. The City should require crowd management plans of all facilities and/or event promoters contemplating hosting or sponsoring events attracting no. of people.
15. Plans could be written for categories of events and, when necessary, for specific events.

Case Study

In Case of Emergency: A Case Study on Evacuation Procedures for a Student with a Mobility Impairment

Background

Dan is a sophomore living on the fourth floor of Johnson Hall. He has paraplegia and uses a wheelchair.

Access Issue

Dan had a concern about a recent fire drill that occurred in his residence hall. On the night of the drill, he was not notified. He saw the flashing signs and heard the alarm and assumed it was an actual fire. He was distressed because during the entire drill, no one came to assist him. When he reported his concerns to dorm staff, they showed little interest.

Solution

Dan called his counselor at the disabled student services office and explained the situation and his concerns. The disabled student services counselor contacted the residence hall director to inquire about the residence hall procedures for a fire drill. There were no evacuation policies or procedures in place. The disabled student services counselor worked with the campus housing office and the residence hall director to establish a policy that required the identification of a common area on each floor where people with disabilities should gather in case of an emergency and to establish evacuation procedures to protect the students. All of the residence assistants, as well as the local police and fire authorities, were informed of this policy and procedure.

Contd....

Notes

Conclusions

This case study illustrates the following:

1. Emergency and evacuation procedures for students with disabilities need to be established in residence halls and other campus buildings in conjunction with local police and fire departments.
2. Housing staff should be informed about residence hall emergency and fire evacuation procedures.
3. Students with disabilities should be familiar with campus emergency and evacuation routes and procedures and make their specific needs known to appropriate housing staff.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from the given case study?
3. Write own the case facts.

Source: http://www.washington.edu/accesscomputing/print.html?ID=198

12.5 Summary

- Crowd management must take into account all the elements of an event especially the type of event (circus, sporting, theatrical, concert, rally, parade, etc.), characteristics of the facility, size and demeanor of the crowd, methods of entrance, communications, crowd control, and queueing.
- It comprises of the steps taken to organize and manage crowds.
- The sale of alcoholic beverages at rock concerts and other events where rowdy audiences are expected or where a high percentage of the audience will be under the legal age for consuming alcohol can have adverse effects.
- When various conditions exist - rowdiness, high level of excitability - the potential for and detrimental effects of alcohol abuse become very real.
- Even though a prohibition on alcohol sales may reduce concession profits, many facility operators by such action reflect their concern for the safety of their patrons
- Through laws and their enforcement, **local government** influences the character of event management by establishing building and safety codes and by determining facility capacity, seating configurations, and other related items.
- Government also influences an event by the manner by which it provides such services as police, waste collection and traffic control.
- The **role of police** at events is to enforce laws and to manage crowds on or adjoining public property in cooperation and with the necessary support of the facility operator and/or event promoter.
- The **Fire Division** is responsible for making unscheduled and routine inspections of facilities to enforce local fire and building codes.
- Fire personnel, like other appropriate city personnel, should be involved in the advance planning of an event to assure an acceptable level of compliance with fire and life safety codes.
- Safety aspects at facilities are routinely inspected by the Fire Division and Building Department to assure their compliance with City regulations.

Notes

- The adherence to numerous City codes is pivotal to providing safe environment for the public.
- What is needed beyond that is a method for assessing a facility management's or an event promoter's preparedness to accommodate its patrons safety.
- The City should require crowd management plans of all facilities and/or event promoters contemplating hosting or sponsoring events attracting no. of people
- Plans could be written for categories of events and, when necessary, for specific events.

12.6 Keywords

Crowd management: It must take into account all the elements of an event especially the type of event (circus, sporting, theatrical, concert, rally, parade, etc.), characteristics of the facility, size and demeanor of the crowd, methods of entrance, communications, crowd control, and queueing.

The role of police at events: It is to enforce laws and to manage crowds on or adjoining public property in cooperation and with the necessary support of the facility operator and/or event promoter.

The Fire Division: This is responsible for making unscheduled and routine inspections of facilities to enforce local fire and building codes.

Fire personnel: These are the persons like other appropriate city personnel, should be involved in the advance planning of an event to assure an acceptable level of compliance with fire and life safety codes.

Safety aspects at facilities: These are routinely inspected by the Fire Division and Building Department to assure their compliance with City regulations.

12.7 Review Questions

1. What is meant by crowd?
2. What is crowd management?
3. What are the various ingredients of crowd management?
4. "Crowd management must take into account all the elements of an event." Discuss.
5. Explain rowdiness, high level of excitability.
6. How does government influence an event?
7. How is police helpful in controlling crowd in an event?
8. How does local government influences the character of event management?
9. What is the function of fire division?
10. Explain the safety aspects at facilities.

