Festival and Special Event Management

FESTIVAL AND SPECIAL EVENT MANAGEMENT

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EDITORIAL BOARD

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HOW TO USE THE BOOK

This book has been divided into many chapters. Chapter gives the motivation for this book and the use of templates. The text is presented in the simplest language. Each paragraph has been arranged under a suitable heading for easy retention of concept. Keywords are the words that academics use to reveal the internal structure of an author's reasoning. Review questions at the end of each chapter ask students to review or explain the concepts. References provides the reader an additional source through which he/she can obtain more information regarding the topic.

LEARNING OBJECTIVES

See what you are going to cover and what you should already know at the start of each chapter

ABOUT THIS CHAPTER

An introduction is a beginning of section which states the purpose and goals of the topics which are discussed in the chapter. It also starts the topics in brief.

REMEMBER

This revitalizes a must read information of the topic.

KEYWORDS

This section contains some important definitions that are discussed in the chapter. A keyword is an index entry that identifies a specific record or document. It also gives the extra information to the reader and an easy way to remember the word definition.
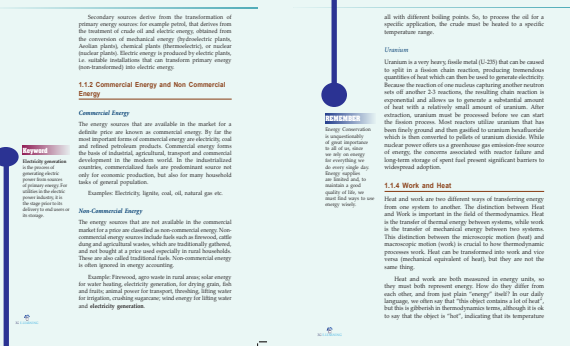
DID YOU KNOW?

This section equip readers the interesting facts and figures of the topic.

EXAMPLE

The book cabinets' examples to illustrate specific ideas in each chapter.

ROLE MODEL

A biography of someone who has/had acquired remarkable success in their respective field as Role Models are important because they give us the ability to imagine our future selves.

CASE STUDY

This reveals what students need to create and provide an opportunity for the development of key skills such as communication, group working and problem solving.

MULTIPLE CHOICE QUESTIONS

This is given to the students for progress check at the end of each chapter.

REVIEW QUESTIONS

This section is to analyze the knowledge and ability of the reader.

REFERENCES

References refer those books which discuss the topics given in the chapters in almost same manner.

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PREFACE

Festivals are an expressive way to celebrate glorious heritage, culture and traditions. They are meant to rejoice special moments and emotions in our lives with our loved ones. They play an important role to add structure to our social lives, and connect us with our families and backgrounds. Celebrating events and festivals in our school has become an integral part of learning and building a strong cultural belief. Such celebrations bring the students closer to each other's traditions and cultural beliefs and develop respect and understanding for each other's customs and traditions. Globally the business of special events has grown to enormous proportions and now represents a significant contribution to the tourism industry. Festivals and special events have been and will continue to be an important medium for nonprofit and public organizations to carry out their missions, and to be a catalyst for community development. This book looks at the central role of events management in the cultural, tourism and arts industries.

Organization of the Book

This introductory book presents a comprehensive overview of the theory and procedures associated with managing festivals and special events. The role of marketing and communication, environmental planning, the increasing role of governments over the creation of event strategies, and the different outlooks of event management are all discussed.

Chapter 1 presents an introduction to special events. A special event is a sporting, cultural, business or other type of unique activity, occurring for a limited or fixed duration and presented to a live audience, that impact on, the public realm. It usually occurs on the public realm but sometimes can 'spill over' from private property.

Chapter 2 focuses on the Strategic planning and function. The purpose of strategic planning is to set overall goals for your business and to develop a

plan to achieve them. It involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be.

Chapter 3 focuses on project management for events. There has been a rapid growth in the number of events and festivals delivered since the 1980s and in relation to this an increase in the number of institutions offering events management programs to both undergraduate and postgraduate students.

Chapter 4 focuses on financial management for events. Business concern needs finance to meet their requirements in the economic world. Any kind of business activity depends on the finance. Hence, it is called as lifeblood of business organization. Whether the business concerns are big or small, they need finance to fulfill their business activities.

Chapter 5 highlights on human resource management for events. However large or small an event is human resources play a vital role in the success of the occasion. Many people underestimate just how much people power they need to organize an event and the many factors that need to be put together with meticulous timing and planning.

Chapter 6 focuses on successful event marketing and promotion plan. It highlights the important factors and their participation in a successful event marketing.

Chapter 7 covers about the integrated marketing communication for events. Marketing of Products, Services and Events has started posing much challenges to marketers because of a saturated market condition, overwhelming availability of substitutes and the diminishing opportunities for differentiation.

CHAPTER 1

AN INTRODUCTION TO SPECIAL EVENTS

"The purpose of event management is to create a client who creates other clients."

-Amit Kalantri

INTRODUCTION

A special event is a sporting, cultural, business or other type of unique activity, occurring for a limited or fixed duration (one-time, annual) and presented to a live audience, that impact on, the public realm. It usually occurs on the public realm but sometimes can 'spill over' from private property.

By definition, a special event is a gathering of human beings, generally lasting from a few hours to a few days, and designed to celebrate, honor, sell, teach about, or observe human endeavors. A special event is a unique moment in time celebrated with ceremony and ritual to satisfy specific needs. Getz on the other hand offers two definitions, from each of the event organizers and the guest's point of view, respectively:

■   'A special event is a one-time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body.'

■   'To the customer or guest, a special event is an opportunity for a leisure, social, or cultural experience outside the normal range of choices or beyond everyday experience.'

All are equally valid in defining special events as essentially unique and memorable times for people. Often these events are as simple as a birthday party for a child, requiring a few hours – albeit perhaps exasperating hours – of a mother's time to organize. Others – the ones with which we will be concerned– are very large and complex and requiring not just one person but an entire team of specialists to organize.

1.1 EVENT – DEFINITION, NEED AND IMPORTANCE

Events create opportunities for people to connect with an area, spend time together, celebrate and experience the diversity of cultures and foster creativity and innovation. They allow a community to come alive and provide an opportunity for a destination to showcase its tourism experience and increase economic activity. Events contribute significantly to community building, lifestyle and leisure enhancement, cultural development, **tourism promotion** and increased visitation, volunteer participation,

3G E-LEARNING

fundraising and economic development. Most importantly, events create a sense of fun and vibrancy, resulting in a strong sense of community connectivity, pride and a sense of place.

There is no single universally accepted definition of event. Many authors have discussed the definition of events and the various terms used to describe them. However, there is only limited agreement on standardized terms across the various researches

1.1.1 Need and Importance of Events

The purpose of the event should drive all the planning.

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.

Keyword

Tourism promotion means activities and expenditures designed to increase tourism, including but not limited to advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists; developing strategies to expand tourism; operating tourism promotion agencies; and funding marketing of special events and festivals designed to attract tourists.

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 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.

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

■   To inform and educate the community about a cause

■   To obtain media coverage for an activity or organization

■   To raise funds

■   To celebrate a community's strength and cohesiveness

■   An awards or presentation ceremony

1.1.2 Benefits Of Events

The potential benefits of hosting major events from the perspective of the visitor economy include:

■   Structural expansion of the visitor economy: Visitors coming to a city or region for an event will contribute to a more buoyant economy, with visitor expenditure having a multiplier effect on incomes throughout related supply

chains. With the multiplier effect the host destination shall benefit in terms of employment, income and better standards of living.

■ Alignment of tourism with other strategies: The requirements of hosting a major event can be used to, promote an integrated whole-of government approach, and maximize synergies between relevant development and growth infrastructures constructed for events are one of the most visible lasting legacies for a host city or region and can have real impacts for tourism growth.

■ Marketing and promotion: Pre-event branding associated with the successful hosting of a major event, can provide lasting recognition of destination branding in key tourism markets, encourage return visitation of attendees or participants, and a better understanding of the focus of the event such as sport, arts and culture, food and wine, etc.

■ Environmental impacts: The international focus often associated with major events can help to prioritise work on an often under-developed or neglected built environment and therefore the attractiveness and competitiveness of destinations. In addition, ensuring that events are managed in an environmentally friendly manner is also becoming a high priority in terms of branding.

A positive legacy can encourage community and stakeholder support for an event, represent a tangible return on investment, or justification for public expenditure. However, to achieve a positive result requires strategic planning well in advance of the event, adoption of a long-term perspective and evaluation throughout the event lifecycle, from inception through to the post-event period. Any infrastructure development needs to be built with long-term use as the priority, and ideally with funding and resources earmarked for the post-games period

1.2 REASONS FOR SPECIAL EVENTS

A special event can be defined as any event where a large number of people are brought together to watch or participate. A Special Event is an outdoor event held on public or private property. There are many different types of special events; some examples include parades, festivals, and concerts, block parties, etc.

There are four purposes for special events: celebration, education, marketing, and reunion. While these purposes do indeed encompass much of what we do today in events and present an excellent starting point, upon reflection there appear to be deeper reasons behind most events, particularly historical ones, which in some cases were very clearly non-celebratory in nature. Organizers of any modern-day event would do well to first understand which of these reasons is the primary one for their event.

Religious

Noted Anthropologist Victor Turner states, 'the major genres of cultural performance and narration not only originate in the social drama but also continue to draw meaning and force from the social drama.' By 'social drama,' Turner means the actions of everyday life. In his interpretation, performance is a reflection of what goes on in everyday life. In ancient times, this meant that the success or failure of crops and the health or sickness of individuals were, to the people of the day, almost entirely dependent on gods, shamans, or benevolent kings who had 'direct contact' with the gods. Thus, their special

DID YOU KNOW

Events present substantial liability risk to organizers and venues. Consequently, most venues require the organizers to obtain blanket or event-specific general liability insurance of an amount not less than $1,000,000 per occurrence and $2,000,000 aggregate, which is the industry standard.

REMEMBER

Event greening should start at the inception of the project, and should involve all the key role players, such as clients, organizers, venues, sub-contractors, and suppliers.

events centered on ritualistic ceremonies designed to appeal to the gods. This was undoubtedly the prime reason for special events in early times. An obvious example in this regard is the ancient Olympics, which began as a religious festival to honor the principal Greek god Zeus.

Even today, religion continues to be one of the reasons for some special events, particularly the affirmation of life events: baptism and confirmation in the Christian religion, bar and bat mitzvahs in Judaism, marriages in all religions, and funerals or memorial services in all societies. Others, like Christmas or Easter events, while certainly extremely important for the believers, are tied more too commercial rather than religious reasons for nonbelievers. An underlying reason behind some historical religious events has also been to preserve the inter-relationship of king and priest classes (e.g. ancient Egypt), or to affirm the communicative abilities of ancient kings withthe gods (e.g. Mayans). Today, the reason is still present in large international religions such as Catholicism that preserve strong ties with a central governing church authority through regulated, common ritual.

Political

Throughout history, politics has been a prime reason for holding special events, in most cases to demonstrate the power of the ruler or ruling class. In ancient times, there are countless examples: military victory parades; gladiatorial combat in the Roman empire designed for public amusement but sanctioned by the Emperor; the public erection ceremonies of memorial monuments by ancient kings (e.g. Mayans, Chinese,

and Egyptians); and even public executions right up to the early 20th century in some countries.
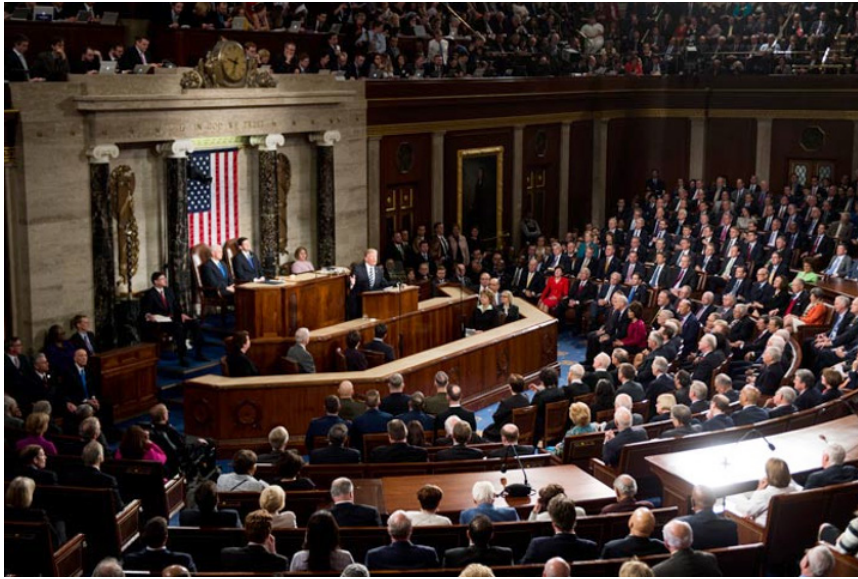
Today, politics does not play as large a part in special events; however, it is still present all over the world. Certainly, presidential inauguration ceremonies and coronations are major special events with considerable organizing and planning involved. Political party fundraising dinners and events are obviously political in nature. Not so obvious are other events that have political motivation as the primary, but more subtle reason. An example here might be a dinner organized by a Chamber of Commerce at which the guest speaker is a provincial premier or state governor purportedly speaking about the future business potential for the region. The underlying reason for the event is not the desire of the Chamber of Commerce to communicate good news about business. The reason is to put the premier or governor in a favorable light so that the business community will support him or her in the next election, a political reason.

Social

Reaffirming one's status and membership in social groups has been a reason for special events for at least as long as religion and ritual. As postulated by Turner, performance reflects the social drama. Nowhere was this more apparent than in ancient Roman Theater where seating placement and the way spectators acted was a reflection of Roman society in general. As Parker states, 'The theater thus provided a specific place and time for all the dramas of Roman society to be played out, with a full cast of characters, to a complete and representative audience. The Roman consciously used the

theater as an embodiment of Rome.' Of course, the theater was not always the venue, and today social events continue with celebrations of common cultural and community ties, including not only some of the life milestone events already mentioned, but also reunions, graduations, and public, non-profit cultural festivals. Examples of these abound, from small community picnics on a national holiday to mega-events such as the annual Carnival in Rio de Janeiro.

Educational

One of the most important historical reasons for special events has long been educational. With literacy rates often almost non-existent in ancient societies, special events provided the only means of educating the populace about their own history and also instructing them about the inherent dangers of not vowing loyalty to the governing body or individual or following the approved societal norms (also a political reason). In comparing Aztec ritual human sacrifices to gladiatorial combat in ancient Rome, Futrell states, 'For the rulers of the Mexica, Huitzilopochtli's power was a divine parallel to their temporal authority, the hearts of the victims analogous to the tribute demanded by the empire. In addition to the autocratic political rhetoric of the ideology, Aztec rulers manipulated the rituals themselves for political purposes, using the spectacle and blood as a means of impressing, and implicitly threatening, rivals with the power of Huitzilopochtli and the state identified with this deity. For example, Moctezuma II invited enemy leaders to his inaugural celebrations in which the best of their warriors were slaughtered by the thousands, surely a powerful object lesson for those concerned.'

Another example lies in the tradition of 'Potlatch' from the northwest coast native peoples in North America, that was traditionally held to celebrate such events as marriages, the opening of a 'Big House,' the succession of a chief, the raising of a totem pole, and others. Relying on oral and visual history for passing on information to friends, neighbors, and future generations, the Potlatch event was central to their culture. One of the main purposes of the Potlatch was to enlist the support of attendees or 'witnesses' who would be able to validate this history. 'Everyone present is considered to be a Witness, responsible to stay throughout the Potlatch, to hear, understand, and remember the proceedings. The entire community, including children, validates the claim of the Potlatch.

In recent times, education as a reason for events has taken on a different context. With the 20th century came improved transportation and **communication technology**, thus allowing easier movement of people and information within nations and between continents. This lead in turn to the growth of conferences and trade shows that had as their main reason the exchange or presentation of knowledge, in other words an educational reason, but in different form. Scientific, medical, and industry-specific conferences and trade shows have resulted in a burgeoning meetings industry that is worldwide.

Keyword

Communication technology is the transfer of messages (information) among people and/or machines through the use of technology. This processing of information can help people make decisions, solve problems, and control machines.

Commercial

Due to technological advances in the 20th century, such as air transportation and the Internet in addition to other influences like the cult of celebrity worship, movies, and mass-appeal entertainment, the primary reason for holding special events has now become almost completely commercial.

When considered, almost every event nowadays comes back to having the primary reason for its existence as commercial. An incentive theme night does not have socializing as a primary reason; it has selling the company products as the reason. A Grand Prix auto race event does not have as its primary reason the competition to see who the best driver is; it is there to sell the sponsors' products, whether they are the event sponsor or the individual driver sponsors. A charitable fundraising event put on by a city business mogul is not there as pure philanthropy, no matter what the organizer may argue; it is there to advance the image and hence the sales of the organizer's products or services. A Santa Claus parade is not created for the good of the children; it is created for the good of the sponsors. These are but a minute sample from our industry.

The key point about understanding the underlying reasons for special events, especially commercial, is that it can affect how an event is organized and produced, especially in the choice of resources such as entertainment, décor, and visual presentations.

A producer who has been tasked with finding entertainment for a business leader's fundraising event might recommend featuring the leader in a scripted spoken presentation in order to portray that person in a favorable light and give him or her more exposure. If the underlying reason of commercialism were not known, this opportunity might be passed up. An incentive dinner for a corporation's top sales people might, instead of just having buffet stations with interactive entertainment, incorporate some symbols of the company or its products as part of the entertainment, such as souvenir sheets with the company logo or reference to its products on them drawn by a caricaturist, or small products as part of a magician's close-up magic. A post-Grand Prix race drivers' dinner for the media and VIPs might feature an original song or song parody about the race sponsor especially written and sung by a celebrity performer. A souvenir CD handed to all attendees would make this a lasting memory and enhance the image of the sponsor. While some of these may seem obvious, the intent is to emphasize how important it is for producers to dig deeply in order to understand the primary underlying reasons for any event.

1.3 THE PLAYERS

Because the event industry is so young, terminology is still developing and the titles of 'industry players' often overlap. This leads to confusion and it is one of the general intentions to help dispel this confusion.

1.3.1 Event Manager

This person is the delegated representative of an entity that holds overall ultimate responsibility for the event. This 'entity' could be the owner of the event, such as a company, city, non-profit organization (e.g. trade show, charity, festival, association), or an individual. Usually, the event manager further delegates or sub-contracts other specialists in the areas needed to accomplish the event (e.g. to an event producer). The event manager term is most often used in larger events, such as festivals, or large event marketing events such as major sporting events (e.g. Grand Prix races, Super Bowl, etc.).

1.3.2 Event Planner

This term is sometimes used interchangeably with event manager but tends to refer to a person who plans smaller and more private events such as dinners, weddings, reunions, and similar gatherings. Frequently this is an individual operating independently, and not a company.

1.3.3 Event Coordinator

The term coordinator is sometimes used interchangeably with event manager and event planner, but tends to refer to an individual employed by a larger organization or a venue, who is responsible for bringing together all the event participants to ensure they are working toward the same goal. This person is usually not responsible for the creative side or supplier sourcing, but more for simple coordination duties. Examples can be found in convention centers and arenas that employ event coordinators to liaise with all parties engaged in creating an event.

1.3.4 Event Producer

The term 'event producer' is another one that might be used interchangeably with event manager and event planner, but most often refers to the person responsible for coordinating and executing – and occasionally assisting with creating – the event, particularly the technical side that involves design, scheduling, staging, sound, lights, A-V, entertainment, and décor. In most event situations, the producer is not the event manager but is contracted by the event manager as defined above, who thereby becomes the 'client' of the producer. In situations where the term event manager is not used, the client of the producer may be any one of a number of individuals such as a company owner or internal manager, a 'middle person' (e.g. a **destination management** company or incentive house representative), an association, or non-profit organization executive member, or just a private individual.

> **Keyword**
>
> **Destination management** defines a process that involves coordinated actions aimed to control the economic, socio-cultural and environmental dimensions of a specific tourism territory.

Skills Required by an Event Producer

The obvious benefits of advanced – and continuing – education can be found in the skills now required by anyone wishing to pursue a career in special events. The event producer is no exception, and in fact, probably more than any other player, needs to keep abreast of a larger body of knowledge across a greater variety of specialties. For now, let us list the most common and most desirable skills and personality traits.

■ Organizational ability: A logical mind must keep a myriad of details, times, people, schedules, and tasks in their proper places.

■ Creative ability: A right brain orientation helps to conceive new ideas, which can be in conflict with the organizational or left side of the brain.

■ Technical interest: Because of the myriad technical areas coming under the supervision of the producer, at least a general interest of things technical avoids the temptation to keep hands off and simply trust suppliers. The producer must take confident ownership of these areas.

■ Financial acumen: A working knowledge of financial statements, basic accounting, and budgets is an absolute necessity to effectively manage client budgets.

■ Writing ability: A concise, creative, and grammatically correct writing style is mandatory.

■ Speaking ability: A clear, organized, and enthusiastic speaking style is highly desirable for presentations to clients and to production teams.

■ Computer skills: Familiarity with the most used components of the Microsoft Office suite of software (Word, Access, Excel, and Power Point) is mandatory. Also desirable is familiarity with customer relationship management (CRM) software such as Maximizer or Act, graphics software such as Adobe Photoshop, computer aided design and drafting (CADD) such as Vectorworks or Vivien, project management software such as MS Project, and finally total familiarity with the Internet, and desirably with Web site design.