Answers: Self Assessment

1.	Crowd management	2.	steps
3.	legal	4.	conditions exist
5.	concession profits	6.	local
7.	waste collection	8.	role of police

Notes

9. Fire Division
10. Fire personnel
11. False
12. True
13. True
14. True
15. True

12.8 Further Readings

Books

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Notes

Unit 13: Monitoring, Control and Evaluation

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Objectives

After studying this unit, you should be able to:

- Define the term monitoring and control
- Discuss the need of monitoring and control
- Identify the elements of evaluation
- Explain the concept of evaluation

Introduction

Event Management provides the basis for operational monitoring and control, service assurance, service reporting and service improvement.

13.1 Monitoring and Controlling

Monitoring is about assessing what work has been completed for a event including costs, risks and issues.

Controls usually relate to stages in events and are established to control the delivery of the event products/outputs.

Event controls take two forms - event driven and time driven. Event driven means that the control occurs because a specific event has taken place. Time driven controls are regular progress feedbacks.

Notes

13.1.1 Purpose

Monitoring is used to oversee progress of products, outputs, and outcomes. Reporting advises the correct people at the correct time of positive and negative events, allowing for progression or remedial action as appropriate. Controls then assist with both monitoring and reporting by provision of required review points such as End Stage Assessments.

The Monitoring and Controlling process group helps to track the event progress with the purpose of ensuring event is on track to meet the event objectives, identify issues and problems, find resolutions to sort out the identified issues and issues, tracks event schedule, status, cost.

The Monitoring and Controlling process group is where event performance measurements are taken, analyzed and determine the event progress is align with the event plan. This will assist to identify the issues and problems and take corrective actions to meet the event objectives. While taking corrective actions.

13.1.2 Objectives

The objectives of the Monitoring and Controlling the event domain are as follows:

1. Measure event Performance.
2. Verify and Manage Changes to the event
3. Ensure event deliverables conform to quality standards
4. Monitor all Risks

13.1.3 Other Monitoring Informations

- Assess the risks (risk analysis: for the meeting, for individuals).
- Monitor the risk position (ongoing).
- Identify sources of information on threats and risks e.g. police, security services, websites, newspapers.
- Take appropriate measures for damage prevention and for reducing the possibility of damage.
- Undertake crisis management measures.
- Take responsibility for:
  - Identifying the responsible parties
  - Identifying and appointing responsible representatives from each party and briefing all staff who will work on site at the event.
  - Draw up measures and processes.
  - Listing all rules to cover emergency situations.
- Prepare an information flow:

  Create an action plan about who does what, and to whom to report in case of an emergency situation, looking at:
  - Other organizations who need to be included.
  - Evacuation system check.

Notes

- Ensuring a simple, manageable, efficient and panic-proof design.
- Providing it in English plus the language of the host nation.
- Staff briefing.
- Other organizations who need to be included.
- Emergency drill by the appointed responsible representatives.
- Security enhancement awareness.

A longtime veteran of the global meeting industry, Schwagermann has developed an original theory to control the outcome of events. It was recommended that the control of events take place in three phases.

1. Control the event concept in a pre-event test.
2. Control the event during the process itself during what he describes as the in between test.
3. Control the results of the event through a post-test. During this post-test, ask questions such as: Did the event satisfy the economic results and strategic communication goals?

13.2 Evaluating the Event

Evaluation is an important part of the event management process. It allows constructive criticism and feedback which helps build on improvements for other events.

The size of the event and information you have regarding your audience will determine the evaluation method used but the best option is a quick debrief shortly after the event. One should also try and receive feedback from caterers, venue staff, other parties involved,

Examples: Sponsors and media articles, as they are often useful in the event evaluation.

It is recommended to prepare a post-event report that may assist with managing future events by avoiding mistakes and building on successes. Outline anything that went wrong with the event and state why it went wrong. Recommendations for future events are also important.

Did u know? A debrief with key members of staff involved in the event is very useful and effective way to receive feedback about the success of the event.

After the event, formal written thank you letters should be issued to the speakers, sponsors and people who worked extensively on the event to show your appreciation. This is an important factor for relationship building and future activities and events for the University. Also offer informal thanks to others who have assisted (a phone call or email is always appreciated). All letters of thanks should be sent out as soon as possible following the event, usually in the week after the event.

13.2.1 Completing the Event

- Prepare post-event report. Include guest feedback, recommendations things that went wrong and a budget analysis
- Ensure formal thank you letters are issued to speakers, any VIP's who contributed to the event and all sponsors
- Issue informal messages of thanks to all staff that assisted (an email is appropriate)
- Issue post-event media release (if appropriate)

Notes

13.2.2 Event Management Checklist

1. Event Details: Event Place and Time, Event Purpose, Event Manager, Target Audience.
2. Committees Organizing Committee
3. Documentation Checklist
4. Insurance Details
5. Interim Agreements Interim Agreements Table
6. Key Stakeholders Key Stakeholder Contact List Consultation with Key Stakeholders
7. The Venue Potential Hazards Site Plan
8. Event Coordination/Management Communication Systems Information Details
9. Event Promotion Media Other Signage
10. Traffic Management Patron Access Contingency Plan
11. Emergency Management Plan Coordination Centre/Contact Emergency Medical Plan
12. Security: Type of security/Security Plan Briefing to Staff
13. First Aid Access to Equipment Trained Staff
14. Catering List of Requirements Briefing with Staff
15. Infrastructure Toilets Shelter Video/AV Telephones
16. Public Safety Lighting and Power Temporary Structures Entry and Exit Details
17. Occupational Health and Safety

These checklists can be used for evaluation purpose, on what went right and what went wrong during the course of the whole event and while winding it up.

Caution Various stages of an event should be thoroughly understood and maintained; they should not be intermixed

Notes **Return on Event**

The term Return On Event or (ROE) was coined to identify the percentage of earnings returned to an event organization sponsoring the event based on marketing efforts. The ROE is an important concept for all event marketers, regardless of event size. For example, if you are marketing a small event for 100 persons and you increase attendance by 25 percent due to your new e-marketing strategies, you may in fact not only have saved a significant amount of money but also generated a sizable net profit that may be directly attributable to this marketing activity.

By using income statement, we measure the increase in return on marketing and see how the marketing function performed as part of the overall financial analysis. To monitor, track, and measure each separate marketing functions you need to use a variety of simple but effective systems.

Did u know? The income statement shows a significant increase in total revenues in years as well as a slight increase in net income.

Notes

13.2.3 Coding

Make certain that you assign a unique code to each marketing response item.

Example: if you allow your attendees to register by mail, phone, newspaper, radio, and Internet, each marketing channel should have a separate code.

Code track each response. By identifying the response ratios from each marketing channel, you are better able to adjust your marketing efforts during the promotional period prior to the event and evaluate where to place your marketing dollars in the future. Determining the return on your event accomplishes several fundamental purposes that are critical to your future marketing success. First, you are able to track where your responses are being generated. Second, you are able to compare investment versus actual marketing performance by each channel. Third, you are able to compare return on marketing with other economic performance indicators, such as risk management, labour, and utilities, on an annual basis and determine whether or not you need to increase or reduce the budget accordingly to achieve your revenue targets in future years.

Caution Always assign a unique code to each marketing response item. There should be no duplicacy.

Self Assessment

Fill in the blanks:

1. ..... is an important part of the event management process.
2. Evaluation allows ..... criticism and feedback which helps build on improvements for other events.
3. The size of the event and information you have regarding your audience will determine the ..... used but the best option is a quick debrief shortly after the event.
4. One should also try and receive ..... from caterers, venue staff, other parties involved, for e.g. Sponsors and media articles, as they are often useful in the event evaluation.
5. It is recommended to prepare a ..... report that may assist with managing future events by avoiding mistakes and building on successes.
6. The ROE is a ..... system for evaluating marketing response.
7. Using a ..... to review marketing promotional campaigns, including ink colors, logo design, and copy, will help you fine tune your visual impressions to match the tastes of your prospective event attendees.
8. You may also wish to use ..... to determine why non-attendees refuse to accept your invitation to participate in your event offer.
9. ..... can reveal important information that will help you in marketing your event in the future.
10. A ..... may reveal that they have trouble finding a babysitter.

Notes

State whether the following statements are true or false:

11. The names collected on the registration list from the previous year's conference could be used as a basis for the mailing, or if the conference were one arranged for members of an association or professional body, then the mailings would be sent to all members and associate members as well.

12. Mailing lists can also be bought from various organisations such as chambers of commerce, publications and directories.

13. Depending on the allocated budget for promotion, brochures announcing the conference, its purpose and nature, and containing details about speakers and other arrangements could be prepared and mailed to target participants.

14. One of the other poorest ways to advertise and promote the conference is through press release.

15. professional publicist could be hired to arrange the promotion of the conference, or to act as a consultant on certain aspects of the promotion, working with employees of the company or association arranging the conference or event.

Case Study

Evaluating an Event

Bright Club is a project facilitated by the Public Engagement Unit. It brings together a cross-disciplinary network of researchers at UCL, training them and giving them a space to share their research with each other and the public.

1. Why are you doing an event?

The engagement aims of Bright Club can be mapped onto our usual matrix like this:

	Awareness	Attitudes	Skills	Empowerment
Participants (i.e. staff)	Of the need to tailor your communication style for the audience and venue		Better presentation skills	
Audience (i.e. publics)	Of the multi-disciplinary nature of research.	To be more positive towards research, researchers and Higher Education.		To encourage the audience to talk to researchers on equal footing..