■ An ethical and moral grounding: Because it is not yet fully developed as a 'profession,' the industry still harbors a good many individuals who are ethically and morally irresponsible in their business dealings. A producer who ignores the temptations to follow this path and instead takes the high ground may occasionally lose business but will maintain a sterling reputation which, in the long run, is all one has in a service industry.

■ Personality traits: In order to deal with the many personality styles and demands of the job, the producer's personality should reflect:

  - a gregarious and outgoing nature;
  - an upbeat, friendly, and positive attitude, even during high stress times;
  - the ability to hide and manage stress and not get upset by it;
  - flexibility in allowing changes to ideas and schedules;
  - a firm and fair management style.

As can be seen, these are widely varying skills and personality traits, a great many of which tend to clash with each other. It is a fine balance and can prove difficult

for potential producers who are not used to the constant pressures, late nights, high stress, changing client requirements, and often lower than expected income. The rewards are high in terms of job satisfaction and that often compensates for the other less rewarding aspects.

Habits of Effective Event Producers

Believe it or not, successful event producers do have much in common with each other. Over the years, we have come to identify several characteristic habits that they exhibit to achieve success. Although not every single producer is the same, here are some of the key habits.

- *Focus*: This is the ability to keep a specific event at the top of one's priority list. It starts with an understanding of the five main phases in the event planning process: Concept and Proposal, Sales and Marketing, Coordination, Execution, and Follow-up. Throughout each of these phases, the particular event must be at or near the top of a daily priority list.

- *Anticipation*: This is the single most important producer habit that should be applied to every phase of the organizing process, but most particularly during the Coordination and Execution phases. It is the ability to visualize the entire event from start to finish and to determine potential problems before they occur. To do this successfully requires a great deal of attention to detail combined with an ear that listens to the 'little inner voice' telling one to be careful and correct an errant detail before something disastrous happens, in other words an ear that is attuned to intuition.

- *Single-minded purpose*: There cannot be any mixed messages in the minds of any of the production team members. This means that all those team members involved in the event – producer, venue staff, and all suppliers – must understand the goals and purpose of the event passed on to the producer by the event manager or client. The job of the event producer is to ensure that this happens. For example, if an event manager has created a 'Carnival Fun Night,' it is the responsibility of the producer to explain to the production team whether the goal of the event is just for attendees to have fun or if it is to build a sales team. Depending on the interpretation, two entirely different events might result.

- *Ability to devote the necessary time*: Producing events cannot be done piecemeal. Each phase requires a certain amount of dedicated time to complete and it is best to work on each phase all at once. For example, it is better to write a proposal over 5 h rather than over 5 days, before moving on to the next task.

- *Ability to block out interference*: At first glance, this would seem obvious, but in

today's harried work environment, it is not as easy as it appears. For example, when writing a proposal where creative thought is required, phone calls should not be allowed to interrupt one's creative time. Instead, an answering service should be used or someone else in the office should take messages.

- *Ability to address challenges*: Everyone gets them, no matter how carefully an event has been planned. The main thing is that one should stay positive and pro-active. The second thing is being fully aware of all the resources at one's disposal and whether they can be used to solve a problem in a timely fashion. Lastly, a producer should not be afraid to say, 'NO!' if trying to make a change will compromise the quality of the event or the producer's reputation.

- *'Show-must-go-on' mentality*: Every member of the production team must have this mindset. No challenge can be too big or too small. Being on time for everything is imperative. Performing in spite of hardships is a given in this business. One must do what is promised when it is promised. Finally, keeping a positive attitude towards all staff and clients brands one as a true professional.

1.4 THE PHASES OF EVENT ORGANIZATION

Before we can effectively understand the event producer's job, we must first understand event organization. It is generally recognized by event management practitioners that there are five distinct phases to the event management – or organization – process.

1.4.1 The Five Phases of Event Planning

Special events should engage and entice attendees while fulfilling the goals of the

presenting organization. A thorough planning process should result in the creation of events that are powerful, meaningful and memorable. "Before becoming immersed in the details and the creative process, it is important, and quite necessary, to review the basics," says Alice Conway, director of event management at Stratford University. Conway recommends using the Five Phases of Event Management, a concept outlined by Joe Goldblatt, as the basis for planning and executing effective events.

Phase 1: Research — This is the time for exploration, when planners should continually ask the question "Why?" in regard to venue, goals and so on. "Research allows planners to dig deeply into the client's goals from both an emotional and pragmatic vantage point," Conway says. "If overt and covert goals are not clearly identified, then they cannot be met, and attendees could leave the event feeling dissatisfied, confused and possibly disgusted because they wasted time and money to attend."

Phase 2: Design — "This is the time to brainstorm, dream and look at things from the client's perspective," Conway says. "Early theme development will help focus the event and all tasks associated with the execution, while socioeconomic and geopolitical influences must be considered to ensure sensitivity and good protocol practices." Conway recommends stepping away during the design phase to gather new thoughts while never losing sight of the things that will allow you to achieve your goals.

Phase 3: Planning — The planning phase should be used to solidify factors like budget, venue and important timelines. "So often, meeting and event planners try to find the venue, the food, the schedule and the speakers without any sense of cohesiveness

and respect for the client's goals," Conway says. "This can be avoided if research and design are thorough."

Phase 4: Coordination — By this time in the process, the production schedule should be officially complete (although it should be started during the research phase). Part of coordinating any event is making sure logistics, contracts and personnel are finalized. "This is the phase when all the project management elements should be completed," Conway says. "This way, if any changes or problems arise, they can be easily resolved."

Phase 5: Evaluation — During this phase, the professional is tasked with determining whether the goals and objectives of the event have been met. "This ties back to the research phase and should occur throughout the event, from the inception, to objectively monitor the implementation of the event," Conway says. "Both qualitative and quantitative information should be gathered for both the client and for the growth of the industry professional."

1.4.2 Duties and Responsibilities of Event Management

Event manager is a person of vision, energy, and commitment in a position of responsibility and authority. An event manager plays myriad professional roles. Event managers and their teams are often behind-the-scenes running the event. Event managers may also be involved in more than just the planning and execution of the event, but also brand building, marketing and communication strategy. The event manager is experts at the creative, technical and logistical elements that help an event succeed. This includes event design, audio-visual production, scriptwriting, logistics, budgeting, and negotiation and, of course, client service. It is a multi-dimensional profession. So now let us see some of his duties and responsibilities.

An event manager is a, Project director: Set and define goals; schedule and assign tasks, Personnel supervisor: Choose, motivate, and evaluate staffs, Art director: Design theme, decorations and printed materials, Executive: evaluate long term results and make decisions, Accountant: plan budgets and balance, Facilities experts: find and use a site to its fullest potential, Public relations practitioners: target audience and develop publicity campaigns.

Salesperson: sell the event to the organization, financial sponsors, and the public, Box office consultants: ticket sales and registration process. Program administrator: develop and schedule programming. Caterer: create nutritious menus and oversee food preparation. Captain: choose and implement food service system.

> **REMEMBER**
>
> Event management might be a tool for strategic marketing and communication, used by companies of every size.

1.4.3 Duties and Responsibilities of an Event Manager

They will also attend the event to ensure everything goes to plan. Event managers supply to all types of services relating to the events industry a take on the responsibility of coordinating all the logistics involved in making the event work to the client satisfaction. They are follows:

Personality

An event manager should be able to present a calm, friendly,

and courteous manner at all times. The five essential characteristics of successful event managers can be listed as:

- Detail- oriented
- Organized
- Full of energy, both physical and emotional
- Nurturing
- Flexible. Having a good sense of humor is a key apart from the above qualities.

Motivation

The job of event manager requires hard work and a service orientation; it is not a good position for a glory seeker. The person who wants to sit at the head table, give orders, and look important has the wrong idea of an event managers functions.

Safety meetings and inspections

During the **risk assessment** meeting the event manager needs to elicit all possible health or safety hazards associated with the goods, services and personnel to be used to produce the events. Specifically ask all vendors and suppliers to identify potential physical hazards and the safeguards necessary to prevent exposure to illness or injuries. Use this opportunities to communicate a commitment to safety in all aspects of the event.

During preliminary site inspections the event manager should look for any event element or aspect of the event site that might have the potential for injury, scanning sanitary supplies and disposable diapers/ nappies, is sometimes considered a form of hazardous material, may be generated by first aid stations and must be disposed of accordingly.

Particularly for outdoor sites, pest control may be important, perhaps requiring clearing and cleaning out of infested areas, spraying for insects. The event manager should determine if vector borne diseases are possible and work with public health authorities to control the vector.

Sanitation and Hygiene

Cleanliness and hygienic conditions are imperative for many reasons, including health and safety from injuries or illness, but also for the comfort and the welfare of the event audience, participants, and personnel. Water is a critical component of health and hygiene. The quality and the quantity of the water must be accessed, particularly for outdoor events and temporary event sites, including the potential for water supply sabotage and the location and logistics of getting emergency water supplies. Free and freely accessible drinking water must be provided at all the events. Potable water must also be provided for cleansing needs and non-potable water may be needed for dust abatement.

Sanitary facilities must be in sufficient numbers to accommodate the expected numbers and types of users for the expected duration of the events. They must be positioned appropriately to serve the various event populations.

Occupational safety is also a consideration. The catering operations must guard against such hazards as burns from cooking and serving equipment, cuts from knives or broken glasses, slips and trips on spilled liquids or electrical cords, falls, fire and fumes.

Preparing an event record

- The event records mainly include:
- Timeline/ schedules
- Initial proposal
- Contacts
- Committees
- Correspondence

- Budget
- Site
- Marketing and promotion
- Promotional materials
- Registration
- Theme and program
- Audiovisual

On the day of the event

During the event, a manager should greet guest, visit at tables during the meal, discuss the sessions with seminar leaders, and generally see to it that everyone has the best possible time. Ideally, a manager will have delegated well enough to be able to do nothing but transverse the site, checking upon people and activities and chatting with guests to find out how the event is perceived. At outdoor sites and large events, event managers sometimes distribute walkie- talkies or wears beepers.

Keeping the Events on Track

The following steps are taken by the event managers to keep the events on track:

- Select volunteers; form committees
- Decide goals and themes
- Research audience
- Create event names and logo
- Choose evaluation methods
- Outline budget
- Contact potential sponsors
- Visit and select sites
- Diagram sites
- Make signs
- Plan publicity campaigns
- Contact media
- Design registration
- Audition and select performers
- Schedule rehearsals

- Draft menu
- Negotiate with caterers
- Choose serving style
- Shop for supplies
- Prepare food
- The big day
- Clean up and close
- Meet for evaluations
- Send thankyous
- Write and file reports
- Selecting an event
- The choice of a specific event will rest on three supports:
- Purpose (fund raising, recruitment etc.)
- Audience (need and characteristics)
- Organization (success lies in using the strongest resources)
- Special events held by organizations and clubs can center on such elements as:
- Food (bake sales, potlucks, award banquets, cooking seminars)
- Entertainment (talent shows, concerts, theaters parties, gospel sings)
- Merchandise
- Athletic endeavors
- Education
- Games
- Potpourris

Choosing a theme

- A theme should be developed by the event manager for the event. Hobbies and careers, holidays, seasons, games, activities, history, costumes, ethnic culture, geography, colors, flowers, jewels, literature, and weddings can all form the bases of the special events.
- The date itself may suggest a theme.
- The site of an event may contribute to theme ideas.
- Names and logos should be selected with great care. Use a memorable name that clearly explains and identifies the event.
- One of the manager tasks is to maintain the atmosphere of the event.

- Clever lighting can help spotlight a performer or speaker, encourage intimate conversation, or display artwork to advantage.

Goal settings for special events and Conferences

- Raise funds for a specific cause, person, or place
- Build spirit among long term members (heal a breach, solve a political problem, launch a new program)
- Facilitate information distrib-ution/ exchange especially for large audience
- Recruit new members (specific or group of people)
- Celebrate, give awards, and recognize volunteer efforts
- Attract publicity, reach new audience, and heighten public awareness

REMEMBER

The function should allow the General Chair to handle only exceptions to the agreed way of organizing the Conference and Exhibition, especially for issues with financial consequences.

1.5 EVENT IMPACTS

The positive flow of revenue into a region should not be the only factor considered when determining the apparent success of an event. The negative social impacts of an event can do great harm to the future of an event and its host region, and ecological impacts may cause the premature death of a poorly managed event or festival.

Conversely, there are many other positive impacts that may counter negative economic impacts. An event that spreads the seasonality of tourism in a region also evenly distributes the flow of money into a region, increasing the opportunities for full time employment. The introduction of more full time jobs into a region causes many positive and negative flow-on effects in that region.

Other factors that may contribute to a successful event could include:

- Increasing visitor length of stay in region/town;
- Increasing visitor expenditure in region/town;
- Improving destination awareness; and
- Increasing civic pride or community solidarity

These factors are all obviously beneficial to a region and its tourism industry, although the cost at which they are obtained must be justified. Other positive and negative impacts are outlined in Table 1, and should also be considered and balanced with economic impact assessments. Furthermore, these impacts differ due to the size and scale of the event ranging from a local community based event such as an art show to a mega-event, such as the Olympics. For instance, little real estate speculation could occur as a direct result of the hosting of a local event such as an art show, compared with the hosting of a mega-event such as the Olympic Games.

Table 1. Possible impacts resulting from events

TYPE OF IMPACT	POSITIVE	NEGATIVE
Economic	• Increased expenditures • Creation of employment • Increase in labour supply • Increase in standard of living	• Price increases during event • Real estate speculation • Failure to attract tourists • Better alternative investments • Inadequate capital • Inadequate estimation of costs of event
Tourism/ commercial	• Increased awareness of the region as a travel/tourism destination • Increased knowledge concerning the potential for investment and commercial activity in the region • Creation of new accommodation and tourist attractions • Increase in accessibility	• Acquisition of a poor reputation as a result of inadequate facilities, improper practices or inflated prices • Negative reactions from existing enterprises due to the possibility of new competition for local manpower and government assistance
Physical/ environmental	• Construction of new facilities • Improvement of local infrastructure • Preservation of heritage	• Ecological damage • Changes in natural processes • Architectural pollution • Destruction of heritage • Overcrowding.
Social/ Cultural	• Increase in permanent level of local interest and participation in types of activity associated with event • Strengthening of regional values and traditions	• Commercialisation of activities which may be of a personal or private nature • Modification of nature of event or activity to accommodate tourism • Potential increase in crime • Changes in community structure • Social dislocation.

| Psychological | • Increased local pride and community spirit
• Increased awareness of non-local perceptions | • Tendency toward defensive attitudes concerning host region
• Culture shock
• Misunderstanding leading to varying degrees of host/visitor hostility |
| Political/ administrative | • Enhanced international recognition of region and values
• Development of skills among planners | • Economic exploitation of local population to satisfy ambitions of political elite
• Distortion of true nature of event to reflect elite values
• Failure to cope
• Inability to achieve aims
• Increase in administrative costs
• Use of event to legitimate unpopular decisions
• Legitimation of ideology and socio-cultural reality |

Table 2 shows these different approaches, their goals and commonly used measures for their assessment. The key to any and all of these methods is to obtain accurate data and information upon which to evaluate the events economic impact.

Table 2. Approaches to Event Impact Assessment

APPROACHES	GOALS	COMMONLY USED MEASURES
Break-Even or Profit/Loss	• Short term assessment of financial efficiency or solvency	• Measure direct costs and revenues to organisers • Determine surplus or deficit (profit or loss)
Return on Investment	• Show the benefits of grants or scholarship • Calculate ROI for private investors or owners	• Determine the relationship between grants/scholarship and levels of visitation or economic benefits • Use standard ROI accounting practices
Economic Scale	• Determine the economic scale of one or more events from the destination perspective	• Measure total attendance and expenditure of event consumers, plus organizers' expenditures

Economic Impact	• Determine the macroeconomic benefits to the destination area	• Estimate direct and indirect income and employment benefits • Often uses multipliers or econometric models
Costs and Benefits	• Evaluate the costs and benefits from the perspective of the host community and environment • Determine the net work value of the event	• Compare tangible and intangible costs and benefits short and long-term • Assess opportunity costs of investments • Examine the distribution of impacts • Judge the net worth and acceptability of the event(s)

Many event organizers and regional and local tourism organizations examine or wish to examine the 'economic impact' or macroeconomic benefits of their events or festivals upon the destination, through estimating the direct and secondary benefits of hosting their event at the destination region.

1.5.1 Event Economic Impacts

The economic impacts of events on the macroeconomy of a region are categorized into primary and secondary economic impacts. The primary impact is the direct economic impact of the event measured by surveying participants or measuring business sales. Secondary impacts are those that result from the introduction of new money into the economy. A ripple in a pond is a popular metaphor for these secondary impacts. A stone hitting the water surface is the direct impact, and the first ripple caused is the indirect impact and the second ripple is the induced impact. Together these are called the secondary impacts. As the ripple spreads out it affects more and more of the pond. This 'ripple effect' is caused by the spending of new money in the local region in areas such as wages or local product. The 'ripple effect' is measured by multipliers and is presented in Figure 1.

The inclusion of secondary impacts provides a more accurate assessment, as it recognizes the interdependence of different sectors within a region and how reliant a region or town is on importing goods and services. This is measured through the use of multipliers by calculating the leakage of new expenditure in the area.

Multipliers work by considering the amount of leakage from an area and expressing the amount of retained revenue as a ratio. The greater the magnitude of the ratio then the less the amount of leakage from the region or town. For instance, sources of leakage from an area include taxation, foreign ownership and investment, savings, and the spending of money on products and services not sourced from the local region. The

main multipliers used in economic impact assessments are the output, employment and value-added or income multipliers.
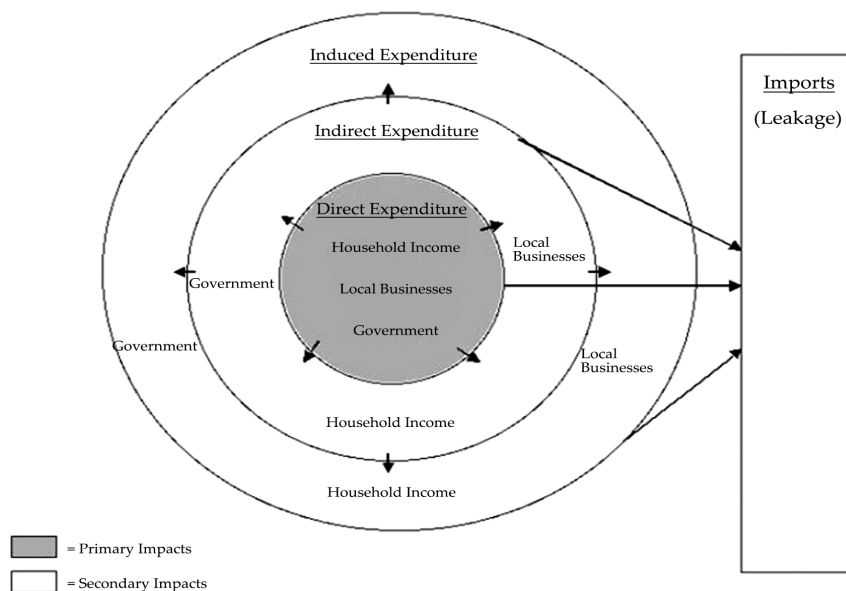
Figure 1. The Multiplier Effect.

The output multiplier measures the increase in level of economic activity in the region as a result of direct tourist expenditure. It focuses on the changes in levels of production, not sales or income left after leakages have been accounted for. The employment multiplier is the ratio of the direct and secondary employment created by extra tourist expenditure. While the value-added or income multiplier measures the total amount of income left after leakages (such as savings, imported goods and services, taxes etc) have been accounted for. This is the most accurate level as it measures the income left in the region after the increase in economic activity due to tourist expenditure.

ROLE MODEL

DR. JOE GOLDBLATT: EXECUTIVE DIRECTOR, INTERNATIONAL CENTRE FOR THE STUDY OF PLANNED EVENTS AND RESEARCH PROFESSOR

Dr. Joe Goldblatt, FRSA, is executive director of the International Centre for the Study of Planned Events and a professor at Queen Margaret University in Edinburgh, Scotland in the Tourism, Hospitality and Events Group (THE Group). Goldblatt was the founding president of the International Special Events Society (ISES) and the developer of the original Certified Special Events Professional (CSEP) program. Prior to joining Queen Margaret University he was Senior Lecturer and Executive Director for the School of Tourism and Hospitality Management at Temple University in Philadelphia, Pennsylvania where his program was named best event management education program in the world by the International Festivals and Events Association. He was founding president of The International Special Events Society (ISES).

Goldblatt also served as Dean of the Alan Shawn Feinstein graduate school at Johnson and Wales University where he created the first master of business administration degree program in Event Leadership. In addition, he created the first master's degree and professional certificate programs in the field of event management at The George Washington University.

He is the author, co-author or editor of 30 books and many scholarly and trade publication articles though he has had less success with academic publications. He has planned events for many luminaries including two U.S. presidents and the opening of the Donald Trump Taj Mahal Resort.

Goldblatt received the first ever Lifetime Achievement award for service to the industry from the International Special Events Society (ISES) of which he was one of the founders.

3G E-LEARNING

Event Solutions Magazine awarded him the first ever Industry Visionary Award for his contributions to event management education and research. He was among the first individuals apparently inducted into the Event Solutions Magazine Events Industry Hall of Fame. In 2005, he was awarded the Silver Medal from the Creative Marketing Laboratory of Russia for lifetime career achievements. In 2007, Goldblatt was named Event Educator of the Year by the Professional Convention Management Association and in 2008 he was honored as the Distinguished Alumnus from his alma mater, St. Edward's University. In September 2008, Goldblatt was inducted into the International Festivals and Events Association Hall of Fame. In 2012, he received the award for Most Memorable Teaching Moment by the Queen Margaret University Student Union representing 5000 students.

Goldblatt is an active researcher whose projects have included the Papal Visit to Edinburgh, the Homecoming Scotland 2009 celebrations, Celebrating Fife 2010, East Lothian the Saltire Celebrations, the Philadelphia Welcome America Celebration, and the Pennsylvania Family Reunion forecast study, among others.Goldblatt is a strong advocate of the Scottish independence.

Family

Goldblatt has been married to Nancy Lynner for 35 years and they are the parents of Max (36) a professional actor in New York City and Sam (32) a marketing officer at the Festival Theatres of Edinburgh.

SUMMARY

- A special event is a sporting, cultural, business or other type of unique activity, occurring for a limited or fixed duration (one-time, annual) and presented to a live audience, that impact on, the public realm.

- Events contribute significantly to community building, lifestyle and leisure enhancement, cultural development, tourism promotion and increased visitation, volunteer participation, fundraising and economic development.

- Pre-event branding associated with the successful hosting of a major event, can provide lasting recognition of destination branding in key tourism markets, encourage return visitation of attendees or participants, and a better understanding of the focus of the event such as sport, arts and culture, food and wine, etc.

- A special event can be defined as any event where a large number of people are brought together to watch or participate. A Special Event is an outdoor event held on public or private property.

- The term coordinator is sometimes used interchangeably with event manager and event planner, but tends to refer to an individual employed by a larger organization or a venue, who is responsible for bringing together all the event participants to ensure they are working toward the same goal.

- Special events should engage and entice attendees while fulfilling the goals of the presenting organization. A thorough planning process should result in the creation of events that are powerful, meaningful and memorable.

MULTIPLE CHOICE QUESTIONS

1. **The most important information a meeting planner can determine prior to an event is:**
    a. Past events held by the group.
    b. Expected attendance.
    c. The budget.
    d. Group demographics.

2. **The first area of expertise before becoming a special event consultant is:**
    a. Food and Beverage.
    b. Catering sales.
    c. Convention Services Manager.
    d. Marketing sales.

3. **Convention center events are usually booked at least:**
    a. Eighteen months in advance.
    b. Twenty-four months in advance.
    c. Thirty-six months in advance.
    d. Five years in advance.

4. **………………is the second stage in the event planning process.**
    a. Planning
    b. Research
    c. Design
    d. Evaluation

5. **Inspiring the staff is a good reflection of which type of skill?**
    a. Negotiating
    b. Leadership
    c. Project management
    d. Budgeting

REVIEW QUESTIONS

1. What are the reasons for special events? Explain.
2. What are special events and why run them?
3. Differentiate among the different jobs that exist within the special events industry and where the event producer fits.

4.   What do you mean by street use event? Discuss.
5.   Describe the different phases and responsibility areas of the event organization process.

Answer to Multiple Choice Questions

1. (c)   2. (a)   3. (a)   4. (c)   5. (b)

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THE STRATEGIC PLANNING AND FUNCTION

"Develop your leaders into a competitive advantage. Reconnect your leader-power to success."

-Gene Morton

INTRODUCTION

The purpose of strategic planning is to set overall goals for your business and to develop a plan to achieve them. It involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be. An event is any organized presentation or activity that is consciously planned and conducted to achieve specific goals or objectives. Thus a market to attract more customers to town is staging an event as is a festival to engender pride in a community. Strategic planning is the process of defining guiding

LEARNING OBJECTIVES

After studying this chapter, you will be able to:

1. Event Strategy
2. Strategic Event Planning
3. Functions of Event Management

principles for network operation, take a long-term perspective. It drives the collaborative planning process allowing operational stakeholders to set shared performance targets and draw up the corresponding plans.

Strategic planning involves the structured efforts of an organization to effectively identify its purposes for existing, the direction that the organization will pursue, and how that direction will allow the entity to achieve its short-term and long-term goals. Individuals, businesses, governments, non-profit agencies, and any other type of organizations can utilize this process of strategically planning for the future. While the methods used in this type of planning process vary, there are a few basic steps that tend to apply in any setting.

The first step in any strategic planning effort involves providing answers to three basic queries. First, the entity must determine what the organization does. Next, it is necessary to define who benefits from the activities of the organization. Last, the organization must assess its strengths and weaknesses as they relate to how those activities are carried out. Once this foundation is in place, it is possible to move on to further refining the future goals and direction of the entity.

The events resource management plan is a free online tool to help event organizers, suppliers and waste contractors work together to maximize re-use and recycling, minimize waste to landfill, and share event waste data. The event resource management plan (RMP) tool is designed to assist those working in the events industry with pre-event procurement and waste reduction activities, identifying key opportunities to

reuse items and reduce event waste by forecasting material needs and producing a management plan.

2.1 EVENT STRATEGY

As meeting and event professionals complete their event strategy planning every year, there are four consistent themes that are helping them to connect better with their attendees, customers, and stakeholders:

- Make event-related tasks easier through the automation of the event management process
- Improve events through the optimized on and offline event experience
- Optimize spend on meetings and events through expense planning and cost savings
- Align meetings and events to a marketing, sales or corporate strategy

Based on these best practices, Aventri has developed the Event Strategy Framework. This comprehensive guide created for 2021 event strategy best practices outlines the four levels of connections required to be a best in class meetings and events team.

2.1.1 Event Strategy Framework

Across these themes runs a consistent thread: capturing and analyzing event data to improve events and outcomes. As we break down each of these four themes, follow

the data and the KPIs to understand why they matter and how understanding that data helped improve decision making.

The following four best practices have been captured after speaking with various meeting and event planners to understand how they view their events through the eyes of a customer. By the end, you should be able to identify gaps in your own event strategic plan and have the framework for developing a roadmap to address those opportunities. With these tools in hand, you will be able to make running events easier, more successful, and more efficient and focused on moving your business forward.

Connect Better Framework

Meeting and Event Hierarchy of Needs

- Align Events to Strategy
- Optimize Event Savings
- Make Events Great
- Make Events Easy

Levels of Connection

4 — Connect Meetings and Events to Corporate Objectives

3 — Connect Meetings and Event Spend to Outcomes

2 — Connect with Attendees

1 — Connect Meetings and Event Tools, Processes and People
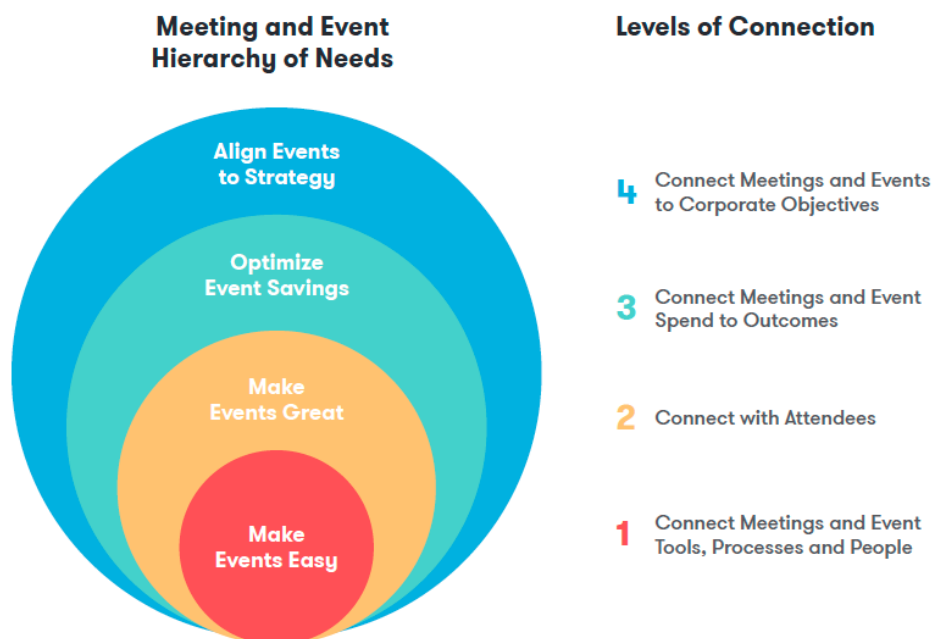
2.1.2 Event Automation Makes Events Easier

"Event automation is the implementation of connected solutions to reduce manual event tasks and make managing meetings and events easier."

Events teams today are employing best practices with connected solutions, reduced manual tasks, and ease of management. Here's how each element plays a larger role in event automation.

Connected Solutions

Event automation is focused on how multiple solutions can work better together to benefit a company's global event strategy. Planners are working with marketing, sales, finance and IT to ensure that event management solutions are aligned with each department. They are connecting their solutions to marketing automation platforms, CRM systems, accounting software, and other tools across the technology stack in order to provide a more complete view into customers, constituents and the market.

A prestigious university in the UK had been using multiple small systems to create a call for papers and to register delegates for their year-round conferences and events. The university decided to consolidate these systems to create a simple user journey for delegates attending the conferences. They created workflows to automate their business processes through their event management software and offered these workflows platform-wide for all conferences and events.

Reduced Manual Tasks

One of the largest global providers of insurance and employee benefits programs hosts thousands of workshops with corporations' employees around the world. They are automating website and email templates to ensure each workshop and **employee communication** is customized, clean and consistent. Where they used to spend chunks of time pulling reports from different places, they are now aggregating reports into one dashboard, allowing them to track attendance and no-show rates, look at attendee to appointment conversion and monitor waitlists. This has saved their resource coordinator around 1,500 hours in the last year.

Ease of Management

Everyone has a different way they complete certain tasks. On a team, this can result in confusion if the person who normally handles a specific task is not there on a given day to complete it. Automation allows you to formalize a process for your event tasks, no matter who is completing it.

A multinational cyber security provider runs hundreds of internal and external meetings across the globe every year in multiple languages, currencies, and departments. Managing all of these meetings was cumbersome and required many different employees and internal groups to coordinate across systems. Through a custom-designed solution, they were able to consolidate all of their registration and marketing into one platform, distributed through a global events calendar. Visitors to this events calendar can search and sort by location, date range, language or topic to find the right event to attend.

Department heads and global executives are now able to track global metrics and automatically receive reports on registration numbers by event type and location to see what is performing best and adjust their meeting and event strategy accordingly.

2.1.3 Designing and Improving the Attendee Experience

The attendee experience is made up of making the experience better, leading to better experiences in the future, and developing a more experience-focused team. Learn how these elements can play into different experiences.

Better Experiences

The attendee experience maps offline touch points and ensures each one is optimized and focused on an established outcome. It requires a deep understanding of your constituents and their needs and preferences. When done right, it leads to emotional connections with a brand.

An American university was looking to improve the experience of fans, alumni, students, faculty and staff during an annual basketball tournament. They developed a mobile app to manage pre-game festivities, donor events, and even Sunday church services around each tournament host city. The development team at the university was able to track invitations to events, monitor attendees, and send the right resources to the right events depending on where alumni and donors would be. They had 3,000 downloads during the first year of implementation.

2.1.4 Better Future Experiences

The attendee experience collects offline information, like session attendance, session quality, and business card contact data. Beyond simply aggregating and reporting this data, great event and meeting leaders are using this information to make decisions that lead to improved events in the future.

An Australian leader in cloud infrastructure and **digital technology** holds customer events around the globe focused on enabling their clients to leverage emerging technology. To better understand what their customers needed and were interested in, they employed RFID and smart tag technology to track 200+ sessions. After the event, they were able to create more intimate experiences with customers by tying conversations back to the sessions and programs they attended. They were also able to iterate sessions based on attendee activity and feedback. This had led to an average of one additional opportunity per customer per year, and 10% lower churn.

Better Enabled Teams

The attendee experience improves when team members are getting the right attendee information at the right time. When marketing or sales is given great attendee data, they can position themselves and their services based on what is known about a customer or prospect to create opportunities and close business.

A global asset management group holds regional investor conferences around the world. They employed session tracking to understand what sessions investors were attending. This session data was shared with the sales team in real time. Within five minutes of a session's completion, a sales team member would follow up with an investor. They knew what sessions they attended, what subject matter they consumed, and how long they stayed in the session leading to a 10% lift in assets per investor attending.

Optimizing Meeting and Event Spend

Every meeting and event planner is given a budget and CFOs are looking for a tangible return on investment. The savviest planners are understanding all of the direct and indirect costs that can be reduced, replaced or eliminated. They have the tools to enable teams of planners to negotiate rates on event costs, they can speed up venue sourcing processes and they provide visibility and analysis into event spend

Negotiated Venue Cost Savings

Due to reduced commissions from major hotel chains, business models are changing and the sourcing landscape is transforming. For travel and sourcing agents, being able to prove their influence on cost savings is critical to their survival. For internal sourcing teams, being able to justify technology spend is often a mandate from finance.

An international meetings solutions company was looking to maintain its book of business after recent commission cuts from suppliers. They scheduled quarterly business reviews with their top 100 accounts to review the impact they have had on negotiated cost savings. They broke down savings by room rate, meeting space costs, food and beverage expenses, plus concessions received. On average, they were able to validate that a client saved 12x the cost of their services. Their venue sourcing solution enabled their team to negotiate more effectively and report on the results with ease.

Faster Venue Sourcing

For large teams of meeting planners, sourcing venues takes more time than any other part of the planning process, as it leads to backlogs in meeting requests and fewer meetings held. Finding solutions that include RFP fulfillment services is becoming more common among leading planning organizations.

A multinational computer technology corporation holds thousands of events for internal and external audiences. They ran into a bottleneck in the RFP process that limited their ability to execute and properly plan for each event. They engaged a venue

sourcing solution that leveraged sourcing experts committed to following up on RFPs and ensuring a strong quality and quantity of bids. After the first year of implementation, the time to complete an RFP process was reduced by 20%, which led to 10% more **customer events**.

Event Spend Oversight

With a large team of planners managing a high volume of meetings and events, having different processes and savings can result in cost increases. Leading planners have oversight over every bid, every negotiation, and every dollar spent. With this data centralized in a dashboard, they are making real-time decisions on spend based on trends and forecasts.

A Fortune 500 insurance and financial investment management company runs thousands of meetings per year at client sites and investor meetings. Through their venue sourcing solution, executives are able to see all ongoing meetings and communicate with individual meeting owners as necessary, all in a central location. The data and insights are reviewed with meeting owners weekly, which allows the organization to adapt their process in an agile way. They have seen 10-20% improvement in negotiated cost savings per meeting owner.

3G E-LEARNING
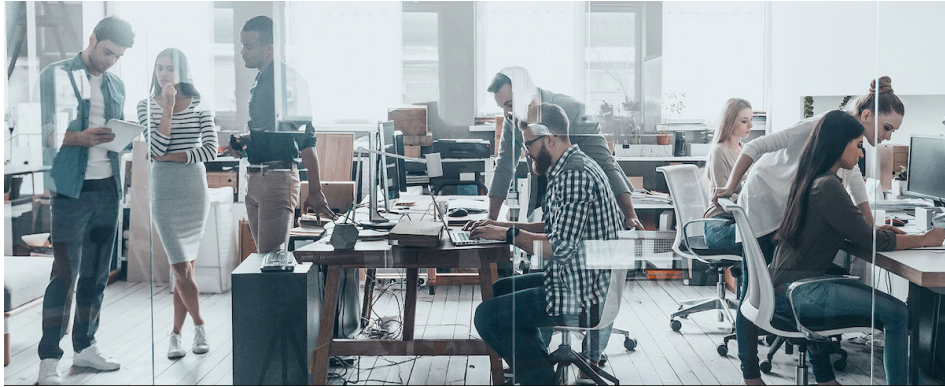
2.1.5 Aligning Meetings and Events to Your Strategy

Global event strategies are tactics for achieving a larger goal of the organization. Organizations must have visibility into their meetings to analyze performance against the goal. With that, each event produced should have positive financial impact, while mitigating risk to the entire business and ensure compliance. When they do these things, meetings and events become a strategic tool for moving the business forward.

Visibility and Collaboration

Organizations struggle having visibility into the data required to manage meetings and events effectively. In many cases, data is stored in multiple locations, across systems and workflows, leading to less collaboration as everyone is working in a different system and does not know what the other is doing. Bringing systems together and centralizing data leads to financial efficiencies and the sharing of best practices across the organization.

A top-ranked American university has over 400+ planners across campus. Officers within the university realized there was an opportunity to centralize their many meetings and events within one platform. They built an events platform for planners to collaborate on best practices and to formalize their processes under one university-wide events platform. Departments were now given visibility into the events supporting their department, could view key metrics that would help them understand their performance, and find new ways to drive the metrics forward.

Event Accuracy

Forecasting meeting and event spend can be a perilous task. There are many moving parts and many expenses that are not understood until after an event occurs. Finance requires them, functional teams rely on them and shareholders expect them to be right. Having

a system in place to stay within the margin of error is critical. A top computer and data storage company holds events to support their marketing and sales efforts. When a request came in to host a potential event, marketing or sales leadership had to identify the costs for the event and the expected return. Events could be prioritized based on audience exposure, pipeline expectations or customer retention. Within their event platform, the leadership teams could integrate their CRM to track their progress to their goals and deliver on their targets. This led to event expenses and outcomes being within 2% of forecast after two years of implementation.

Risk Mitigation and Compliance

Event data is typically some of the most insecure data in a company. It is typically captured offsite, shared in public forums and stored on mobile devices. Customers and prospects must feel that their data is protected, or they will not engage with your brand. As you look to establish trust in your market, your event solutions must be aligned with your corporate policies on risk and compliance.

An American multinational financial services company operates **strategic meetings management** through its event management solution. From meeting request through sourcing, through executive review for compliance concerns, the program is focused on identifying and mitigating risk. Due to a risk diagnostic, they recently instituted a two-minute time out of the platform with encryption for users engaging in their national meetings.

Financial Return

Meetings and events should lead to positive financial performance for the organization. Some meetings and events drive revenue, but all can reduce cost. Some rely on revenue and earnings to prove a return, others measure effectiveness through participation, engagement, and feedback. Whatever the metric, tracking financial performance can ensure that events receive credit and consequent support for their work.

Keyword

Strategic Meetings Management (SMM) programs help companies manage their meetings and events through streamlined planning processes, preferred vendors, and meetings data.

2.2 STRATEGIC EVENT PLANNING

Strategic event planning ensures the resolution of potential capacity/demand imbalances caused by events.

Strategic planning takes into account all isolated events (that might have an impact) to get a more complete picture on the network impact. Overlapping events (in time/areas) will be highlighted and can be assessed and coordinated before measures will be applied.

In the strategic phase, a toolbox with mitigation measures is used to minimize the impact on the network. Normally it is a combination of measures that will be used and which can vary for each event. These mitigations are coordinated with the impacted area control centers beforehand.

The toolbox consists of:

- Simulations,
- Staff planning,
- Configuration management,
- Network coordination,
- Scenarios/regulations,
- European Union restrictions, and

Keyword

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

- RAD Route Availability Document.

Events can be subdivided into different types.

- Airspace improvement (e.g. Route Network Development Sub-Group (RNDSG) resectorization, or free route airspace (FRA)),
- Airport related (e.g. runway works, or AD closures),
- Recurrent (e.g. art, sport, summits, or airshows),
- Occasional, or ad hoc (e.g. art, sport, summits, or airshows),
- Seasonal (e.g. ski axis),
- Military (e.g. military exercises), and
- System changes/implementations (e.g. often from a transition plan).

Recurrent and seasonal events impact the air traffic flow and capacity management (ATFCM) network in a relatively predictable way, allowing air traffic management actors to optimize the network through appropriate Axis management. Occasional, or ad hoc events can generate additional traffic demand and possible local congestion. Military events refer primarily to military exercises. They are coordinated with the national Airspace Management Cells (AMC) and concerned area control centers (ACCs), the Network Manager and aircraft operators.

2.2.1 Examples of Strategic Event Planning

Businesses can draw attention to themselves and introduce their products or services to large numbers of potential new customers by hosting or participating in special events. These can include grand openings, trade shows, street fairs, major sales and holiday events. In each case, strategic planning can help business leaders get the most publicity and value out of the event.

It is vital that the convention program meets and the overall event objectives. Each event will of course vary within content, location, delegate makeup, duration, style etc. There is however a trend toward a more business focus in addition to a learning, participatory focus.

Seasonal Timing

One example of strategic event planning is the decision to hold a special event during a given season. Study accounting records to determine the months or seasons with traditionally high or low sales, and create events that correspond to these trends.

A retail business that sees its sales increase during the December holidays could hold a large sales event with live music and steep discounts in early November to extend its holiday business by another month.

Likewise, a business that sees its sales slump in the summer could hold a Memorial Day or Independence Day barbecue with free food to entice customers to stop in during the slow summer months.

Market Targeting

Businesses get the most for their advertising dollars when they market to target demographics, which consist of the most likely customers in a general population. Strategic event planning can incorporate market targeting by including activities that

appeal to certain types of customers.