2. Who is the audience?

Bright Club's audience is intended to be 20-50 year old Londoners who don't work or study at a University. We are specifically aiming for people who take part in cultural events (e.g. late-night museum openings, comedy nights, concerts) but don't take part in events organised by a University.

3. What kind of event should you do?

We talked to a group of people who organise events that successfully attract people in our defined audience, or who are involved in audience development for events. They included Rosie Tooby (Wellcome Collection - adult science events), Wes White (Attack!! - writers

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events in Bristol and London), Miriam Miller (One Green Firework - comedy events) and Emma McLean (Audiences London - audience development). They all agreed that a format that used comedians with national profile to draw an audience, and involved UCL researchers performing in a variety of ways, would attract our target audience while providing significant engagement opportunities.

4. Venues

Bright Club is held in the Wilmington Arms. This is a comedy and music club next to Exmouth Market, in Clerkenwell, London. This venue was chosen because:

- It has all the facilities required (including a sound system and bar) and expert staff to operate them;
- It has existing comedy and music audiences who might be interested in attending our events, and a reputation for high-quality events for non-academics;
- It is easy to find (on a main road) and get to (near numerous bus and tube stops);
- It is next to Exmouth Market, one of the busier parts of London nightlife on a Tuesday night;
- It is near to UCL (to help performers).

5. Marketing

Bright Club is listed in Time Out, The Evening Standard, Chortle.co.uk, Spoonfed.co.uk, and on other websites. We also use social networking to build a community of interest around the events. The Facebook group is http://www.facebook.com/group.php?gid=58748936983. We create a Facebook group for each event, and encourage performers to invite along contacts who are members of the target audience. For example: http://www.facebook.com/event.php?eid=229808486080

The Wilmington Arms advertise Bright Club by email newsletter, on their website and via MySpace. They also display posters in the weeks leading up to each event. We sometimes print a small number (500) Bright Club flyers and distribute these on other comedy clubs, and place a pile in the Wilmington Arms.

6. Running the event

Preparation for the event is in two stages:

Performers are briefed on the requirements for a successful Bright Club performance, including how to tailor their content to make it suitable for the audience. This is not in terms of dumbing down, or making light of their subject, but rather about framing it in such a way that the audience enjoy it and stay fully engaged during the performance.

Performers then gather on the afternoon of the performance to try out their acts on one another. We also take this opportunity to train performers in the use of the stage microphones that the Wilmington Arms provide (which operate very differently to lecture theatre microphones).

Each Bright Club events requires the following staff:

- ***Doorperson*** - to take money, to help audience members find seats, direct them to the toilets, help presenters find the storage area.
- ***Stage manager*** - to make sure that all technical matters are sorted out before the audience arrive. To brief presenters and make sure that they get to the stage on time. To indicate to presenters when their time is up.

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- ***Soundperson (provided by the venue)*** - to monitor microphone levels, ensure sound quality and clarity of communication.

Performers each prepare an 8-minute set, with a typical running order for the night being (all times are PM):

6.00 Stage manager, door and sound people arrive. Set up of space (we use cabaret-style seating for the front rows, then benches at the back)

6.30 Soundcheck for musical act

7.00 Soundchecks for all researchers - ensuring that technical issues are sorted out, presentations are set up on a single laptop, and the researchers are used to the stage, sound and lights

7.45 MC arrives and is briefed

8.00 Doors open

8.30 MC (professional comedian) starts

8.45 Researcher 1

8.55 Researcher 2

9.05 Researcher 3

9.15 First musical act

9.30 INTERMISSION

9.50 MC set 2

10.05 Researcher 4

10.15 Researcher 5

10.25 Researcher 6

10.35 Second musical act

10.50 Scheduled stop

11.00 Curfew

7. Evaluation

There is always a monitor/evaluator at Bright Club. She collects information in a variety of formal and informal ways:

- From the doorperson, based on the number of people they recognise (to identify how many of the audience are UCL staff, and how many are repeat visitors);
- From casual interaction with visitors, asking questions about enjoyment, perception of event, subject matter awareness;
- Formal audience monitoring, sometimes including asking all visitors if they work or study at a University;
- Observations of the event following an agreed observation schedule;
- From presenters, about what they feel they have gained from the experience.

The findings from a group of events are periodically collated and shared with the event organisers, to help improve the effectiveness of Bright Club.

Contd...

Notes

Questions:

1. "Other than the evaluation techniques mentioned in the case, how will you evaluate the whole event?"
2. Write down the case facts.