For example, a business that sells luxury cars might see its target market as wealthy, older professionals. Such a business might strategically include jazz music at its events, while an auto dealer that sells entry-level vehicles to young buyers would employ the same strategy by hiring a pop singer who appeals to a younger audience for its event booth or dealership grand opening.

Event Themes

An event with a distinct theme is easier for customers to understand and remember to attend. Event themes can play into seasonal timing or demographic targeting, or they can simply help an event stand out from those at competing businesses.

A computer retailer that offers a sales event in the spring could use the nearby tax due date to create a theme, suggesting that customers use their tax refunds to buy new computers and giving away vouchers for free tax preparation software for the next year.

An event manager is generally supported by a team which grows exponentially as the event draws near. A planning team of 12 that works together for a year can explode into a team of 500 for the short period of the event. This phenomenon has been termed the 'pulsing organization' by Alvin Tomer, who coined the term to describe organizations that expand and contract in size.

Backward Planning

Strategic event planning takes time and effort, which means part of the strategy, should be to organize the event efficiently and within a budget. One way to strategically lay out an event involves backward planning. Begin with the event date, and gradually work backward to produce a timeline. The first items on the plan include last-minute deliveries and advertising, while the last items on the list represent steps in the near future.

2.2.2 Event Planner Marketing Strategies

Sales leads and referrals are the lifeblood of every event-related business. And while this holds true for almost every industry, the reality is that marketing any event service is not easy. New event projects launch every day behind the closed doors of board meetings, emails, and phone conversations. The problem is, as a service provider, you rarely have access to these happenings. This means you are always reacting to inquiries instead of being part of the discussion.

In a perfect world, your event planning services should be mentioned in the first stages of a client's event dialogue. To make this happen you need to be an effective marketer. Follow the strategies below to position your service in the minds of potential clients at the very moment they discuss hosting an event.

Build Your Online Assets

The internet provides the largest network for generating sales leads, so it should come as no surprise you'll need an attractive website and active profiles on Facebook, Twitter and LinkedIn. Each one of these online assets has the capability to drive unique prospects, but none of them are passive outlets. To reap the benefits of each one you need to participate in discussions, share your expertise, and join groups where you can leverage the assets of others. Engagement is the key, and this is where those who try to "do it alone" often fail.

Go Public

Even the most qualified planner will struggle to land new clients without live exposure.

This includes public participation at industry events and media appearances. You might think it is difficult to land a spot on a television or radio show but often times it is as easy as submitting a great story idea to the producers. It is not an easy job to fill a show with content every single day, and if you can approach the right person with a unique angle then you will have no problem getting your foot in the door.

Aim to become a resident expert on **event planning** and you might even land a regular spot on the airwaves!

Help Those in Need

Donating your time to a worthy cause can open several new opportunities to gain new clients. A lot of non-profit events would appreciate having the expertise of an event planner available. Even if you can't commit to running their event, there are plenty of other ways to participate. Perhaps you can be in charge of the floral arrangements or marketing materials? Little tasks like this can still bring exposure and allow you to network with others. Non-profit advisors and committees are typically staffed by local dignitaries and business leaders, all of whom have the connections to drive large quantities of leads to your business.

Refresh Existing Customers

Sometimes we get so focused on landing new customers that we forget about the existing assets sitting dormant in our contact lists. Go through your email, LinkedIn and Facebook contacts and ask yourself: Does each person on this list know what I do for a living? Obviously, you want to reach out to those who are unaware to update them on your career, but you should also reach out to everyone you haven't talked to in over a year. Let them know what projects you have been working on and give them the necessary information to refer business your way.

Keyword

Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony, team building activity, party, or convention.

3G E-LEARNING

Trade Prospects

This is one technique that is very powerful and woefully underutilized by most. The concept is to network with related businesses in an effort to identify ways you can share customers and prospects. Can you guest post on their blog, or share a discount on their Facebook page? How about trading featured spots in each other's email newsletters? At the very least it makes sense to feature the business card of related businesses at your shop and trade show booths. As long as you aren't competing with your partners then the relationship should benefit everyone.

Marketing your event planning service requires commitment and creativity. No single idea will likely be enough to produce year-round leads.

You need to compile a marketing plan that includes a variety of exposure outlets; from online properties to good old-fashioned networking.

2.2.3 Strategic Event Planning in 5 Easy Steps

1. *Define the Event*: What's your event's purpose? Is there a mission statement you could associate with it? Check out our event management tips for more.

2. *Determine Success*: There are five different levels upon which event ROI can be measured. Choose which element you want to focus on and keep that in mind throughout your strategic event planning process. Afterwards, you should be able to measure the event's success.

3. *Create an Agenda*: This not only includes the agenda for the big day, but *your* agenda for the pre-planning stages. Give yourself milestones and goals, and always al-

low some time for hiccups and unforeseen challenges. For tips on this, you could research what event planners do and make sure you're following suit.

4. **Foresee Needs:** Now that you have defined your event and have an agenda, it's time to envision your event. If you and/or your team are the ones designing the affair, your vision is the blueprint. Keep envisioning all the moving parts of your day to foresee needs you might be overlooking (i.e. a parking lot attendant or a linen service).

5. **Follow Through:** Once the big day has arrived, be sure to carry through with your plan to the fullest extent you can. Keep your goals in mind, and complete your vision! With that said, you must also be willing to bend when complications arise. Just keep the end goal in mind and make the wisest decisions when those things happen.

Of course, planning an event strategically is much easier when you have years of event planning under your belt. Just take our word for it and follow these steps for a successful, strategically planned event. If you need help, you can always hire an event planner to oversee some or all of your important affair.

How to Create a Successful Event Strategy

Creating an event strategy isn't easy. Even if you have unlimited resources, it's a challenge to choose the right kind of events to plan and the correct event type (in-person, virtual, or hybrid), while maintaining a consistent brand and finding the right content.

Company Goals

Strategic event planning starts with identifying organizational goals and using events to reach those goals. There's almost nothing that happens in a company that shouldn't tie back to the company mission. Organizations have clear functions, which is why they require goals and alignment. A few common goals could be:

- Grow Revenue
- Build Brand
- Decrease Organizational Turnover

Align Company Goals and Event Strategy

You know your organization's goals. That's a great place to start. If you want to grow revenue, your event should be centered on your product. While a networking happy hour might be fun, it is more likely to increase leads and connections rather than

securing closed deals. The type of event you choose to host should align with top company priorities.

2.3 FUNCTIONS OF EVENT MANAGEMENT

Main functions of Event Management are explained below:

2.3.1 Planning

A closer look at the planning function that the overall coordinator, the project manager and the sales team is dedicated to is warranted here. Planning tries to optimize resource utilization across the board. A cross-functional team is a necessity here given the complexity in decision-making involved and the requirement for phenomenal researched information.

Beginning with understanding the client profile, the brief for the event, the target audience and number expected, a major component of any event that follows is the preparation of the event cash flow statement.

As discussed in detail in Strategic Market Planning later, planning involves preparing the mission statements and objectives based on which strategies are devised to achieve the set goals.

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 specification viz., sound, light, stages and sets. Short-listing artists and stand by artists in tune with the dictates of the creative guys/gals is one of the most challenging tasks in the planning function.

It also involves checking out alternative arrangements for locating the event, the venue, the conditions for the event and gathering information to assist in taking a decision on whether the event would be held indoors or outdoors. While at the last task, understanding the requirements of licenses, clearances, etc. and arranging for the same as and when required is a fundamentally responsible task that the event coordinator is burdened with.

REMEMBER

Once the strategy is in place, suitable policies need to be formulated to align procedures and rules so as to be in tandem with the strategy and enable – not hamper – the implementation of the strategic plan. Planning thus tries to ensure synergy in the decision making process among the various activities.

Deciding soft issues such as whether the show is to be a ticketed, non-ticketed, fully or partially sponsored is also part of the planning exercise. Planners then do a risk rating for the event.

Defining arrangements for the quality of hospitality and the dress code of the hosts/ hostesses depending on audience profile as well as deciding the appropriate food and beverages to be served on the occasion also is a planning function. This is especially so since the security and other arrangements will vary with the type of beverages served.

In the cash flow statement, inflows to the event company's coffers are basically from a combination of the revenues from sponsorships, ticket sales, commissions, event production charges, artist management fees and infrastructure and equipment rental charges.

At the same time, on the outflow front, one can include headings as suppliers' payments, venue hiring charges, payment to artists and performers, etc. The major outflows though are mainly on the event production front combined with the licensing and tax payments liabilities. The mode of payment for events ranges from part payments to cash payments and is mutually agreed upon between the parties involved and authenticated in the form of a contract after negotiations.

Penalty clauses may also be included for defaults in the payments. Depending on the nature of the project, relationship with the clients and the objectives of both the client and the organizer, the actual plan of payments can be worked out.

This may involve a certain amount as part payment in advance, a certain, amount upon completion of specific milestones and finally payment of the balance amount either at the beginning of the event or upon completion of the event. It is essential that a certain amount be taken as advance to take care of the working capital needs.

The planning function defines the limits of the creative function as it provides the constraints that the creative team has to work with. It deals with hard practical realities such as the logistics i.e., transportation of material, travel, stay, etc. and the networking viz., media plan, ad designs, banners printing, tickets invites designing and printing. It tries to create the perfect picture of the event flow and tries to define and exercise control on the inflow and outflow of money before, during and after the event.

Therefore, it is imperative that the planning function plays an important role in the preparation for any event. In addition, the time frame involved in decision making being limited, planning assumes that much more importance as a function.

Some of the event planning services that need to be taken care of by the event organizers are listed as follows: Travel Arrangements, Audio Visual Needs, Catering, China and Flatware, Convention services, Decor, Decorations and Props, Entertainment,

Exhibitor Needs, Floor Plan, Food and Beverage, Ground Transportation, Invitations, Linen, Lodging, Logistics. Meeting Planning, National Entertainment, On-Site Coordination, On-Site Registration, Photography, Pipe and Drape, Registration, Sanitation Facilities, Security, Signage, Site Selection, Sound and Lights, Speakers, Stage Decor, Staging, Tables and Chairs, Tenting, Tours, Union Labor, Valet, Video Production, Staff, Bartenders, Web Site Management.

2.3.2 Organizing

We had earlier mentioned that events typically have a team based work environment and a project type of organization structure and that responsibility are assigned to the relevant staff members in the team for the event.

Coordination of the arrangements required is divided among the team members. We further reiterate that understanding 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 an exercise helps in creating an intentional structure for clarity of roles and positions. These structures change with almost every event depending upon the resources available. Therefore, in management parlance, one can call the organization structure in events as a project type of structure.

Event coordinators are essentially required for the organizing part for an event. Starting from contacting the artist or performers and in case of absence or dropouts, making standby arrangements is one of the most important functions of the event coordinator. After planning and creative functions have worked out the game plan, the event coordinator then goes about fixing the date, terms and conditions with the artist.

This is followed by arranging and creating necessary infrastructure. Planning and coordinating with the professionals for the physical availability of the sound, lights, stage, sets and seating is followed by arranging for some softer aspects of organizing.

These involve handling the publicity, which includes press meets, releases, etc. for a favorable coverage and handling of ticketing and invitations. The actual procurement of permissions and licenses from various Government departments finally becomes the coordinator's responsibility once the planning stage decides the requirements.

Arranging for hospitality management such as the stay, food and beverages, hostesses, etc. and contacting sponsors to ensure fulfillment of commitments from the event organizers' side to their clients are part of the organizing function. In short, organizing is making the event happen within the constraints defined by planning.

At this juncture, it would be prudent if we introduce the staffing requirements for events. We have already taken a tour of the event management flow and discussed some of the responsibilities of the staff in the preceding sections.

2.3.3 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. It is the size and the resource availability in the events enterprise that to an extent defines the exact role of the staff members.

In a big firm, there is more scope for specialized functional personnel with limited functional responsibilities, whereas, in a small firm, there is a fusion of roles depending purely ort availability of time and staff. Exceptionally people friendly and situation savvy professionals are needed to man this post on the event front.

Thus, while recruiting for events, one tends to feel that candidates with a past background in the hospitality industry, sales and advertising would be ideally suited to tackle the stress and pumped up adrenaline levels that come free with events.

Events as mentioned earlier are very physical in nature. A host of skilled and unskilled volunteers and labor staff need to be guided effectively. Given the fact that events are do or die projects, i.e. are one-off in nature, trouble shooting in and during the event therefore demands the most street smart and event savvy individuals.

Functionally, one can segregate the following functional level responsibilities that need to be addressed within the team for a specific event as discussed above in the section on organizing.

The overall coordinator is the person in-charge of a particular event. He has the final authority in decision-making matters related to the event. The creative manager leads the creative team. The project manager's role is to make the event a conceptual success and plays a very important role in the planning function. The production managers are also involved from the planning stage though their main responsibility is making the event a physical success.

Sales and Marketing personnel are part of the team from negotiating with prospective clients to ensure the client-concept fit for the event right through to the execution of the event. Business development is also part of the marketing portfolio of activities at most event companies. Event Coordinators carry the responsibility of day to day liaison and micro level activities. They are the ones who do the running around and put the pieces together. They also need to be well versed with public relations activities and

people skills in handling volunteers for putting up banners, decor, etc. Also, they need to be a technically adept since they shall be guiding the technical staff (sound, light, stages, etc.) as well as a host of skilled and experienced labor (carpenters, electricians, etc.) and unskilled labor (helpers) without whom there just cannot be any event.

2.3.4 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.

They are continually required to motivate the labor and other junior coordinators to work real hard given the physical nature of the job, the time constraints involved and the one-off nature of the event.

Thus, great communication skills and patience without letting too many errors happen as well as knowing how to use the carrot and the stick in a balanced manner are the basic characteristics of the overall coordinator. In addition to the above, the leadership qualities desired of an event manager include the ability to spot a deal and think on one's feet.

2.3.5 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.

There can be two attitudes with which evaluation can be put in its proper perspective. The concept of evaluation stated above was a critical examination digging out what went wrong. A more constructive focus for evaluation is to

REMEMBER

The overall coordinator also should be able to guide the marketing and project managers and this may even mean that the experience and expertise of past events need to be passed on to relative new comers given the shortage of professional event managers.

make recommendations about how an event might be improved to achieve its aims more effectively.

To conduct an evaluation and measurement exercise it is essential that the predefined objectives of the events have been properly understood. The brief should contain all the data to be communicated since if an event has been organized without a clearly defined purpose then any evaluation of it would be rather pointless.

The basic evaluation process in events involves three steps viz., establishing tangible objectives and incorporating sensitivity in evaluation; measuring the performance before, during and after the event, and lastly correcting deviations from plans.

Being a very essential function by itself, we have discussed it in greater detail in a separate on evaluation of events.

CASE STUDY

STRATEGIC PLAN DEVELOPMENT & IMPLEMENTATION

This Case Study describes how Gagnon Associates helped in the development and implementation of this client's first, comprehensive strategic plan.

The Company

America's oldest direct-mail catalogue marketing company.

The Situation

After years of enviable growth, the company encounters a business down turn and withstands the first layoffs in its history. Impact on company morale is significant, and though the imperative to resolve on a future course is clear, consensus on future direction remains to be achieved. This will also be the first time the company has developed a comprehensive plan for the entire enterprise vs. managing its separate business channels independently.

The Approach

Orvis engages Gagnon Associates to lead the executive team and a select group of additional senior managers through a comprehensive team-based Strategic Planning Process. Extensive, confidential interviews of the Executive Team provide, in the words of the CEO, a "needed and welcomed opportunity to 'go to confession,'" while a consolidated reporting of key interview themes provides them with "new and valuable insights" critical to moving forward.

Guided by Gagnon Associates, executives conduct a comprehensive Scan of the Orvis operating environment and an assessment of the company's strengths, weaknesses, opportunities and threats to serve as a context for planning. Next, over a two-to-three month period Gagnon Associates leads Orvis senior executives through the rigorous planning process itself. Executives achieve consensus on company direction and, for the first time, develop concrete, corporate-wide goals, strategies, initiatives, timetables and accountability structures to achieve their common vision.

The Results

Within little more than a year, the COO reports that, due to the "heightened focus" on growth and profitability resulting from the plan, a key distribution channel experiences

an 80% increase in sales. A second channel is forecast to grow by 20%. A comprehensive brand-building initiative is completed along with the complete revitalization of the human resource function and associated programs.

A reengineering initiative in the company's merchandise operations/sourcing function transforms the new product development process and achieves 70% of the resulting cost-savings targeted for the next year by year end of the current year.

The CEO credits the Strategic Planning Process with providing "valuable insights that encouraged me to change my style and approach to leading the Company." He asserts, "The Planning Conferences themselves provided the leadership group some valuable benefits, especially in the area of clarifying and improving the effectiveness of how we make high-level decisions. . . . We do a better job of ensuring clear disposition of issues and avoiding 'drift' than we did before."

The plan results in a strategic refocusing of company direction, a revitalized organization, and improved business results described by the client as nothing less than "a turnaround."

SUMMARY

- An event is any organized presentation or activity that is consciously planned and conducted to achieve specific goals or objectives. Thus a market to attract more customers to town is staging an event as is a festival to engender pride in a community.

- Strategic planning involves the structured efforts of an organization to effectively identify its purposes for existing, the direction that the organization will pursue, and how that direction will allow the entity to achieve its short-term and long-term goals.

- The event resource management plan (RMP) tool is designed to assist those working in the events industry with pre-event procurement and waste reduction activities, identifying key opportunities to reuse items and reduce event waste by forecasting material needs and producing a management plan.

- 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 specification viz., sound, light, stages and sets. Short-listing artists and stand by artists in tune with the dictates of the creative guys/gals is one of the most challenging tasks in the planning function.

- Defining arrangements for the quality of hospitality and the dress code of the hosts/hostesses depending on audience profile as well as deciding the appropriate food and beverages to be served on the occasion also is a planning function. This is especially so since the security and other arrangements will vary with the type of beverages served.

MULTIPLE CHOICE QUESTIONS

1. **Strategic management process usually consists of ………… steps.**
   a. Four
   b. Five
   c. Six
   d. Seven

2. **One of the components of corporate level strategy is**
   a. growth strategy
   b. portfolio strategy
   c. parenting strategy
   d. All of the above

3. **Creating an environment that facilitates a continuous and two-way exchange of information between the superiors and the subordinates is the core of**
   a. High involvement management model
   b. High commitment management model
   c. High performance management model
   d. None of the above

4. **The three important components in aligning business strategy with HR practice:**
   a. Business Strategy, Human Resource Practices, Organizational Capabilities
   b. Marketing Strategy, Human Resource Practices, organizational Capabilities
   c. Business Strategy, Human Resource Practices, organizational structure
   d. Marketing Strategy, Human Resource Practices, organizational structure

5. **In an organization initiating career planning, the career path model would essentially form the basis for**
   a. Placement
   b. Transfer
   c. Rotation
   d. All of the above

REVIEW QUESTIONS

1. What do you understand by strategic event planning? Explain.
2. Describe the event strategy framework.
3. Define the event planner marketing strategies.

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4. How to create a successful event strategy?

5. Describe the functions of event management.

Answer to Multiple choice Questions

1. (b)   2. (d)   3. (a)   4. (a)   5. (d)

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CHAPTER
3

PROJECT MANAGEMENT FOR EVENTS

"Creativity & innovation is to events, what the heart & soul is to the living"

-Rehan Waris

INTRODUCTION

There has been a rapid growth in the number of events and festivals delivered since the 1980s and in relation to this an increase in the number of institutions offering events management programs to both undergraduate and postgraduate students. The academic research connecting to events, however, has not developed at the same pace and there are gaps in some areas of academic event theory.

Project management involves the planning and organization of a company's resources to move a specific task, event, or duty towards completion. It can involve

a one-time project or an ongoing activity, and resources managed include personnel, finances, technology, and intellectual property.

No matter what the industry is, the project manager tends to have roughly the same job: to help define the goals and objectives of the project and determine when the various project components are to be completed and by whom. They also create quality control checks to ensure completed components meet a certain standard.

3.1 EVENTS, PROJECTS AND CHARACTERISTICS

From ancient through to contemporary times events have been part of society, defining different beliefs, preferences, and fashions across a variety of cultures. Events can range from small family gatherings such as birthday celebrations to mega-events like the Olympic and Paralympic Games. It must be noted that not all events have an appointed event organizer; instead traditions and local rituals may pave the way for unorganized or spontaneous events. Examples of these include gatherings in public spaces at New Year's Eve and end-of-war celebrations. This makes events a very interesting and innovative subject area to both study and work in and it also means it is difficult to provide one single definition of events. According to Smith public events are 'themed occasions that take place at a stipulated time'; arguably, they are designed in a unique way, as each one offers a synergy between location, the range of people involved and the culture/rituals in place. It is thought that one must experience an event in order to fully understand it. Typically, 'an event is generally a complex social endeavor characterized by sophisticated planning with a fixed deadline, often involving numerous stakeholders'. This is a useful definition as it strongly connects to project management influences linking events to planning, timelines and stakeholders. Events can be understood as social occasions that are limited in time, involve an audience and fulfil complex and varied objectives dependent on the stakeholders involved. Event management pulls together the practical tools, resources and expertise needed to bring an event to fruition.

Similarly to the definition of events, the relationship between projects and events can be multiple and changing. This section will help to define and pinpoint the meaning of a project and, in turn, how this relates to events and event management. Bladen, Kennell, Abson and Wilde, state that 'projects are distinct from the day-to-day processes of an organization'. They argue that events are projects because they share many similar characteristics. These similar characteristics and traits include life cycle, budget, **leadership**, teams, one-time tasks and cross-functionality. The listed descriptors are all appropriate and logical but perhaps do not fully encapsulate the entire relationship between events and projects.