Sources: http://webcache.googleusercontent.com/search?q=cache:http://www.ucl.ac.uk/public-engagement/toolkits/event_guide

13.3 Summary

- The ROE is an important concept for all event marketers, regardless of event size.
- The overall benefits associated with marketing should not be focused solely on the economic performance of an event.
- Sticker printing can come in various shapes and sizes.
- It is very convenient to reach the members of a particular profession through taking out advertisements in trade journals, magazines and Newsletters to announce the conference some months before its date.
- Evaluation is an important part of the event management process.
- Evaluation allows constructive criticism and feedback which helps build on improvements for other events.
- The size of the event and information you have regarding your audience will determine the evaluation method used but the best option is a quick debrief shortly after the event.
- One should also try and receive feedback from caterers, venue staff, other parties involved, for e.g. Sponsors and media articles, as they are often useful in the event evaluation.
- It is recommended to prepare a post-event report that may assist with managing future events by avoiding mistakes and building on successes.
- The ROE is a quantitative system for evaluating marketing response.
- Using a focus panel to review marketing promotional campaigns, including ink colors, logo design, and copy, will help you fine tune your visual impressions to match the tastes of your prospective event attendees.
- You may also wish to use personal interviews to determine why non-attendees refuse to accept your invitation to participate in your event offer.
- Telephonic interviews can reveal important information that will help you in marketing your event in the future.
- A non-attendee may reveal that they have trouble finding a babysitter.

13.4 Keywords

Chronicle: A record of events that happened in the past, in the order in which they happened.

***Advertorial*:** An advertisement in a newspaper or magazine that looks like one of its normal articles.

ROE: The ROE is an important concept for all event marketers, regardless of event size.

***Telephonic interviews*:** This can reveal important information that will help you in marketing your event in the future.

Notes

A non-attendee: It may reveal that they have trouble finding a babysitter.

Evaluation: It allows constructive criticism and feedback which helps build on improvements for other events.

13.5 Review Questions

1. What is Monitoring?
2. What is controlling?
3. What is Evaluation?
4. What do you understand by return on event or (ROE)?
5. Explain the meaning of term coding.
6. Explain advertising through Magazines, Trade Journals and Newsletters.
7. "The overall benefits associated with marketing should not be focused solely on the economic performance of an event." Discuss.
8. What is the impact of telephonic interviews?
9. Who is non attendee?
10. What are the contents of event management checklist?
11. What do you know about ROE?

Answers: Self Assessment

1.	Evaluation	2.	Constructive
3.	evaluation method	4.	feedback
5.	post-event	6.	quantitative
7.	focus panel	8.	personal interviews
9.	Telephonic interviews	10.	non-attendee
11.	True	12.	True
13.	True	14.	False
15.	True		

13.6 Further Readings

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Unit 14: Careers in Event Management

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Objectives

After studying this unit, you should be able to:

- Know the scope of event management
- Discuss the career in event management
- Identify the various areas of event industry
- Explain the need of event institutes

Introduction

There are a number of companies hosting and organizing events on a regular basis. These range from the small time private events to the large-scale international events.

14.1 Event Management: Scope

The large scales one do happen far rarer, but then the amount of returns they churn out is far beyond expectations. However, in the past there have been events that have also resulted in losses to the hosts and sponsors for varied reasons. But then, all said and done, event management is about organization and execution, and that is precisely where the money lies. Those in the field are paid for their these services.

Notes

Did u know? An event management is about organization and execution, and that is precisely where the money lies.

Figure 14.1

Today, there a number of people, who have entered the field because they realize the potential of the market where demand and supply is concerned. In fact, the most profitable aspect of this field is the need for creativity. And that is how and where one earns.

The first thing required is to get the orders for the event. This process is also known as pitching for an event. Usually, whether it is for small time events (birthday parties and weddings), or then for the larger ones assigned by companies . The event manager/company is asked to submit a project report, with the finances involved. On the basis of this is the assignment given to them.

Example: Exhibitions, trade fairs, international concerts.

Caution The management of events calls, largely for coordination, from stage one.

14.2 Event Management Institutes

Today there are a number of institutes across the nation that provides courses in the field of event management. These event management institutes provide training and event management in India with courses such as: distance learning bachelors degree in event management, bachelor's degree event management, as well as other related event management courses.

Self Assessment

Fill in the blanks:

1. Companies ranges from the ..... events to the large-scale international events.

Notes

2. The large scales one do happen far rarer, but then the amount of returns they churn out is far.....
3. ..... have stepped into the industry and organize small and private events in their spare time.
4. There are event management companies that take on ....., who work with them on a freelance basis, as and when the need arises.
5. There is ..... in the field of event management. And the event manager jobs are ever increasing.

14.3 Careers in Event Management

Event management is a multifaceted activity. Major constituents of this profile include creativity, meticulous planning, relationship management, advertising and marketing and much more, all rolled into one seamlessly choreographed process.

Events and occasions are an integral part of human life. We simply cannot bypass them as they touch almost all aspects of our social existence. Birthday celebrations, social gatherings, engagements and weddings are events we celebrate at the personal level.

During academic years there are school events such as annual day functions, inter and intra school contests, sports day celebrations, followed by college and university level festivals. In the sphere of work, there are annual general meetings, exhibitions, marketing campaigns, conferences, product launches and brand development activities. Other events such as fashion shows, cultural programs, talent hunt shows, promotional campaigns, religious gatherings and so on also play an important role in our life.

All of us have been a part of these events from time to time. We either organise these events or take part in the show. Either ways we want these occasions to go on as per our expectations and in doing so we often seek professional help. However, we do not pay much heed to the people who assiduously put in their effort and creative talent to make these events memorable and successful. They are the event managers.

14.3.1 Qualifications

The very basic qualification to get into the realm of event management is to be a graduate in any discipline. However, one must possess certain traits that would help them go a long way in this industry.

14.3.2 Essential Skills

Following are the essential skills :

- *Public Relations:* to manage clients, their agents and a vast gamut of professionals you would meet in the line of your profession
- *Creativity:* from the germ of the concept to manage an occasion to its final delivery
- *Marketing skills:* to sell your idea to your clients in order to make their events memorable
- *Analytical ability:* you must have the knack to solve all sorts of problems and even have the foresight to anticipate unforeseen issues
- *Organizational skills:* to carefully plan for tasks for self and for the entire team
- *Networking skills:* this industry thrives on the shoulders of personal networking and you must have the ability to utilise it and expand it in your favour

Notes

- *Management skills:* ability to manage time, stress, subordinates, clients, budgeting, risks, situations and so on

Institutions that offer event management as a vocational study program are few and far between. Most of these institutes offer certificate and diploma courses. On the other hand, event management companies prefer candidates who have earned their qualification in allied fields such as a degree or a diploma in Public Relations, Tourism, Hospitality Management, Sales or Marketing.

14.3.3 Start Early

A creative aptitude and the skill to manage things meticulously are the main ingredients of getting into the event management industry.

You can start off in this direction by organising school and college events such as skits, quiz contests, cultural meets, annual day functions or sports events. For this, you need to have the acumen to select an appropriate venue for the occasion, visualise the décor and the sequence of items as they would unfold in front of the spectators. Further, you must arrange for an assortment of equipment, technicians and artists who would make the occasion successful.

A rich experience during these years plays a crucial role when you select event management as your preferred profession later on in life.

Like many other career paths, the route to a successful occupation in the event management industry is not based on the foundation of academic laurels and certifications. However, the basic survival toolkit to get into this profession is both wide and subjective.

The basic task is to plan and present an event in a novel way and that too from scratch. For this, you must possess the quality to think out of the box. Apart from ample creative juices, you ought to have good planning, marketing, budgeting, negotiation, client management, communication and leadership skills.

Further, you must have immense patience and insight to see right into the smallest details of the entire event management process and always stay focused on your project goals. Good networking skills, client management, business analytics, time management, ability to take on challenges, problem solving skills and adjusting to rapidly changing situations are some other qualities essential for this role.

14.3.4 Job Prospect

There are plenty of jobs in this industry. In spite of the current global economic slowdown, the event management industry has continued to grow in leaps and bounds. There are plenty of events: weddings, birthday parties, talent hunt and reality shows, fashion and cultural shows, academic and sports meets, religious functions, corporate events, conferences and so on.

Talented youngsters who want to leave their mark in this industry have numerous avenues. You can join an event management company or a media house that specialises in event management activities. Once you have garnered ample experience you can either start working in the capacity of a freelancer or event set up your own events business.

14.3.5 Pay Packet

The pay packet in this industry varies according to your role and responsibility. It also depends on factors such as the organisation you are working with, the type of clientele your organisation is catering to, your experience, the city where the firm is located and so on.

Notes

As a fresher in this industry, you can easily bag a pay cheque of stipulated amount per month. The remuneration goes up with your experience and area of expertise. You can earn big money working in the capacity of an expert freelancer or the owner of your own event management company.

14.3.6 Departments in an Event Managing Company

An organization that is into event management business offers numerous positions to job seekers. The following are some of the departments in a typical event managing company:

- *Public Relations* - managing a vast gamut of people ranging from clients, artists, stage performers, government officials, public and so on
- *Promotion and Marketing* - for promoting the image of the organisation and also for marketing the event to the public at large
- *Brand Development* - a talent pool that is responsible for managing client requirements pertaining to brand restructuring
- *Designing* - team of creative people who visualise and then prepare design layouts for the stage, costumes, accessories and so on
- *Administration* - department that is responsible for back office and general administrative tasks
- *Production* - team comprising of media professionals who manage the production and editing of audio video related media
- *Printing* - department that takes care of printing all sorts of marketing collaterals and promotional items

Event management has been considered as an exciting career option. In fact, few years back there were not too many event management companies, and as industry the turn over was also inappropriate. However, things began to change.