The production of a festival or event is a project', and they endorse the use of project management tools to ensure the successful completion of the event. This definition emphasizes the production and implementation side of event management as being project-led rather than the entire process. The initiation, planning, implementation, monitoring and shut-down stages are key elements of project management linked to events. However, do not separate the two fields and refer to them instead as event projects in their study exploring World and European Championships from a project management perspective. They acknowledge that 'organizational event projects have well-confined parameters, such as fixed deadlines, strict competition rules, numerous stakeholders and environmental aspects'. This view can be encapsulated by understanding events as the setting in which project management processes and values are being utilized.

Rowe (2007) defines project management as being both an art and a science. The art of project management implies the coordination of technical and business resources, the team and the client and all the stakeholders involved. The science of project management is based on processes and techniques. To be an artist in project management means to be proficient in the science of project management. This notion of project management adheres very well to the events industry, which is a fusion of art and technical application. The use of project management skills and theory is necessary in the events sector because it provides useful processes and project tools and the framework for defining the event scope and associated objectives. Furthermore, as for events, the project manager directs the team to focus on tasks and helps with the management of time scales and resources.

In essence, a project is an idea that is implemented into action until completed. Project management involves the careful monitoring and management of each project stage to ensure that it is completed efficiently, professionally and to brief. The simple stages of the project management cycle can be viewed in Figure 1. The event concept or idea is the initial stage of the process which in order to be agreed upon by key stakeholders must also have the appropriate financial backing. An event organizer presenting their particular event project

Keyword

Leadership is both a research area, and a practical skill encompassing the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations.

to a panel of Safety Advisory Group (SAG) members is unlikely to reassure the SAG of their event safety if the correct finances and legalities are not in place.

An initial feasibility study of the event project along with an internal and external analysis of the strengths, weaknesses, opportunities and threats (SWOT) connected to the event idea is needed. Only then is it encouraged to progress to the project planning and implementation (doing) stages. These stages of project management align directly with event planning, and the final stage of this involves completion, shut-down and review.
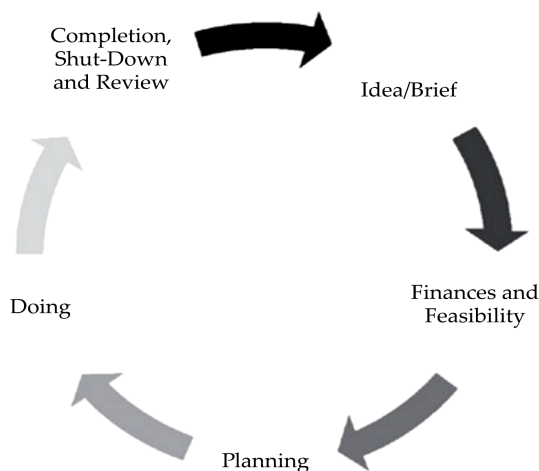
Figure 1. The project management cycle.

3.1.1 The Connection between Events and Projects

The relationship and connection between events and projects can be difficult to understand and apply. The characteristics of projects are listed below and the processes by which they are developed and implemented are of interest to event managers:

- They are time based: every aspect of a project has a time constraint.
- They are unique and involve either using new resources or using standard resources in a new combination.
- They have start and finish dates.
- They involve considerable unfamiliarity and the possibility of unforeseen risks.
- The level of activity varies over the duration of the project.
- They constitute a dynamic system subject to change from internal and external sources.

The constrained element of time within events and projects is undeniable, both of which have deadlines at the micro and macro level. Due to the fast-paced nature of the events industry it is always necessary to search for new resources and methods of planning and managing an event. Inevitably, there may be unforeseen risks and unexpected occurrences may take place. It is the role of the project manager, however, to eliminate all reasonable and predictable risks and challenges by creating detailed, thorough and organized plans.

Maylor provides several key characteristics of **project management** which are sited below and have been adapted for event management practices:

- *Social construction*: an event is organized and led by people so it is complex and dynamic.
  - Live Aid.
- *Uncertainty*: a characteristic also linked to events management as it is a dynamic industry and vulnerable to internal and external threats and changes. For example, at an outdoor event organisers are dependent on the weather conditions. In addition, there can be uncertainty regarding the costs and resources involved in organizing the event. Event organizers need to know how to cope and deal with uncertainty.
- *Uniqueness*: each event will have an individual output as the time, space and resources involved (human and material) will vary from event to event.
- *Emergence*: events have a definite set of activities that need to meet the event objectives within limited resources; however, in some emerging/changing situations all objectives and the measures to achieve it must adapt.
- *Change*: can intervene at any stage in the organization of an event as with its progression the initial idea/scope/mission evolves.
- *Focused*: each event has a particular aim and needs to achieve its result/mission (some events can have multiple purposes that need to be achieved).
- *Temporary*: events have a definite time: a start date

Keyword

Project management is the process of leading the work of a team to achieve all project goals within the given constraints.

DID YOU KNOW

In 2011 the Lincoln Christmas Market planned for 250,000 to attend throughout the event, in fact 330,000 visitors arrived.

when objectives are set and a finish date when all objectives have been achieved.

■   *Integrated*: the project manager has the role of interlinking all the activities and make sure that each member of the team understands their role. Resources (material and human) need to be put together in a complex structure to make the event successful.

Events are projects because they are of limited duration, require a degree of coordination of tasks towards goals, usually have a fixed budget, and are unique occurrences'. Some major events may have several project officers working on them who are dedicated to work across specific sections of the event. The crossover between events management and project management is endless; however there are some key differences which exist and are illustrated in Figure 2 in relation to event and project descriptors.

PROJECT MANAGEMENT
Developed project tools
Potentially flexible completion date

PROJECT MANAGEMENT AND EVENT MANAGEMENT
End result
Cost/Budgeting/Funding
Feasibility
Planning
Structure and teams
Supply chains
Marketing
Risk
Stakeholder relationships
Workforce
Bidding
Conception
Timescales
Monitoring
Reflect/Review/Evaluation

EVENT MANAGEMENT
Promotion
Audience
Tickets
Rigid performance date
Leisure/Pleasure

Figure 2. The characteristics of events and projects.

As shown in Figure 2, there are many more similarities between events and projects than there are differences. The use of a Venn diagram helps to illustrate the crossover between event and project descriptors. Some of the differences are essential to both understanding the relationship between events and projects and the management of each in general. The concept of 'overlay' is a valuable one and describes the way in which project management utilizes all of the tasks involved in general management. When this overlay is placed on top of event management, however, there are some aspects that are not covered. An event is not a project in its entirety, but rather an event utilizes many key characteristics of project management but is distinctive because

an event involves an *audience* and a rigid performance date (the event itself). It is the elements connected to the notion of audience, such as promotion, ticket sales, event date and leisure, that summaries the departing characteristics of events away from the project management overlay. The attendance of an audience at an event is arguably the ultimate aim for an event organizer; it is not one discrete aspect of a project task but rather a holistic vision of event success.

As documented by previous scholars there is still a great deal of crossover between events and projects: 'By virtue of the fact that major sports events have pre-defined start and end dates, they are similar to projects'. Parent and Smith-Swan acknowledge that event managers do use project management tools to organize and host events. As referred to in Figure 2, the similarities between projects and events are more prevalent than their differences, but event management is not the same as project management. Event management concerns the organizing and hosting of an event using project management resources and knowhow, and this incorporates the wants and needs of an audience. In their discussion of event projects, 'Project management methods and techniques are essential in the definition and planning phases of an event. However, during the implementation, soft skills, relationships and appropriate communication can ensure the fulfilment of success criteria.'

This links back to the audience (soft skills, relationships) as being a separating factor when analyzing the difference between project and event management. Project management is used throughout event management stages to effectively plan, realize and develop the right processes, structures and techniques required for event success. But once the implementation stage is enforced – namely marketing, publicity, event delivery – different skills are required and a movement is made away from a pure concentration on project management.

3.2 EVENT INITIATION

The event planning process as outlined by Masterman and illustrated in Figure 3, provides the order and flow in which to plan for and implement events. This section focuses on the preliminary stages of **event planning**: the initiation stage, which incorporates objectives, concept and feasibility from Masterman's model. Event objectives, concept and feasibility are all crucial initial phases to ensure event success at the later implementation milestone. This is in line with the initiation phase as outlined in the Event Management Body of Knowledge model. It is acknowledged that 'events are about people. They concern change and creativity' and therefore comprehensive but flexible planning and research at the start of the process will assist in the handling of the dynamic and creative industry.

3.2.1 Event Objectives and Concept

Event objectives are interlinked with the event concept, vision and mission statement of the organization. The objectives state the goals and aims of the organization and/or event. According to Lock initial objectives are used to measure later success in relation to the following three aspects:

- Project completion within approved cost budget;
- The project finished on time;
- Good performance, which requires that the project satisfies its specifications and delivers the intended benefits.
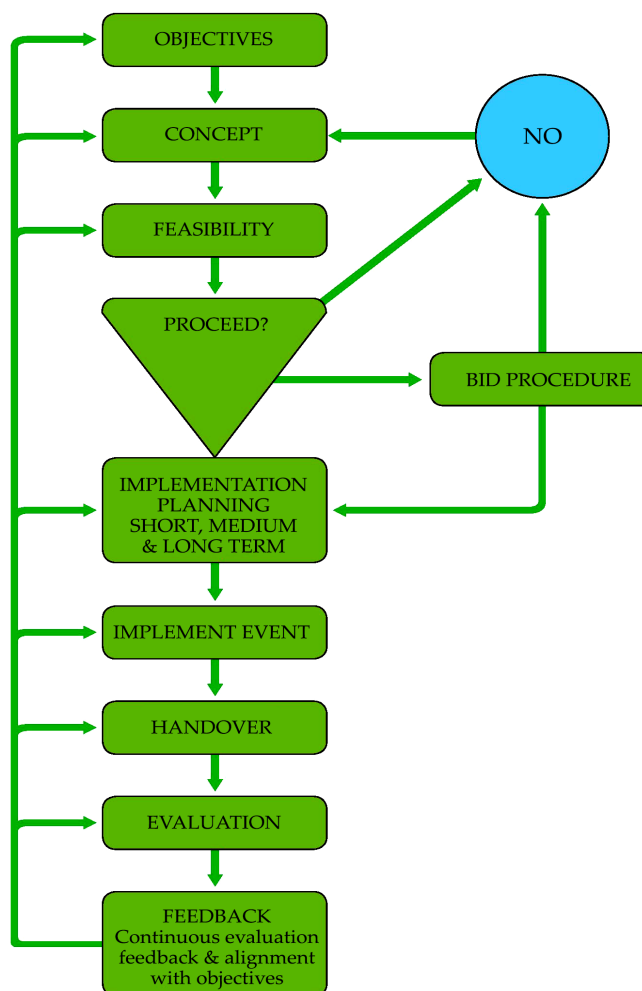
Figure 3. The event planning process.

It is very important to set realistic and measureable targets from the outset in order to gauge success levels in a reliable and reasonable manner at a later stage. In order to make clear and coherent event objectives it is useful to take time to complete them, and to utilize the research and expertise of colleagues and stakeholders to assist with the decision making. A long-standing method of guiding objective setting is the SMART technique, which stands for **S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**ime limited. Some considerations for using the SMART technique are discussed in Table 1.

Table 1. SMART objective considerations

Specific	• Who is the objective aimed at? • Is the concept and vision clear?
Measurable	• Is the objective tangible or intangible? • What methods are available to measure achievement? • Is this a new concept or one that can be benchmarked against previous ones?
Attainable	• Is funding in place to meet the objectives? • Does the events team have the right expertise and staff numbers in place to bring the objectives to fruition? • Is the external and internal climate right for this event to take place?
Realistic	• Does the budget align to the event aspirations? • Is the time-frame appropriate and does it account for potential delays? • Is the infrastructure already in place?
Time Limited	• Is the time frame appropriate to ensure the event can take place? • Has research been undertaken to understand lead times on certain project areas? • Are any stakeholders involved going to cause time issues?

Event concept is concerned with the idea of the event which may connect to a target market or set theme (e.g. school sports day, community charity bike ride or student vintage clothes show). The objectives and concept must be substantiated with a vision of the overall event and an organization mission statement. Event visions can often be hopeful, ideological and utopian. See Table 2 for two examples of event visions.

Table 2. Event visions

Event	Vision
Rio 2016 Olympic and Paralympic Games	'All Brazilians uniting to deliver the greatest event on earth and proudly advancing through sport our national promise of progress.'

San Sebastian European Capital of Culture 2016	'The San Sebastian European Capital of Culture 2016 project aspires to the hope that, by 2026, ours will be a society where people have the knowhow and tools to overcome conflicts and live together, sharing in peace and collaborating in a supportive community.'

In both the Rio 2016 vision and that of the Capital of Culture in Table 2, the words used are emotive and aspirational: 'uniting', 'proudly', 'progress', 'aspires', 'hope', 'sharing' and 'collaborating'. A mission statement often outlines how the organization in charge of the event will ensure the event vision is realized. It details the purpose of the event organization and can be understood by answering two questions: 'what are we going to do?' and 'for whom are we going to do it?' The way in which objectives and event concepts are implemented and decided upon is based on feasibility planning, which is discussed next.

3.2.2 Event Feasibility

Conducting a feasibility study is of great importance within the events world. Having effective, well-researched and informed content to wrap around the event will assist in applying for funding, gaining stakeholder support and, in turn, hosting a successful event. It is important to understand the scope of the event project, meaning the reach and extent to which the event tends to impact. Event organizers all operate differently and may collate one or more feasibility studies depending on their preference; financial feasibility, venue feasibility, workforce feasibility may all feature within the overall study. It is important to have in place a strategic plan from the event stakeholders initially to assist in the feasibility and progression of the event(s). A strategic plan will highlight the business objectives and organizational vision for the event stakeholders; these may be more generic to their business sector rather than specific to events as such. Parent and Smith-Swan provide a list of potential feasibility considerations for a sporting event: 'a facility review and assessment; the event fit-out requirements; hosting capability; internal and external transportation capability; community support; sport expertise; and economic impact projections'.

The repeated word 'capability' is important to note because this is how feasibility can be simply summarized: the extent to which the organization and local infrastructure is capable of hosting an event. The definition provided by Parent and Smith-Swan (2013) covers the general areas of facility/venue appropriateness, workforce and expertise, infrastructure, community and legacy. These five areas will help event organizers to compile a feasibility study for their planned event, and it is clear from these themes that financial support is ingrained within each area as the backbone of feasibility.

Masterman (2009) argues that the design and set-up of the event can be tried and tested at the feasibility stage of the planning process. The following considerations are taken into account when testing the event design:

- who is responsible
- resources required
- coordination of bidding process
- long-term plans
- timing implications
- identifying new partners
- cost vs. benefits analysis
- determining critical path
- aligning to objectives.

To extend the five themes as manifested from Parent and Smith-Swan's (2013) definition, here the concept of pragmatics can also be added to facility/venue appropriateness, workforce and expertise, infrastructure, community and legacy. Pragmatics covers the coordination, timing and critical path analysis, which is all crucial to feasibility planning. Using the following broad themes will assist in developing a useful feasibility study:

- pragmatics
- facility/venue appropriateness
- workforce and expertise
- infrastructure
- community
- legacy.

It is important to consider cost and financial planning as threaded through the entirety of this list and embedded within each theme. Conducting a thorough event project feasibility study will ensure event managers are equipped with the information and detail they require to bid for work, satisfy stakeholder needs and raise any capital investment. In addition to this, event managers who conduct valuable feasibility studies from the outset will arguably lead to gaining a positive reputation linked to professionalism and trust.

REMEMBER

Staff competency levels can affect how thorough and effectively the feasibility study will be conducted and therefore it is important to provide support and guidance to the team member or team conducting the study.

3G E-LEARNING

3.3 EVENTS MANAGEMENT ENVIRONMENT

An important aspect of event planning is that of situational analysis and a common method to analyze this is to look at strengths, weaknesses, opportunities and threats (SWOT) linked to the current events environment. The strengths and weaknesses of this situational analysis connect with aspects that affect the internal running of the organizations such as staff team, organizational policies and workplace. In contrast, opportunities and threats connect with the wider world and what is happening externally to the event organization that may affect event procedures. This section will focus primarily on the external environment in relation to the current events management sector. Much of the current literature and media focus on events has been on public spending and legacy. Li and McCabe (2013) define mega-event legacy as 'Tangible and intangible elements of large-scale events left to future generations of a host country where these elements influence the economic, physical and psychological wellbeing at both community and individual levels in the long-term.'

As stated, the economy, physical environment and psychological satisfaction have considerable impact on those who are connected in some way to mega-event hosting. When analyzing potential opportunities and threats from the external context, it is important to consider the following environments: political/legal, economic, social/cultural, technological, demographic, physical/environmental and competitive.

3.3.1 Political/Legal Environment

Like the events world, the political and legal environment surrounding events management is continually shifting and changing in line with societal demands and pressures. The UK government is made up of several ministerial departments and the Department for Culture, Media and Sport (DCMS), in particular, is very closely linked to the events sector. This specific government department is tasked with helping 'make Britain the world's most creative and exciting place to live, visit and do business'. Event hosting is inextricably linked to living, visiting and doing business within a location and plays a very significant role within both a national and global economy. It is noted that the way in which the events industry has evolved over recent time does lean towards a more professionalized approach: By its nature the event industry tends to be highly entrepreneurial, which encourages innovation. However, the last decade has seen it also becoming increasingly professional in its approach with a great deal of time being devoted by event organizers and suppliers to developing professional standards across the market, from specialist guidelines for the erection of temporary structures and stages to information for those organizing events such as the 'Purple Guide'. The changes in the **professionalization** of the industry have consequentially impacted on the legal and political environment in terms of guidelines, reports and

policy. All event managers must be aware of new and revised legal guidelines and policies made in relation to the events industry; these may cover hospitality, construction, community, road closures, licensing and selling of goods.

3.3.2 Economic Environment

The Organization for Economic Co-operation and Development (OECD) is made up of 14 member countries and promotes policies around the world to instil and encourage economic growth and improved social wellbeing. 'Economically, it has been estimated that sporting events contribute 3% of the gross domestic product of OECD countries'.

Much research has indicated that the reason nations choose to host events is due to the potential economic benefits for their country, although there is still some debate as to the extent of which economic benefits do manifest from event hosting. This aside, the perceived positive impact of event hosting on the national economy has been prioritized and embedded with mega-event culture. The recession that occurred in 2008 meant 'the bubble economy of the Western economies burst' and businesses and organizations globally sought new, more sustainable ways to manage and progress business event objectives. There are many opportunities and threats connected to events management in relation to this, including cost implications, responsible project management and, of course, innovation for future sustainable economic drivers.

It is important that the events industry is proactive in dealing with sustainable issues going forward in order to protect and develop the sector.

The Business Visits and Events Partnership (BVEP) is an organization that works with different businesses and government agencies connected to the events sector. Their role is to: Garner the cohesive opinion of these stakeholders and to collectively influence and develop policies, practices and strategies that support and generate growth in the sector and, raise sector awareness through clear communications of the social and economic benefits of the business visits and events sector.

In 2014 the BVEP produced a report entitled *Events Are Great Britain*, claiming that the British events industry is worth £39.1 billion and is broken down into the parts shown in Table 3.

Table 3. Value of Britain's events sector

Event Type	Worth (£billion)
Conferences and Meetings	£19.9
Exhibitions and Trade Fairs	£11.0
Incentive Travel and Performance Improvement	£1.2
Corporate Hospitality and Corporate Events	£1.2
Outdoor Events	£1.1
Festivals and Cultural Events	£1.1
Music Events	£1.3
Sporting Events	£2.3

Table 3 demonstrates the value of the events sector to the UK and this will continue to be a feature of UK culture in the future. It is important for event projects to contribute to local economies as well as to operate on a social and equitable level to ensure that events are wide-reaching and fully inclusive.

3.3.3 Social/Cultural Environment

Events have been heavily woven into the global tapestries that form the cultural and social web of our lives. Events have recently been used to develop 'social capital and/or community cohesion' in their bid for inclusivity and promotion of equality and diversity of cultures, religions, faiths, customs and rituals. Events are not only utilized by governments and local authorities to make profit and physical investments but to also provide the softer, psycho-social benefits to communities involved with the event. There is increasing pressure on event managers to provide events that are 'multi-purpose' to meet many stakeholder requirements that may span across economic objectives as well as social, environmental and community objectives. Social and cultural opportunities developed from event hosting may cover:

- attendee/volunteer sense of wellbeing and satisfaction
- confidence development of volunteers
- apprenticeship schemes
- civic pride
- teamwork provision for workers/volunteers

- overall sense of achievement, community sense of belonging.

In their book *Events and the Social Sciences*, Andrews and Leopold draw attention to the social and cultural aspects of events where previous research has focused on the practical side of events management. It is crucial to think not only about profit, strategic management and planning when organizing events but also about audience participation, identity formation and community 'voice'. Events will always 'say something' about the event organization, host community, entertainment and/or audience members. This may link to event image, organization image, **organization** effectiveness and professionalism of the business, and community acceptance. It is crucial to include cultural and social environmental factors in the initial event planning states in terms of situational analysis and acknowledgement of future prospects.

3.3.4 Technological Environment

It has been noted that the 'diversity of events, together with the unique demands of some venues particularly for outdoor events, has required the development of specialist skills'. This need for new specialist skills and the proliferation of technology and digital technology usage within contemporary society has inevitably impacted upon the way audiences engage with events. 'The postmodern society is seen as being dominated by transnational companies, advanced capitalism, trading blocs and common policies, the introduction of the web and rapid development of new technologies' Andrews and Leopold. The term 'rapid' here illustrates the speed at which technological advancements are being made, and using technology in a smart and appropriate way in the events sector can increase competitive advantage and audience engagement. The events sector is now immersed in a world of e-ticketing, website bookings, online reviews, social media engagement and b/vlogging. The influx of technological usage can manifest in large opportunities and also significant drawbacks. Opportunities come in the form of increased ease of operating systems, efficiency in planning models, speedy promotion and greater customer satisfaction. Drawbacks, however, may surface in

Keyword

Organization is an entity – such as a company, an institution, or an association – comprising one or more people and having a particular purpose.

relation to high initial costs, staff training, management of public audience engagement and competitive pressures. The emphasis is on multi-communication pathways and a need to successfully manage and monitor these: 'Citizens, living digitised and social mediated lifestyles, are now important co-creators, shaping the design, delivery and dissemination of events to a wider audience'.

Arguably, there has been a power shift away from the event organizer towards the consumer in which they now help to 'co-create' the event to suit their own needs. Technology extends the reach for events and helps to engage with potentially disaffected audience types. The contemporary event organizer must be confident to embrace technological advances at an appropriate rate for their own organization.

3.3.5 Demographic Environment

There are many different ways for an events organization to investigate their current and/or target audience demographic. These can include segmenting markets by the following categories:

- gender
- age
- location
- marital status
- personality and motivations
- income.

Situational analysis concerns understanding what 'type' of people currently attend the event in question and how this compares to business objectives, and future goals as well as to business competitors. With a good understanding of the event market, it will be easier to plan a successful event in relation to consumer needs and demands. Demographic information may have a considerable effect on the design and implementation of an event. For example, the way in which audience members showcase their gender identities in event/festival environments can have repercussions for event managers in terms of managing excessive consumption, costume and enjoyment. In addition, in their research on attendees at an international culinary event, Smith and Costello (2009) discovered two dominant market segments: the 'food focusers' and 'event seekers'. By understanding the personality types of event goers and their linked motivations, event organizers are better able to accommodate for their needs.

3.3.6 Physical/Environmental Context

Events, for the most part, are physical occasions which occupy a space on the Earth.

They take up physical room and inevitably impact on the environment they are part of. 'Humankind consumes what nature has to offer and in return we create waste and deplete the Earth's natural reserves. All our actions have an impact on the Earth's ecosystems that are only able to renew themselves at low levels of consumption'. There is a need for event managers to be aware of and implement sustainable practices in their business where possible. There was a growth in interest and popularity surrounding issues of sustainability, use of resources, responsibility and environmental concern. Events organizations may continue to seek to customize their event offering by developing events that prioritize ethical products, sustainable practices and/or responsible resourcing.

It is the urban environment, as well as the rural one which may be impacted upon by events. As researched by Gezici and Er (2014) during the hosting of the Formula 1 Grand Prix in Istanbul, 'the real long-terms effects are the positive and negative legacies generated by these events and their impacts on the urban development form'. This urban development form may refer to the cityscape, use of event buildings and infrastructure and the long-term effects on urban landscapes. Smith (2012) makes the distinction between event-led and event-themed regeneration. The former means the event itself instigates new growth and infrastructure development, whereas the latter uses the event as part of a wider developmental initiative.

REMEMBER

Contemporary events management organizations must concern themselves with the physical impact of their event and how it connects to sustainable policies and broader event initiatives.

3.3.7 Competitive Environment

Competition for services, goods and events in general happens on a local, national and global scale. It is likely that competition to host and manage events will continue as long as there are perceived benefits of hosting. 'Competition from other countries and destinations can take many forms, from higher marketing budgets to greater levels of infrastructure investment, from more client-friendly policies and laws to a more professional and better supported approach to event bidding'.

Different countries bid each year for the right to host a particular mega-event, whether that is the football World Cup,

European Capital of Culture or the Olympic and Paralympic Games. Competition is healthy, necessary and useful to assist in boosting the quality standards and professionalism of the events that take place. Table 4 shows the top ten countries in the world for hosting international meetings in 2012; these meetings had to be of a certain level and ranking which was set by the Union of International Associations (UIA).

Table 4. Top international countries for meetings in 2012

Rank	Country	Number of Meetings
1	Singapore	952
2	Japan	731
3	USA	658
4	Belgium	597
5	Republic of Korea	563
6	France	494
7	Austria	458
8	Spain	449
9	Germany	373
10	Australia	287

3.4 SUPPLIERS AND SUPPLY CHAINS

Every project event team should conduct a feasibility study prior to any sort of implementation phase of an event. The feasibility study should access and research key elements of the project such as funds and budget, staffing, marketing and of course potential suppliers. A supplier is a person and/or organization which supplies a resource to an event. This resource can be a blend of both goods and services. Visitors to an event may indulge in food and drink, buy a piece of merchandise, or enjoy the live entertainment; without the efficient operation and management of supply chains none of this would be possible. A supply chain can be viewed as the pathway in which that resource is supplied. According to Bozarth, Handfield and Chandiran, a supply chain is 'A network of manufacturers and service providers that work together to create products or services needed by end users.

REMEMBER

Competition for business and market positioning is not a static discipline but rather requires continuous movement, mobility and flexibility. 'Competitive advantage cannot be gained by only one single improvement, it requires a company to constantly question its strategic position'.

These manufacturers and service providers are linked together through physical flows, information flows and monetary flows.'

Events are made up of multiple layers of supply chains, and operate by utilizing the connections and professionalism of other firms and resources to ensure the event's success. The notion of different flow aspects is important to understand the way events and supply chains interlink. Physical flow can refer to the logistical movement of goods and/or services from one place to another. For example, a porta-loo company will need to transport these facilities to a music festival ready for audience use. Information flow concerns the passing on and dissemination of event messages to suppliers and the event company and other relevant stakeholders. For instance, communication via email, telephones or physical meetings is needed as a way to transfer key narratives from one supplier to the next. Lastly, monetary flows include the pathways the finances take when ordering, paying for and securing supplies. Another flow element that is not already documented, and one that is important here, is that of volunteers as a human resource and therefore a *workforce supply* at events. It is important to think of 'volunteer flow' as a fourth aspect of supply chain management. Volunteer flow describes the assignment of helpers and volunteers at events through direct advertisement, various suppliers or third-party organizations.

Specialist event suppliers have emerged in parallel to the growth of such a multi-faceted industry. Some of these include catering, security, legal provision, entertainment packages, health and safety organizations, staging, and audio-visual equipment companies. It is therefore more crucial than ever for event organizers of any level to understand the importance of supply chains and the necessary event expertise needed to manage them. Supply chain management is an active process that effectively balances competitive needs with customer benefits. This section explores in detail the management of supply chains, the role of contractors in events, intelligence gathering, relationship building, venue concerns, contracts and legislation, sustainability of the supply chain, best practice and lastly the review process.

3.4.1 Supply Chain Management

A supply chain is the interconnection of an interrelated series of processes through, into and from an organization. According to Maylor (2010), 'a project is only as good as the weakest part of the process'. A company may allocate substantial time and resources to make sure that all processes within the organization run smoothly, but the project outcome will also be dependent on the collaboration and performance of the supply chain. Supply chain management is the synchronization of an organization's processes with those of its suppliers and customers in order to match the flow of materials, services and information with demand. The success of an event project depends on

four main factors, which include the value of services/products in proportion to the overall value of the project, the relevance and priority of the items being purchased to the project outcome, the time frame and the quality level of the work purchased. Nowadays, considerable amounts of project work can be outsourced and performed by specialist suppliers or contractors. Outsourcing is the means by which a company acquires the processes it lacks or is unwilling to perform. Another approach in which a company purchases the processes it needs is through vertical integration, which implies the formation of businesses at different levels of the supply or distribution chain. For a firm this means investment into either suppliers through *backward integration* – sources of raw materials, parts and services through acquisitions – or through *forward integration*, meaning that the company acquires more channels of distribution. For example, an events company that specializes in organizing weddings can invest backwards by purchasing a florist company for quality and flexibility in terms of supplying fresh flowers or invest in an agricultural farm to supply organic products for all the weddings they organize. Likewise, the same wedding organizer can expand through forward integration by purchasing a venue (e.g. a barn for rustic themed weddings) for their own wedding organization. Some of the main advantages of vertical integration include control over supplies in terms of quality of the goods/services, price, availability, access and ability to reach customers. Horizontal integration refers to a situation when, at the same level in the supply chain, events companies merge in order to remove competition and increase economies of scale. Within the events industry successful supply chain management must prioritize relationship building, trust and commitment. These aspects are acknowledged as having an important impact on developing long-term business relationships.

3.4.2 Roles and Relationships: Contractors/Suppliers in the Events Industry

In order for any event to take place, the event organizer will have to engage the services of a wide variety of contractors and/or suppliers. There are many differing definitions for the terms contractors/suppliers. In the events world, however, they can both be understood in similar ways: they represent a person or company who fulfils a role or provides a service relating to the management or planning of the event for the event organizer.

It is more important to recognize that some contractors/suppliers are more significant to the success of an event than others. These can be referred to as 'primary' and 'secondary' contractors/suppliers. Primary contractors/suppliers are those which are fundamental to the implementation and delivery of a safe and successful event, whilst secondary contractors/suppliers can be said to be those which influence the quality levels of the event. Primary contractors can also be referred to as 'critical contractors'. The

idea is the same; they are fundamental or crucial to the implementation and delivery of a safe and successful event. Some contractors/suppliers will always be considered primary or critical, such as health and safety staff or a health and safety company, the medical provider, or any contractors for legal compliance. Some contractors/suppliers will always be secondary ones, such as the merchandising provider, or the catering concessions. Figure 4 provides an overview of the 'typical' contractor/supplier categories as a reference point only. It has been created as a Venn diagram to highlight the potential fluidity of some contractors/suppliers engaged at different events. These are contractors who may move between the primary and secondary contractor designation. The middle section of Figure 4 demonstrates some of the contractors/suppliers which may be viewed as shifting between the role of primary or secondary contractor/supplier. Note that this is not an exhaustive list. The point at which these contractors become primary and secondary to the event will depend upon a number of factors, and each event will be different and should be treated individually. Primary and secondary contractors/suppliers at one event may not necessarily be the same at another event, even if the providers offer the same service on the same site. Factors that could influence this include weather conditions, the time of year, other events taking place in the area locally or nationally, the time of day, audience profile and type of entertainment.
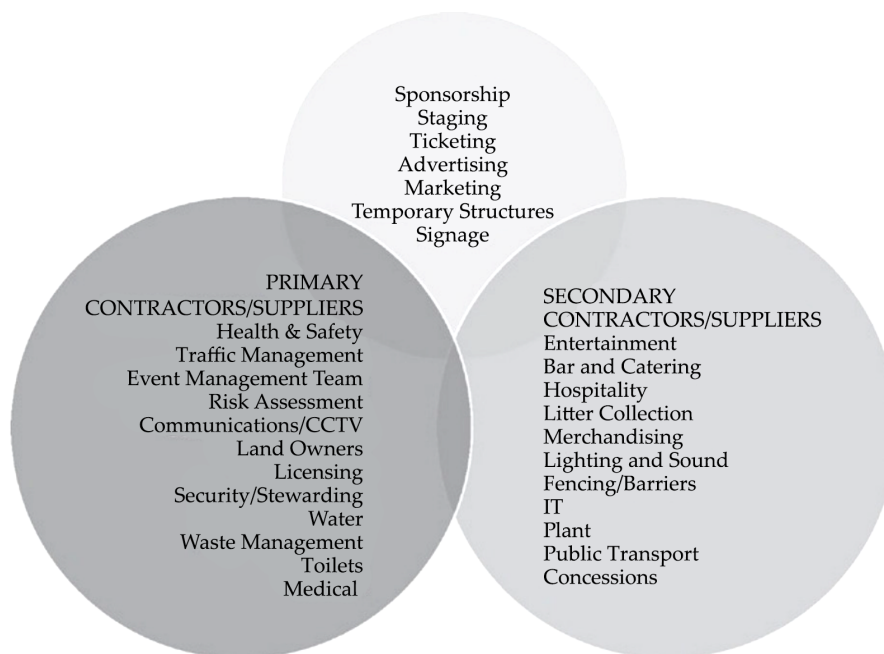
Figure 4. Typical primary and secondary event contractors/suppliers.

It may also be necessary for event organizers to contract their primary contractors/suppliers several months or more in advance to ensure the contractor/supplier is aware of what is expected of them and the services that needs to be provided. These items are also in greater demand during the summer months due to the many festivals and other outdoor events taking place generally. Many festivals have clauses in their contracts to prevent acts appearing at their events from performing at other similar events to ensure as much exclusivity as they can. In the case of an air show, it is regular practice for organizers to book static and display aircraft one year in advance which means organizers must plan and commit resources a long time before their events take place. Another added factor is that if these aircraft are military, their availability cannot be guaranteed due to operational requirements that may take precedence.

Many event organizers build clauses into their contractor/supplier contract negotiations to ensure that they are guaranteed to receive what they have ordered or that there are contingencies in place should these companies experience any difficulty in supply. It is reasonable and wise to make sure that in the case of primary contractors to the event, business continuity arrangements and plans have been discussed and included in the successful bids.

Many event organizers will try to use local contractors/suppliers for their events. This helps to build good relationships with local businesses that benefit from money being spent in the local economy, and helps to get the community on side and supportive of the event. The use of local contractors/suppliers can also help to cut down on the carbon footprint of the event.

Relationship Building and Communication

Information flow is an important aspect of supply chain management and this is optimized by positive relationship building and effective communication. In traditional investigations of supply chain effectiveness, aspects of operational and economic performance have been prioritized rather than relational and strategic areas. Event organizers need to establish and manage relationships with various public bodies, mostly at a local level, but sometimes several operational level approvals are needed. Event policy usually has a top-down approach, imposed by laws and regulations established by the government or public bureaux to community level and stakeholders. Event organizers need to comply with the following organizations/guidelines/regulations:

- police departments
- fire safety: evacuation procedures, inflammable materials, access to/out of the venue
- health and safety: food safety and security, hazardous materials, licences,

electricity

- traffic management: means of access, parking, stewards, control
- consumer protection: loyal pricing, return policy, guarantees, validity
- human resource: working hours, age restrictions, qualifications and certifications, minimum wages
- environmental protection: waste management, emission standards (pollutants, noise), recycling
- inspections: venue and temporary structures building inspection and requirements.

If the event is an annual occurrence or something more frequent it makes good business sense to want to achieve long-term relationships with contractors/suppliers. Atrek, Marcone, Gregori, Temperini and Moscatelli, (2014) established eight elements which contribute to relationship quality between company and supplier:

- Quality of the products
- Quality certification for the standard required
- Flexible and timely services
- Availability of the salesperson
- Speed response time to requests of the company
- Willingness to review economic conditions with the view to develop future relationships
- Terms of delivery
- Wide range of materials in stock.

In the quest of relationship building it is advised that the eight aspects are considered when looking for and maintaining business with suppliers. Event managers need to know that the quality of the products being supplied to the event is of a high standard, durable and certified by the appropriate legal systems. Furthermore, suppliers of event companies will need to be even more flexible and available to accommodate the ever-changing and evolving needs that operate within a live event context. O'Toole and Mikolaitis discuss the need to build a rapport with suppliers, and stress the importance of emphasising this in their business philosophy as well as their products. As an extension to this list, it is proposed that green credentials/sustainability is also an important element of long-term relationship building.

Intelligence Gathering, Research and Reputation

When planning any sort of event it is important that the organizer allows time to consider choice of contractors/suppliers. As in any other industry, some will be better than

others, some more reliable and some less expensive than others. The best way for event organizers to achieve satisfactory results is to do some homework. When engaging with contractors/ suppliers it can be advantageous to speak with other event organizers that may have used them previously to find out how they performed, and outline any positives or challenges they faced. There are many trade websites and journals full of companies that can supply an event, but firsthand knowledge and the experiences of others will always make for a better, more informed choice.

In the case of concessions, most will work throughout the same area and region going from event to event. Local councils will be able to provide advice on aspects such as hygiene certificates and related matters, as they all have to be registered with the council in which their business is based. Prior knowledge of pricing at previous events also helps to inform the organizer of what to expect at their event. For example, if the event is taking place on a warm sunny day, a contractor may increase the prices for drinks and ice creams, which will dissatisfy the crowd attending and potentially cause reputational issues for the event. Writing set pricing structures into contracts can eliminate all of this and will ensure the event reputation remains intact. When considering entertainment at the event, it is always wise to contact venues and sites at which they have performed before. This enables the event organizer to consider audience profiles and any additional resources and staffing required for crowd management.

example *Crowds attending a rock concert will behave differently and require different management from those attending a classical music concert.*

For the event organizer, reputation is of vital importance as it can mean the difference between the event happening again or not. There are many examples of events where incidents or emergencies have taken place, resulting in injuries and worst-case scenario fatalities that have meant the event has been cancelled or would never take place again. Reputation, therefore, is everything and the event contractors/suppliers

can influence this as well. For example, traffic management and efficiency can heavily influence the eventgoers' decision to attend an event again. If there are large tailbacks of traffic both on arrival and again on departure, this affects the attendees' first and last impression of the event. It is therefore important that the organizer picks an appropriate venue and employs the services of a professional signage and traffic management company to ensure that this is addressed. Security and stewarding is another example of how contractors can be responsible for ensuring that the event organizer's reputation remains intact. These companies are the public-facing element of the event and the point at which people ask for assistance and support.

3.4.3 Event Venues

Event organizers must be aware of the context in which supplies and services are being delivered. Context here can be taken to mean the physical, political, environmental and social environments. Events are not delivered in isolated spaces disconnected from the wider world. This section will be focusing on the physical context and specifically event venues and the logistics of supplying certain services and goods to the venue site. Many factors may limit the type and style of event that can take place, and the following examples do not form an exhaustive list, but do illustrate the common types of issue that may arise.

The location of the venue can cause difficulties in relation to logistics of supply chain management; perhaps it is a park which has only gates that allow pedestrian access. This may cause difficulties in vehicles accessing the site, or may require equipment such as toilets, *etc.* to be carried across the site. Any event in a location with a poor road network would require significant planning with regard to traffic management in order to avoid annoyance and minimize inconvenience to residents or businesses in the area. Furthermore, appropriate access to the site for contractors/suppliers and visitors is crucial for the implementation of efficient supply logistics. There may be some physical limiting factors to the event logistics such as vehicle weight or width restrictions, and this will affect the type of staging structures or viewing platforms that can be used. For visitors, alternatives such as park and ride or other forms of transport may need to be considered.

For all parties involved in the event management process, the content of the hiring agreement or contract is of great importance. Some venues, particularly heritage sites, will have specific contractors/suppliers that must be used at their location. This may be because the contractors/suppliers have in-depth knowledge of the location, or are competent in using specialist equipment needed there, or because they have a long-standing history of work at this site. It may also be that the venue owner has carried out 'due diligence' checks on the particular contractor, something that is especially

relevant where the venue is owned by a public body. In these cases, some venue owners are prepared to allow an organizer to bring in their own contractors, providing that the organizer show proof of 'due diligence' to the satisfaction of the venue, and at the organizer's own cost. Where it is the case that a venue has its own contractors/suppliers, the event organizer will need to consider if this impacts on any of their own contracts.

Some venues will also have permanent facilities which mean they have to have some permanent workers, but these may need to be supplemented for larger-scale events. It will need to be agreed between the venue and event organizer who is responsible for procuring these additional staff and for any necessary training. Where an event organizer is free to bring in their own contractor/supplier, that is, where a venue does not have pre-existing arrangements, it is still important that the organizer carries out the 'due diligence' checks on the competency of their contractor/supplier, and is prepared to provide the venue with full details. Most venues will also require the organizer to share copies of the contractor/supplier's safe systems of work, their method statements, risk assessments and insurance.

Organizers must remember that, although the site may be hired from a venue, the venue always retains some level of responsibility for the safety of visitors to their site. It is likely that the venue would be sued along with the organizer if an incident were to occur at the event. It is very important, therefore, that there is a clear agreement or contract between the venue and the organizer; it is all too easy for the legal representative of a claimant to play one off against the other if there are gaps in the planning arrangements, or lack of clarity as to which organization is responsible for what. This will be a productive relationship if contractors/suppliers are managed effectively and the supply chain is monitored throughout the process.

3.4.4 Supply Contracts for Events

Contracts for events may be of several types.

For events that take place across multiple locations, it is often the case that some contractors/suppliers take part for the duration of the tour (e.g. the staging contractor). These events will also have smaller local contractors in use, required either by local legislation to provide jobs for those businesses or by local agreements regarding knowledge of the area/country. These can sometimes be referred to as 'local crew'. This mix of contractors/suppliers means that communication must be clear and unambiguous in both verbal and written agreements to ensure the safety and success of the event. Likewise, the terms and conditions of any contract must be clear and easily understood so as to avoid conflict and misunderstanding. It is worth noting that different companies may require a contract to be determined under a particular

country's legislation (e.g. an American company operating in the UK may have its contract determined by US legislation).