Careers in event management seem to be alluring more and more youth. In fact, even homemakers have stepped into the industry and organize small and private events in their spare time. Also, there are event management companies that take on consultants, who work with them on a freelance basis, as and when the need arises. Thus there is a lot of scope in the field of event management. And the event manager jobs are ever increasing.

Earlier one was employed and learnt the ropes of the trade on the job. But now there are vocational courses – diploma and degree in this field. These courses provide theoretical information, which then is implemented during the internship period. And on the completion of the course, one is almost like any other seasoned event manager.

Caution Today, event management seem to be alluring more and more among youth

Amongst the job openings in event management are those in the following departments :

- Visualizing concepts
- Planning
- Budgeting
- Marketing
- Organizing

Notes

- Coordinating
- Executing

Example:

One can also select areas of event specialization that include :

- Fashion shows
- Musical concerts
- Corporate seminars
- Exhibitions
- Wedding celebrations
- Theme parties
- Product launching

Task Select any area of event specialization and make diary entry on the various inclusions as mentioned above.

14.3.7 Event Management Courses Online

Online is the best medium to enhance individual's skills by means of education. If one is interested in making career in the field of event management then consider opting for online courses as it can save considerable amount of time for him/her. Talking about event management one thing can be said that this field is very vast and to enter here he does not just have to be qualified. Along with qualification he/she must has an ability to deal with different situation. This skill can be developed by gaining practical experience in the field of event management.

Below are lists of some of event management courses online:

- Event Management Planning
- The Role of the Event Manager
- Coordinating Events
- Marketing Event Principles
- Event Planning Documentation
- Event Risk Management
- Corporate Event Management
- Organizing Conferences
- Sporting Event Management
- Celebrity Events

Whether, persons are planning wedding or organizing conference, everywhere they have to accurate with their plans to make program a big success. Event management courses online can give them, basic guidance about do's and don'ts while organizing particular event. Here are

Notes

some of the lists of magazines which you can prefer to read to enhance your knowledge related to event management:

- Title Annals of Tourism Research
- Journal of Travel Research
- Museums Journal
- Countryside Focus
- Tourism Economics
- Travel Trade Gazette UK & Ireland
- Leisure Opportunities
- International Journal of Cultural Policy
- Journal of Cultural Economics
- Sport Business International

Self Assessment

Fill in the blanks:

6. ..... is the best medium to enhance individual's skills by means of education.
7. If one is interested in making career in the field of event management then consider opting for online courses as it can ..... considerable amount of time for him/her.
8. Talking about event management one thing can be said that this field is ..... and to enter here he does not just have to be qualified.
9. Event management companies work in ..... with the advertising agencies in order to effectively market the event, as well as create widespread awareness about the event.
10. ..... the event is an important aspect, which actually makes an event successful.

Notes Gone are the days when hoardings and advertisements would do the magic. Today, companies have to think out of the box in order to create widespread product awareness. This is where product launch event management comes in. The event managers, in tandem with the company launching the product have several brainstorming sessions to decide on the varied events for the launch.

Nowadays the preferred ways of launching products is through interactive events. Some companies host events wherein they invite people who have won contests and competitions held by them. Or then they host an exclusive party for their select loyal customers in order to showcase their new range. This is something done by automobile companies amongst others.

Task Gather detailed information on in-house conferences

Notes

Notes **What is Hospitality management?**

Service industry can only progress when there is proper management of work. Whatever kind of services you provide, they can be up to the mark with proper planning as well as management. Here where the need of hospitality management candidate arises. Such candidates are expert in analyzing situation and managing several tasks using intellectual strategies. Entertainment is one part of hospitality industry which includes services related to restaurants, clubs, bars, etc. Another is tourism part which includes everything that relates to accommodation.

Knowledge and effort is the perfect combination required to enter in to the field of hospitality management. Services industry is formed by the people and for the people, so here it is important for an individual to have good bunch of skills.

Beneficial Aspects of Hospitality Management

Accommodation and restaurant are not just two aspects of hospitality management. These are the broad terms which include many services such as:

- Housekeeping services
- Concierge services
- Receptionist
- Bar tenders
- Day care givers
- Lifeguards
- Waiter
- Croupiers
- Selling eatables
- Guides
- Restaurant package management
- Online services

Services are many which relates with hospitality and these are incredible part of service industry. Without good housekeeping services hotel cannot gain good reputation, similarly without good food a restaurant cannot make business. So in this way hospitality industry somewhere rules the area of management.

Along with degree one need to have interpersonal skills to deal with different people in different situation. Being aggressive will not help them to achieve success so make sure to keep self cool in every situation. Here are some of the qualities one need to have to achieve success in the field of hospitality management:

- Be positive person
- Show enthusiasm towards work
- Good command over different languages
- Capability to handle different type of people
- Good networking skills

Contd....

Notes

- Quick decision making ability
- Interpersonal skills
- Be enthusiast
- Show high spirit and passion
- Team management skill

It is highly appreciated to opt career in the field of hospitality management and achieve the fame, one is looking for, with full dignity.