Before selecting a contractor/supplier, consider what is needed for the event (e.g. do not select a contractor based upon the latest design of stage if the event does not need a stage). If possible, use event trade shows as a means to view what options are available in the market place, and what particular contractors have available for hire. Discuss the event needs with the contractor/supplier to ascertain if they can provide and meet the event requirements. A competent contractor/supplier will know their equipment and be better able to provide equipment appropriate to the needs of the organizer if they are able to discuss the event with the organizer. Furthermore, take references from a contractor/supplier and investigate them – many organizers do not take or check references, citing reasons such as lack of time or worrying about appearing to mistrust the contractor/supplier. Many good contractors/suppliers will provide references as part of their quotes, and will expect them to be checked.

Good contractors will be able to provide details of their corporate CV as well as references, their health and safety information such as method statements and safe systems of working, their appropriate insurance to cover the risks, as well as records of staff training and competency to carry out the necessary tasks. Take or keep records of any documents the contractors provide, as well as noting any information about the equipment and its use. All of this provides a good audit trail for the organizer to ensure the contractor and equipment are appropriate for the event needs, as well as giving evidence of 'due diligence' to an organizer's insurance company and any future court or judicial investigation. As well as providing physical information, this level of checking also illustrates the good intent of any organizer in ensuring the health, welfare and safety of their public.

3.4.5 Responsible and Sustainable Sourcing and Resourcing

Sustainability is viewed as a buzzword in contemporary society and for the past two decades the United Nations, governments, national government organizations and private companies have sought to engage with social responsibility concerning sustainability. One of the outcomes of the Rio+20 Conference was the production of 'The Future We Want', which states the sustainable development goals (SDGs) that need to be addressed by an 'inclusive and transparent intergovernmental process open to all stakeholders'. The principles of sustainable development were first set out in the 1987 Bruntland Report of the United Nations: Sustainable development requires meeting the basic needs of all and extending to all the opportunity to satisfy their aspirations for a better life [. . .]. A world in which poverty and inequity are endemic will always be prone to ecological and other crises.

Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.

In 1992, at the UN Conference on Environment and Development in Rio de Janeiro, Brazil, sustainability was seen as the guiding principle for long-term global development, and sustainable development was defined as consisting of three main pillars: economic, social and environmental. Sustainability represents a balance in which consumption and renewal of resources are in harmony, and the optimal conditions for human survival can be maintained for ever. The equilibrium of the three dimensions of sustainability is of utmost importance as events, by their nature, produce both positive and negative impacts and are organized in resource-intensive economies, something that applies pressure in terms of achieving profitability and growth. Consequently, sustainability plays a vital role in contemporary events management and also future event planning and execution. Sustainability in relation to event projects can be defined as the successful management of event projects in a way that consciously values the current and future economic, social and environmental factors affecting the planning, promotion and hosting of events in relation to local, regional, national and international communities.

For the past three decades, a global movement towards sustainability has taken place and the future of events management is greener than it has ever been before. Yeoman envisions a future with a fast growth in green designs and green technologies which will allow events destinations to undertake sustainable design initiatives which will ultimately reduce the impact on the natural environment. Implementing sustainable design facilities, however, needs the support of governments to change the supply side through legislation and conservation measures and approve higher costs than normal. Environmental laws and regulations have been implemented by governments worldwide to address these global changes and a good example illustrating the case is the New Zealand environmental legislation approved by Parliament in 1991 – the Resource Management Act. Starting with this key environmental act, New Zealand set the ecological impact assessment as an integral component of the entire planning and approval process. The act was seen as both revolutionary and controversial for its time, revolutionary as it gave a new direction and philosophy for the country that benefited several businesses and even set the ground for New Zealand's tourism brand – '100% Pure NZ' – but was disputed due to high costs, delays and limiting property rights. The act did not limit the widespread environmental degradation, and the current environmental crisis that society faces emerged out of a severe imbalance of economic, social and environmental aspects. Environmental law is an essential element of sustainability, but only a part of the necessary legal framework as a range of different laws, regulations and government structures are needed. Sustainability challenges can be addressed by encompassing the idea of governance for sustainability. But what does governance for sustainability mean? And can it applied in an events context?

Governments, political parties and the media are driven by the global market ideology and what may have started with great plans and promises has been compromised or lost on the way because the democratic institutions are fixated on economic growth. The concepts of sustainability and democracy are imperative and fundamentally linked and, thus, sustainable governance is defined as: the set of written and unwritten rules that link ecological citizenship with institutions and norms of governance, the emphasis being on the 'link' as no form of governance can succeed if there is no common bond between those who govern and those who are being governed.

In the connected interdependent society of today, governance must be embedded globally in the transformation and restructuring of social spaces. Building on the same concepts, Foley, McGillivray and McPherson, review politics and policy in an event's context, stating that hallmark, special and mega-events are focused around urban environments and an integral part of the refashioning of urban governance. A decisive element of this reshaping is the growth in public– private partnerships that enable publicly funded entrepreneurship to develop and grow. Nowadays, cities around the world are involved in inter-urban competitions that require proactive and innovative city-branding and specialization in order to attract private investment in the area and inbound visitors. Following on the previously discussed brand narrative of New Zealand's '100% Pure NZ', in a period of urban entrepreneurial governance, cities must identify and exploit their unique assets, as they are competing at an international level. Under the umbrella and sustainable objectives of New Zealand's destination brand, in 2008 the city of Auckland revised its strategic plan and published a document that prioritized events. The document, 'Positioning Auckland as a Major Events Destination', was focused on aligning Auckland's brand, values and strategic objectives with the national equivalents, increasing the number of visitors and bringing economic benefits with minimal negative environmental, social and cultural impacts.

With the rapid change of the events industry towards sustainability, a demand loop in event management has been established. Governments are regulating events by imposing new rules and regulations upon them in relation to their environmental processes and at the same time participants are more aware of sustainability issues and arguably now expect event practices to be aligned with these expectations. In the same vein, the event organizer can be viewed as the customer of those who supply products and services for and to events and can impose new rules in terms of green practices. There are three elements in the sustainability of the supply chain: firstly, the *financial responsibility* which addresses the financial needs of all stakeholders (e.g. owners, employees, customers, business partners, financial institutions and community) that supply the financial means (capital) for the production of goods or services; secondly, the *environmental responsibility* that focuses on the one hand on the current global ecological challenges and pressures, and on the other on the internal management of natural resources used in the production of goods and services; and thirdly, the *social*

responsibility which encompasses the moral, ethical and philanthropic expectations that society has of an organization. Along the same line of thought, Schneider and Wallenburg consider that a focus on the three sustainability dimensions of the sourcing process (economical/financial, environmental and social) can be achieved in practice in two ways: firstly, by increasing the number of sustainability criteria looked at in the sourcing process, and secondly, by developing the number of sourcing activities of the company. Depending on the attention and commitment placed on the economic, environmental or social dimension, a sustainable sourcing pattern should be utilized. Hence, in order to meet its sustainability goals, an event must purchase ethically and socially responsible goods/services. Jones recommends some general rules that can be followed in terms of production and contractor/supplier purchasing for an event, as highlighted in Table 5.

Table 5. Production and contractor purchasing for events

Purchasing Policy	• Make a commitment to work only with suppliers that are able to provide environmentally products • Make sure that the production office only purchases the ethically preferable products • Make agreements with contractors that they will follow the same principles and policies • Make a pledge that the event will only use ethically produced and environmentally responsible merchandise
Fair-trade Products	• Garments • Merchandise • Fabric • Electronics • Consumer products
Environmentally Friendly Products	• Timber, paint, stationery, office supplies, printed promotional materials
Sanitation Products	• Phosphate and solvent free • Completely biodegradable • Made out of natural ingredients • Biological rather than chemical

Merchandise	• Raw materials sustainably produced (fair-trade label attached)
	• Garments/ merchandise manufactured in a fair labor environment and with the necessary certification
	• Reduced packaging
	• Offset transport of merchandise if sourced overseas
Materials	• Timber to be sustainability sourced and certified
	• Paint to be non-toxic, solvent free, water wash-up and low or zero VOC

So with new legislation and pressure from stakeholders, event companies are trying to increase their environmental practices. Martínez-Jurado and Moyano-Fuentes are creating connections between lean management and environmental sustainability, stating that the principles and practices of lean management can be implemented in the supply chain in order to optimize activities with little or no waste. The concept of lean thinking was initially implemented by manufacturing companies that aimed at improving quality, flexibility and customer response within a dynamic business environment. Nowadays, lean thinking is implemented in manufacturing, distribution, design and customer service industries. In the events industry, the principles of lean management are applied by adopting a holistic approach that encompasses the integration of a series of practices such as: reduction of costs, waste management and constantly improving the quality.

Best Practice and Industry Standards

Due to increased environmental issues and consumer pressure, various standards, certification, laws and regulations have been developed worldwide for the better planning and management of sustainable events. The developing bodies of these guides vary from government-led to industry-driven or developed by non-governmental organizations, but the common element is that generally all take into consideration the three pillars of sustainable development and depending on the geographical location, type, scale and focus of each event, stakeholders are in the position of making or influencing policy decisions. Jones believes that developing the sustainability policy of an event is an essential element as it indicates the event's commitment to sustainable management, and details the pathways to sustainability. There are different guides that should be followed as government policies and some general guidelines and models of best practices that could inform event practice.

In order to help with the planning and running of sustainable events, some standards and certifications have been developed. The International Standard for sustainable events emerged from the need to make events more sustainable, and it represents a comprehensive and detailed guide to organizing events by evolving a

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system of continuous development aimed at reassuring stakeholders that the event is addressing environmental and social risks and still being profitable. The standard can be applied to any event-organizing company that is aware of the impacts of its operations on the environment. Companies that organize more sustainable events can make higher profits because of reduced costs and bigger audiences. Another UK standard relating to all aspects of organizing sustainable events which is BS8901, which aims at providing a benchmarking process for sustainable events practices, from basic information on effective standard implementation to measuring performance. Only a few events, however, are actually able to meet the standard in all its three phases of planning, implementation and monitoring as the sector continues to be an ad hoc field of delivery. Last but not least, the 'Sustainable Events Guide', developed by the Department for Environment Food and Rural Affairs can assist with the planning of sustainable events. Furthermore, a series of toolkits, awards, guidelines and good practice guides have been developed in different regions. The authors, however, claim that the best way of understanding, implementing and adapting sustainable policies for an event is by being aware of the methods and best practices in events across the globe. One of the most iconic examples in terms of sustainable practices and innovative ways of greening the supply chain is the Roskilde Festival in Denmark, which undertakes several green initiatives towards sustainability such as waste management, recycling, container deposits for beer cups, energy management, and influencing suppliers and contractors to make a shift towards fair trade and green products. Not as famous and emblematic in terms of sustainable green practices, Rowmania Fest is nevertheless an event that can be showcased to demonstrate good practice in terms of building relationships with contractors and suppliers, and encouraging them to drive their products towards environmental friendliness.

Taking into consideration consumers' sustainable demands, greater connectivity than ever with contractors/suppliers as well as the globalization of the industry is required. According to Butner (2010), the supply chain of the future will be more instrumented, interconnected and intelligent. Firstly, it will be more instrumented because information is increasingly processed by machines instead of people (e.g. sensors, bar codes, and meters). Secondly, it will be an interconnected system because companies are linked to a worldwide network of supply chains, which permits flexibility in terms of availability, diversity of products/services and choice of providers. Finally, it will be intelligent, as preformat systems support decision makers in evaluating alternatives against a diverse range of constraints and risks. Event organizers can be connected to complex networks of global capabilities and have to think strategically in order to be players in the global arena.

An event can be evaluated throughout its life cycle; however, usually within a month after the close-down of an event, the event organizers should organize a meeting to review the entire event process. Depending on the scope, size and frequency of the

event, information will be collected and stored for future planning and organization of the same event or similar ones. With the advancements in technology, most event companies keep a computer database of event information and contacts (e.g. contractors/ suppliers, clients, sponsors, volunteers). According to Shone and Parry (2010), contractors/ suppliers play a major role in the preparation, opening and running of an event as flexibility in delivery and respecting deadlines depends mainly on them. That is why the review process and an online database is essential when it comes to contractors/ suppliers. A general list of reliable contractors/suppliers evolves from one event to the other and is usually adapted according to the individual needs of each event. Lessons learned from each event will be adapted for improving future practices.

3.5 STAKEHOLDER RELATIONSHIPS

The importance of stakeholder relationships within the events industry cannot be overlooked. Traditionally, business scholarship concentrated on the role of *shareholders* within business models and the connected organizational behavior. Stakeholders, however, is now a more preferable way to describe and account for the multiple parties who have an investment and/or interest in a particular business or indeed event. The 'stakeholder concept' concerns the wider organizations involved in the business supply chain. Freeman pioneered the stakeholder approach within strategic management and argues that it is useful for understanding the complexities and variables of business. He argued that the following 'stakes' can be classed as stakeholders: owners, financial community, activist groups, customer advocate groups, unions, employees, trade associations, competitors, suppliers, governments and political groups. Success of mega-events is not so much connected to the effectiveness of the organizing committee but their ability to keep each stakeholder group satisfied. That said there is a scarcity of literature surrounding mega-events in connection to one key stakeholder, namely the community. As Bowdin *et al.* comment, 'events do not take place in a vacuum' and therefore the significance and impact events have on their surrounding landscapes, communities and political spheres can be extensive and significant.

3.5.1 Sponsor Stakeholders

Sponsorship has been defined as 'a business relationship between a provider of funds, resources or services, and an event or organization which offers in return some rights and an association that may be used for commercial advantage'. Sponsorship needs to be researched and understood from different angles as it associated with stakeholder management, strategic planning, risk management, financial control, legal aspects, marketing, communication, and branding. Sponsorship has become a primordial issue for most events and a main concern for event managers. This section will review

and discuss the position sponsors have as an event stakeholder. For events seeking sponsorship, the assembling of the sponsorship proposal is vital and constitutes the backbone of the sponsorship pitch. The sponsorship proposal needs to be regarded as a business proposal as companies arguably sponsor events with the intention of making a return on their investment (ROI). An events project manager needs to have a planned approach on how to gain access to companies that will be the *appropriate* sponsors. This is the reason why the event project manager needs to have the necessary set of skills to develop not only the initial proposal stages of the plan but also the entire sponsorship strategy. In events project management the planning of the 5Ws (who, what, where, why and when) is essential and most of the time events managers work backwards from the scheduled date of the event in order to plan deadlines effectively. The Gantt chart is a project management tool that helps with managing deadlines. The steps used in creating a Gantt chart will be applied to sponsorship planning in order to illustrate the importance of project management and techniques at all project levels. The work of Bowdin *et al.* (2011) with reference to Gantt chart planning has been here adapted by the authors in relation to sponsorship planning:

- *Tasks*: break down the work involved in the entire sponsorship plan into manageable tasks and activities. One of the tasks can be the initial proposal/pitch to sponsors. This can be further broken down into target markets, benefits for each of the sides, creating sponsorship packages, resources, the marketing plan and audience profile. All tasks and responsibilities need to be identified for a good sponsorship pitch.

- *Timelines*: the times for each task need to be set. The most important factors to take into consideration are the starting and completion times. Other factors that need to be looked at when dealing with the relationship between time and sponsors are availability, sponsorship costs, cash or in-kind, tiered packages.

- *Priority*: the priority of sponsors and sponsorship tasks needs to be set. What tasks need to be completed before sponsors can be approached? Elements such as brand identity, audience, business benefits and prices need to be defined before the first meeting. The more a sponsorship proposal will be tailored to the needs and interests of the business, the more effective the approach will be.

- *Grid*: a horizontal bar corresponding to each task will be drawn in the grid. Tasks are dependent upon each other. For example, making an approach to sponsors is dependent on the previous research conducted on companies that would be appropriate to sponsor the event.

- *Milestones*: 'sponsorship charts' can be used for monitoring the progress of the deals; tasks of main importance are called milestones and highlighted on the chart. For example, securing a media sponsor can act as a trigger in securing other sponsorship contracts.

The concept of a project sponsor as 'being used to describe either an individual/ person or a body/group with a particular role in a project environment'. The project sponsor is usually part of the middle or senior management position within the client's company and has the responsibility to oversee the development of the project. This knowledge is useful and can be used by the event's organizers when seeking to secure sponsorship deals. Each event that receives benefits/revenues from sponsorship deals can delegate *an event project sponsor* who will be responsible for effective collaboration with sponsors. This would be beneficial especially in event management companies where several events are being arranged/prepared/overseen at the same time and a number of sponsors are secured for each of the events. Event managers tend to focus on the next event, and sometimes securing and developing the relationship with sponsors can fall at the wayside and can ultimately be detrimental to organizational activities.

The main role of the event project sponsor would be to optimize the relationship with sponsors and make sure that sponsors are satisfied throughout the process. An element to consider is that the sponsor's expectations may have increased due to increased spending allowances within events; therefore, in order for event managers to gain a competitive advantage, their focal point needs to be directed towards these heightened expectations. Sponsorship can be used as a strategic business tool which directly links to the growing share of marketing budgets worldwide. Fruitful collaboration between the event manager and the event project sponsor is imperative. In addition, the event project sponsor should make sure that both the event's interests and the sponsor's interests and expectations are fulfilled. This role of event project sponsor, even if working within the events company, creates an extra element of security for the sponsor. It is a positive for any sponsor to know that they have a person in charge of the sponsorship, and a plus point in terms of sealing the deal. A unique sponsorship strategy is one that presents and compares the reality and the current situation of the organization with potential business scenarios (objectives, competitive position/brand equity, past sponsorship efforts).

Event organizers tend to direct their attention and focus towards the people who pay to attend the event (the external consumers), but that the internal consumers (such as sponsors, suppliers, staff members and volunteers) should not be ignored as they too are consumers in their own rights and, furthermore, influence external consumers. A sponsor's image is directly affected by the event image, event–sponsor fit and sponsorship exposure. Companies should direct their sponsorship budgets towards events that share either a functional or an image fit. An appropriate fit between the sponsor's image and the event is beneficial even for the 'less involved' consumers. Sponsorship programs should have a degree of flexibility in order to adapt to the latest emerging trends such as social media and causes. Sponsorship exposure occurs at the event or in the mass media potentially before, during and after the event.

On a practical basis, one of the more difficult aspects for the event organizer may be retaining hold of or maintaining the direction of their own event when working with sponsors. This may occur if the 'appropriate fit' has not been effectively determined. If the sponsors available, or those who have been brought on board, are not an ideal fit for the event and the event team, then the event organizer may be put under pressure by the sponsor. It is extremely important for the event organization to prioritize working with sponsors who share their values, objectives and strategies.

This pressure can manifest as a request to alter certain aspects of the event to make it more successful, or it can be pressure to alter aspects of the event to better promote the sponsor. Whilst both of these suggestions may seem to be innocent and positively intended, they may also cause the event organizer to feel pressurized to amend their event in ways in which they are not comfortable. In extreme situations, an event organizer that has not agreed clear parameters with their sponsor(s) may find that there is no alternative but to change aspects of the event against their wishes. The alternative for the organizer may be the loss of the sponsor(s), which may stem from a breakdown in the relationship between organizer and sponsor. Depending on the agreement between event organizer and sponsor, a breakdown may be a contractual breach that may have other consequences. It is clear from this section that the sponsor as a stakeholder can have a great deal of influence on the success of the project event. The next section focuses on the potential impact that media stakeholders have on the event and event relationships.

3.5.2 Media Stakeholders

Katz defines the media as 'any communication medium that is designed and managed by an owner with the aim of informing or entertaining an audience'. As indicated by the phrase 'informing or entertaining an audience', it is clear to see how events and the media closely align; both seek to reach out to an audience with a specific focus. The media must always be seen as a stakeholder in events. For some event organizers, this relationship with the media might be an uncomfortable one due to the uncertainty about what will be reported. The savvy event organizer, however, will realize that working with the media can provide more positive feedback or advertising about the event, and ignoring them or failing to engage with them may lead to challenges.

In recent years, the media and media consumption have evolved rapidly. Earlier forms of the media could be described as being limited by choices such as national, regional or local printed newspapers, trade or interest-specific magazines, and national, regional or local television. Contemporary media now has a very wide appeal and usage across multiple platforms with far-reaching sources and engagement levels. The media platforms available now are arguably more impactful and it is possible that

a small-scale localized story may become an internet sensation. Consequently, for an event organizer there are many decisions to be made about the use of the media.

The organizer of a small event aimed at local community engagement may not be able to afford full-page advertising for their event; however, it is extremely likely that they will have a social media presence on which to provide details of their event and raise its profile, or give information relating to the activities or latest booked attractions. The organizers may also be able to engage with the local print media and the local television and radio stations. In the current financial climate, all organizations will be focusing on how to use their resources in the most effective and efficient way. Journalism and the media are no different, and if an organizer can 'feed' stories to the different forms of media for print or broadcast, then this has less cost attached to the media company and provides them with information to fill their printed edition or their broadcast slot. Clearly, there are practicalities to be considered in this method. The media will want new angles for each story; they will not want to repeat the same narrative. For the organizer, it may turn out that the media do not use the piece to communicate the point that the organizer was trying to make. After all, the organizer's purpose in sharing its event in the media is to advertise the event to make it more successful, whereas the media's agenda may be to make the story cover as many column inches or broadcast minutes as possible. It is worth investing time and effort in developing a strong and reliable relationship with media stakeholders to limit miscommunication and ensure both parties get the outcome they require.