Self Assessment

State whether the following statements are true or false:

11. In the present day and age, there is fewer competition to be faced by every walk of life
12. There are companies that are ever ready to walk down the risk highway and launch new products. However, in order to ensure that the launch is actually profitable, there is a lot of planning that needs to put in.
13. The launch is just about placing the product in the market, but also announcing it in an alluring manner to the consumers.
14. Conference event management exclude those that are held at a global level.
15. Essentially, there are forum for sharing all aspects of the represented community in the working arena.

Case Study

Conference and Events centre Manager: Amelia

When I saw an advert for the position of conference and events manager, I thought why not apply for it. I knew I wanted a career within this sector that furthered my organizational and management skills and this opportunity seemed perfect.

Firstly, I visited the conference centre to give me an idea of what kind of place I would be working in. This visit also gave me the opportunity to ask about the position, helping me to learn more about the role. I think this was a really positive step, as it showed the employer I was interested and able to take the initiative. After sending in my application and a rigorous interview, I was offered the job.

My role involves managing all staff, generally make sure everything is running smoothly and ensuring my customers are happy. A lot of the tasks I get involved in are emergencies, such as last minute bookings/cancellations/double bookings, etc.! I am in direct contact with our clients and contractors, and therefore have to work hard to develop good ongoing relationships.

I find the most enjoyable part of my job is the variety; after all, no two events are ever the same! I also benefit from being a part of a great team, without whom my job would be a lot more difficult. The down sides are that I have to do a lot of chasing up and nagging - I hate this, but I have strict deadlines to stick to so it must be done.

My time at university was invaluable, and although my degree subject was by no means necessary or a prerequisite for my current job, the skills I developed have helped me greatly in my career.

Contd....

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As well as building up good organisation skills through my course, I was also president of a university society, which meant I had to balance studying with extracurricular activities. This was important in developing my prioritisation skills, which are essential in my line of work.

Questions:

1. Analyze the case and interpret it.
2. What do you infer from it?
3. Write down the case facts.

Source: http://www.prospects.ac.uk/case_studies_conference_and_events_centre_manager_ameila.htm

14.4 Summary

- Companies ranges from the small time private events to the large-scale international events.
- The large scales one do happen far rarer, but then the amount of returns they churn out is far beyond expectations.
- Homemakers have stepped into the industry and organize small and private events in their spare time.
- There are event management companies that take on consultants, who work with them on a freelance basis, as and when the need arises.
- There is a lot of scope in the field of event management. And the event manager jobs are ever increasing.
- Online is the best medium to enhance individual's skills by means of education.
- If one is interested in making career in the field of event management then consider opting for online courses as it can save considerable amount of time for him/her.
- Talking about event management one thing can be said that this field is very vast and to enter here he does not just have to be qualified.
- Event management companies work in tandem with the advertising agencies in order to effectively market the event, as well as create widespread awareness about the event.
- Advertising the event is an important aspect, which actually makes an event successful.
- In the present day and age, there is much competition to be faced by every walk of life.
- There are companies that are ever ready to walk down the risk highway and launch new products.
- In order to ensure that the launch is actually profitable, there is a lot of planning that needs to put in.
- The launch is not just about placing the product in the market, but also announcing it in an alluring manner to the consumers.
- Conference event management also includes those that are held at a global level.
- Essentially, there are forum for sharing all aspects of the represented community in the working arena.

Notes

14.5 Keywords

***Event management companies*:** They work in tandem with the advertising agencies in order to effectively market the event, as well as create widespread awareness about the event.

Advertising the event: This is an important aspect, which actually makes an event successful

***Conference event management*:** It includes those that are held at a global level.

Companies' ranges : They ranges from the small time private events to the large-scale international events.

Homemakers: They have stepped into the industry and organize small and private events in their spare time.

Role of Online in event career: This is the best medium to enhance individual's skills by means of education.

14.6 Review Questions

1. What is meant by event management?
2. Discuss the present status of event management.
3. What is the career scope of event management?
4. How does companies ranges in event management?
5. What are the various functions of event management companies on the basis of various levels?
6. How does homemakers stepped into event industry?
7. What is event management industry?
8. "Online is the best medium to enhance individual's skills by means of education." Discuss.
9. "There are forum for sharing all aspects of the represented community in the working arena." Discuss.

10 What are the various cases of application for event management?

Answers: Self Assessment

1.	small time private	2.	beyond expectations
3.	Homemakers	4.	Consultants
5.	a lot of scope	6.	Online
7.	save	8.	very vast
9.	tandem	10.	Advertising
11.	False	12.	True
13.	False	14.	False
15.	True		

14.7 Further Readings

Notes

Books

Allen, J. (2000). Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events. Toronto, Ontario, Canada: Wiley.

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