Large-scale events may have a dedicated media relations manager or officer in place to oversee and monitor the media stakeholder. Typically, this will be someone who has knowledge of the media and how it works, as well as knowledge of the event world and its requirements. This may well be someone who used to work in the field of journalism and the media and may still have contact with different outlets or publications.

Many large-scale events, depending on their target audience, will use social media platforms to promote their event. This is available to smaller-scale events, but it may be that the organizing group lack the expertise to make the maximum use of this phenomenon. Clearly this method has low-cost implications for an organizer, as the use of social media is largely free and can be seen to be an electronic form of 'word of mouth', referred to as e-WOM. Social media, however, does rely on the event: its concept, its promotional material and the continuation of new attractive messages to engage and excite the different types of user. The importance of using platforms such as Twitter for stakeholder engagement is significant because organizations can 'build information communities by using hashtags'. The level of engagement from different aspects of the media will be very dependent on the size, style and aim of the event. In the same way as each event will need research to identify its target audience, it

will also require research to identify its target media. This may be the target media for facilities at the event such as concessions or contractors/suppliers, or it may be the target media for ticket selling. As previously noted, the media must be seen to be stakeholders in the event, regardless of whether there is any explicit arrangement in place between organizer and media provider. An event organizer that does not recognize the media as a stakeholder will run the risk of the media reporting their own version of a story. In the same way as social media can work for the organizer, it can also work against them. Social media makes it very easy for a disgruntled visitor to an event to report and publish a very honest account of the event in a rapid way. If this negative comment is then picked up by a 'traditional' media outlet, what was originally one visitor's unhappy experience will potentially be shared across an untold number of potential visitors. On such trivial happenings reputations can be won and lost.

It can be argued that event organizations that have actively sought out media opinion and buy-in from an early event planning stage will have created a more effective and lasting relationship. This can have very practical implications and the media can be of very significant use if an incident has occurred at an event. In this circumstance, the event organizer is likely to have provided a point of contact for the media at the event, perhaps also facilities and a location for them to report from. At a time when the organizer is dealing with an incident situation, the media arrangements already in place may mean that there is one fewer aspect for them to consider.

Arguably, the ultimate media–stakeholder relationship is when a particular media agency has sole rights of access to performers or activities in the event, in return for their free promotion of the event. This has clear positive results in that the amount of event publicity is very great, but it can have a negative impact on other stakeholders. It may limit the way in which other sponsors can achieve publicity so they may be less likely to become involved, and it may limit the way in which an organizer can promote the event through other media outlets. This means that it is crucial to identify the correct media stakeholder to achieve the best event publicity before signing any contracts. A media agency may have rights to an event or to a venue, or they may have rights to competitors or a sport. An example of a collaboration between a media outlet and a sport is the relationship between Sky and British Cycling. This commenced in 2008, in the wake of the Beijing Olympics and is set to end in 2016, although Sky will still retain its Team Sky cycling team.

3.5.3 Local Relationships

Each event is different, and different event organizations will prioritize or establish stronger and/or weaker stakeholder relationships with some parties as opposed to

others. Arguably, however, the relationships with those local to the event are highly significant to the impact and success of the event in question. Ensuring that local stakeholders are satisfied and informed about the event at each stage of the project management process is critical for success. This section discusses in further detail the various local relationships involved in event planning.

Land and Venue Owners

Most event organizers will not have the luxury of owning the land or venue on which their event is to take place. Usually event organizers identify a location they feel is particularly appropriate for their event (e.g. a historical re-enactment event which will take place at a relevant heritage site). Alternatively, an event organizer may be approached by a venue, and asked to bring their already established event to a new site (e.g. a music event such as 'Proms in the Park'). Those event organizers who do use land or a venue owned by someone else are usually required to pay a hiring fee, and to sign or agree a contract of hire or hiring agreement.

There are a variety of factors to be considered in this arrangement, both for the organizer and for the land or venue owner. For the organizer, they may wish to build up a long-term relationship with the location owner, allowing for the event to have a stable base from which to operate, and perhaps (having contracted the location for some time) on more favorable terms than would be achieved by an individual event contract. The venue may have particular aspects that the organizer wishes to take advantage of, such as already having facilities built which keep costs down for the organizer, or good transportation links that make a highly successful event more likely. For the venue owner, the particular event being held on their site may raise the venue profile and bring in further business, or (again with a longer-term contract) may provide some financial stability or long-term income. It may equip them with a direction for their own business (e.g. if they have a successful relationship with one vintage vehicle company, they can market this to attract other vehicle events). It is a minority of event organizers who will be using their own land or venue. It is therefore worthwhile investing time and resources into the necessary research to find a suitable venue and to build a relationship with the land/venue owner as well as to ensure an appropriate contract/agreement of hire.

Statutory Agencies

The first point to consider is 'what is meant by the term *statutory agency*?' One way is to use the following definitions:

- an agency with obligations about public safety placed upon them by legislation (e.g. transportation or emergency planning)

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- an agency that you would expect to deal with or respond to emergency situations (e.g. police, fire, ambulance)
- an agency with a responsibility to deliver/maintain a service required to live safely (e.g. the different departments of local authorities).

Having identified the agencies from the above definitions, an event organizer may well be reluctant to build a relationship with them, fearing they would want to prevent the project being run, or that they would place challenges and extra costs in the way. These fears are often misplaced because local stakeholders typically realize that events can be good for local economies and for local communities, and so these agencies are more likely to be in favor of events, provided they are organized properly and safely.

Such agencies also have many positive aspects that can assist you in your event project:

- They have local knowledge about many factors which will be relevant to your event.
- They have expert knowledge and expertise within their own field.
- They already have working relationships with each other.

In working with the event organizer, to ensure that the event is safe, the agencies minimize the need for them to respond in an emergency. This is a positive point for them, as it safeguards the local community from any costs associated with responding to the incident, as well as reassuring the community that the incoming event will not bring them danger. For the event organizer this support can be invaluable in helping build a good reputation for events and, if the worst were to happen, it is likely that the impact of any incident would be minimized by the advice and guidance already received. It is also quite likely that the relationships that have been built up over the planning phase will stand the organizer, and the agencies, in good stead in dealing with an incident.

One model used to form relationships with agencies in planning for events is the Safety Advisory Group (SAG) system. This can be viewed as a meeting where all the relevant agencies meet the event organizer and, having heard the event overview, the agencies give advice and guidance relevant to the safety of the event in this particular location. It is usual that the meeting will take place local to the event site; this is to ensure that the staff from the agencies who attend are those who regularly work in that area. If it is not a purpose built venue and not in regular use as an event site, it can be an advantage to visit the site, or hold the meeting there, assuming there is a suitable place. A meeting such as this may last more than an hour, but it is time well invested to build the relationship and to explore safe event solutions. Agencies and event organizers should always remember that these meetings aim to provide advice and guidance on safety matters; the agencies are not likely to be experts on commercial

success and they should not expect to exert influence outside their knowledge area. They are also unlikely to be able to recommend individual contractors/suppliers, but they will have guidance on what questions to ask and how to take references in order to ensure the contractors are appropriate to the event. There are many positives for an event organizer in engaging in the SAG system:

- They can meet all the different agencies in the same place at the same time. This can save repeated journeys to the same area and the repetition of information such as the event overview.

- The agency staff are competent in their field and knowledgeable about the particular area, and are likely to have a wealth of past experience which can be used by the event organizer.

- The agencies are used to working together, so will be giving 'joined-up' information, advice and guidance.

- Statutory agencies receive updates in legislation and good practice as well as information alerts and incident reports/lessons learnt. This is information that may be less readily available to event organizers, however professional; a SAG meeting allows for any relevant information of this type to be exchanged.

Similarly, for the agencies, there are also several positives of engaging with an event organizer:

- The agencies can obtain first-hand knowledge of the event which is to take place.

- They can use this knowledge to allow them to consider any action they may need to take in ensuring they can continue their daily business.

- This knowledge can also be used in the planning of their other activities (e.g. road works).

- The agencies can also help organizers engage with and reassure the local community, particularly in cases where there is conflicting or negative comment or concern about a forthcoming event.

For both event organizer and agency, the SAG system can only work if all information is shared without reservation. All attendees must have a clear and transparent view of the reason for the meetings, commonly called the terms of reference, and these should always be agreed at the first meeting, and adhered to thereafter. It is also crucial that members of the agencies who are involved in the SAG are trained, experienced and knowledgeable about their agency and what the SAG is or is not able to do as well as having a full knowledge of the way that the SAG system works in their local area. A successful SAG system is one in which all events are dealt with in a consistent manner, and where event organizers are provided with up-to-date, accurate and consistent advice and guidance whilst still allowing them to retain responsibility for their events.

Local Residents and Businesses

All events involve a community, whether that is a local, international, cultural or business community. Community can be defined as a collection of people, ideas or shared beliefs in relation to a certain key focus, such as an event. Community will be taken to mean a group of people within close proximity to and/or who will be impacted upon by a specific event. Communities are a key component of event objectives and come under the scope of people, place and purpose of event rationale and implementation. It can be argued that most events will have some sort of economic and social impact on their local community due to their close proximity to the event site or possible access and egress issues. It is therefore especially important that event organizers engage and consult with these communities regarding any potential issues that may affect them during all stages of the planning process. It is known that 'The community wants to have its say in the event, they want it to be accessible, and they are concerned about the quality of the event as it can reflect back on them'.

As a stakeholder group, then, communities can be very demanding and outspoken due to the personal nature connected to event hosting in their locality. It has been found that certain events can strengthen 'community identity' as well as foster a sense of community cohesion, pride and togetherness. It is clear, therefore, that communities must be consulted with and considered when hosting and designing an event project.

The support of the local community cannot be underestimated. Event organizers should always engage with local community leaders and groups such as parish councils, chambers of commerce, residents' associations and any other groups that may be impacted upon by the event. This liaison should take place during all operational and planning stages. The importance of community consultation has been acknowledged in previous research and this is especially important if the organizer is planning the event for the first time and hoping that it will become an annual event or if the area is not used to events taking place. If the local community is not on board and has been affected in any negative way, the chances are it will not support the event's return the following year.

The widest breadth of research around communities and events relates to the staging of mega-events and their associated host communities. Cashman (2002) describes the often limited community consultancy between Olympic organizers and the host community due to the fast-paced nature of infrastructure construction and the colossal task at hand. Furthermore, any community benefits from hosting the Olympic Games are often vague and difficult to pinpoint reliably. In relation to the World Expo in Shanghai, Lamberti *et al.* (2011) discovered community stakeholder engagement involved in educating community members rather than allowing them to be part of the decision-making process. This approach, however, may not always work in some

areas or for some type of events: ultimately the local community wants to be involved and aware of events taking place in its locality.

It is logical to suggest that events may bring significant benefits to the local economy and have the potential to leave a lasting legacy if planned and managed in the right way. Local businesses such as hotels, restaurants, cafés, pubs and shops all benefit from the increased footfall and business from those people attending. For example, the impact of the Grand Depart for the Tour de France in Yorkshire in 2014 was reported to have brought £102 million into the local economy, with one local business selling ice creams reportedly doing a whole year's business in one day. It is likely that visitors to a host event destination will increase before and during event time. Many people attending the event may not have visited the area before and may return on subsequent occasions to visit other attractions that they have become aware of and then in turn later introduce to others. This can lead to businesses expanding and new businesses opening in the area, creating additional employment opportunities for the local community. The relationship, therefore, between the event organizers and the local community stakeholders must be positive and have longevity.

Other practical and logistical aspects should also be considered when viewing community relationships. Road closures and traffic regulation orders can have a significant impact on the local community. Local residents and local businesses will need normal access to their homes and places of work for the duration of the event, as will careers and delivery vehicles supplying those businesses. This will require careful management, especially if any vehicle movements are to take place through or near crowds. The use of traffic regulation orders for the same area or stretches of roads should also be closely monitored. This is especially important for iconic or historic venues and areas of towns and cities. The local community may raise objections if events are impacting excessively on their daily lives because of the frequency with which they take place.

When looking for venues or event sites, audience profile should be taken into consideration. If the event organizer researches and monitors audience profile effectively, this will positively affect reputation, event success and community relationships. Knowing the target audience and conducting some intelligence gathering around behaviors and past experiences of similar events and acts can help to decide on site and venue suitability. It is always prudent to research the entertainment act and talk to people that have staged similar events to establish what went well and what did not, and to find out any learning points and best practice. Listed below are several types of audience profile in relation to a live music events and some common characteristics that can be expected from them. This list is not intended to include all characteristics as there may be more that are exclusive to the event or entertainment that is being staged. It is merely a guide for use as part of planning assumptions.

- *Teenage audiences*: very knowledgeable about the act(s), tend to be in groups and can arrive early. They are excited and emotional and when the doors open, will run for the front-of-house barrier to establish the best viewing positions. Depending on the act, they may come over the front-of-house barrier. Once they have their place they tend not to move. Increased medical provision may need to be in place and arrangements made for pickups and drop offs.

- *Classical audiences*: these are audiences who are attending classical music events, such as Proms-style, operas or orchestral renditions. They have a bigger footprint due to picnics, tables and chairs, etc., they tend to be older and will be more compliant, and there are fewer alcohol issues. Will arrive and leave according to event timings.

- *Dance audiences*: tend to be issues around alcohol and recreational drugs so therefore require experienced medical provider that can recognize and deal with these when presented. Mostly made up of a mixture of teenage and twenty-something's but expect under-age attendees. There may need to be some post-event provision.

- *Child audiences*: age of admission restrictions may apply and children may only be admitted with responsible persons. Provision should be made for lost children, staffed by competent people that have been through the 'disclosure' process. Organizers may wish to use wristbands for the audience. There may also be a requirement for a crèche, again staffed by appropriate people.

- *Assisted needs audiences*: disabled ramps, disabled toilets, clear signage and evacuation strategy should all be considered. Thought should also be given to ratio of careers per person allowed to use these facilities, as this can sometimes be a challenge.

- *Festival audiences*: made up from a mixture of all the previous audiences. There will be issues around alcohol, recreational drugs and petty theft. They will be there for longer, sometimes arriving the day before and leaving the day after, camping arrangements permitted. As they may be camping, they are likely to be exposed to the elements and may require some support if the weather becomes extreme, both hot and cold. Toilets at festivals are infamous and will require regular servicing on a 24-hour basis. Additional infrastructure such as security, lighting, post-event activities, medical provisions (pharmacy), campsite (shop) should all be considered.

Event organizers should consider all of the mentioned audience profiles before deciding upon a suitable site and entertainment. Different entertainment, acts and audience profile can all impact on the local community, resulting in the potential for public disorder, petty crime and drunkenness, waste management and noise-related issues. If the event is to be staged in a residential area, then a suitable curfew should

be agreed and the noise levels regularly monitored. It is always better to involve the local community in the pre-event planning process as experience shows they can provide much local knowledge and intelligence useful to the event organizer, and without their support the event may not receive a license and therefore not take place. The event organizer must be aware that meaningful consultation and communication with the stakeholder community is needed. In the past, community collaboration has been overlooked in order to fast-track decision making and used merely to inform rather than create a relationship with the community. This was arguably the case in Rio for the 2016 Olympic Games as it was argued that 'there was no community involvement at any stage of the decision-making process (apart from constant requests for public support via the media) or open discussions about the proposal for hosting the Games'. Community consultation, engagement and communication across all project stages of event management will have positive repercussions for the sense of ownership and pride in relation to the event.

CASE STUDY

LINCOLN CHRISTMAS MARKET, UK

Lincoln Christmas Market is a well-established event, having grown extensively over the past 30 years from a small-scale local German-style Christmas Market to a very large four-day event attended by visitors from both the UK and Europe. The event takes place in the historic area of the city, at the top of Steep Hill. The primary areas are Castle Square, Lincoln Castle, Cathedral and Bailgate. Significantly, all of these areas are residential, feature many local businesses and are popular with tourists.

Approximately 250,000 people attend the Christmas Market over the four days during the first week of December each year. The Christmas Market hosts a mix of Christmas themed craft stalls and local food delicacies alongside festive entertainment. The event is organized by the City of Lincoln Council and is calculated to bring in over £10 million annually to the local economy. As such, staging the event has become one of the council's top priorities during budget setting. It also receives cross-party political support from the council's elected members. Governance of the event requires officers responsible for its organization to report at regular intervals to the Corporate Management Team, the Performance Scrutiny Committee and other, full Committee meetings. Following the event, reports are also presented to these committees covering matters such as finance and inconvenience to any local residents and permanent businesses.

The council has a dedicated event team, who work all year round on the planning and execution of the event. Through experience they have learnt that all contract/supplier tendering and any change of contractor/supplier must take place at the same time, as many contract/supply activities are interlinked. Contracts are awarded on a three-year basis; this facilitates relationship building between contractors/suppliers, local residents, businesses and the council. These contracts apply to all City of Lincoln Council events (Remembrance Day, Christmas Light Switch On, Lincoln 10k), which allows for better value for money contracting, as well as making the contract more valuable (attractive) to companies who may wish to submit a tender. The council's health and safety and procurement officers are also involved in the tendering process and contractor/supplier compliance is built into the successful tender and monitored throughout the event.

If contractor performance is below that expected, a default notice is served similar to a yellow card system; after three default notices the contracts may be terminated. Removing a company is always a worst-case scenario and the council prefers to communicate and discuss concerns or problems in order to resolve matters; this can be particularly important if the default of a primary contractor comes in the final

weeks before the event. Contractors/suppliers are paid after delivery of their services at the event; this differs from stallholders/concessions that pay for their 'pitch' before the event.

The council's definition of a primary contractor/supplier is one that is critical to the event proceedings and one that cannot easily be replaced at short notice. For example, a toilet contractor/supplier letting the council down prior to the event would not pose a great problem because in December there are many other contractors available who could be called upon. This, however, would not be the case if the event were to take place in the summer months, in which many more events take place. In contrast, a stewarding contractor/supplier or a traffic management contractor/supplier not able to perform their role would pose a serious threat to the event; the numbers of stewards required/road closure and diversionary signage specific to the event would make it very difficult to obtain a new contractor/supplier with sufficient capability and experience to perform the necessary tasks at short notice. Other examples of primary contractors/suppliers for this event include electrical suppliers, CCTV suppliers and coach/park and ride sites and operators. The council also recognizes that the time of year an event takes place can influence how contracts are placed (i.e. whether all are renewed at the same time or in stages), and also that different contractors may be of primary/secondary importance. An alternative definition of a primary contractor/supplier for the City of Lincoln Council is one who, being public-facing (such as the stewarding contractor), may pose a risk to the reputation of the council or the event. It is understood that this contractor/supplier will be seen as the 'face' of the council, as people attending the event will gravitate to the stewards for assistance or information in the first instance. If members of the public are dealt with inappropriately, it is the council's reputation on the line. For this reason, importance is also given to local knowledge and staff training ahead of the event.

Figure 1. View of Lincoln Castle Grounds during Lincoln Christmas Market, taken from the Castle Walls, Lincoln, UK.

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Figure 2. View of Lincoln Cathedral and Castle Square during Lincoln Christmas Market, taken from the Castle, Lincoln, UK

The council commences its planning cycle immediately after the end of the previous event; a debrief takes place in January which looks at all aspects of the event both from a council and contractor perspective, as well as from a multi-agency perspective. This involves a review of what worked well and what could have worked better. It also identifies any changes or amendments that need to be incorporated into future event planning. In addition, it ensures that matters such as the coach bookings are available to coach companies at an early point in the year. This is designed to maximize bookings in relation to competition, as well as to allow for 'early bird' fees. It has the added bonus for the council of being able to commit more time to other planning aspects of the event throughout the year: for example, the Safety Advisory Group and writing the event management plan and appendices.

SUMMARY

1. Project management involves the planning and organization of a company's resources to move a specific task, event, or duty towards completion. It can involve a one-time project or an ongoing activity, and resources managed include personnel, finances, technology, and intellectual property.

2. The project manager tends to have roughly the same job: to help define the goals and objectives of the project and determine when the various project components are to be completed and by whom. They also create quality control checks to ensure completed components meet a certain standard.

3. Events can range from small family gatherings such as birthday celebrations to mega-events like the Olympic and Paralympic Games.

4. Project management involves the careful monitoring and management of each project stage to ensure that it is completed efficiently, professionally and to brief.

5. Project management methods and techniques are essential in the definition and planning phases of an event. However, during the implementation, soft skills, relationships and appropriate communication can ensure the fulfilment of success criteria.

6. Event objectives are interlinked with the event concept, vision and mission statement of the organization. The objectives state the goals and aims of the organization and/or event.

7. An important aspect of event planning is that of situational analysis and a common method to analyze this is to look at strengths, weaknesses, opportunities and threats (SWOT) linked to the current events environment.

8. The Organization for Economic Co-operation and Development (OECD) is made up of 14 member countries and promotes policies around the world to instil and encourage economic growth and improved social wellbeing. 'Economically, it has been estimated that sporting events contribute 3% of the gross domestic product of OECD countries'.

9. A supply chain is the interconnection of an interrelated series of processes through, into and from an organization.

MULTIPLE CHOICE QUESTIONS

1. **Budgeting an event, negotiating contracts, arranging the speaker, and organizing audiovisual needs is part of which stage of the event planning process?**
    a. Research
    b. Design
    c. Planning
    d. Coordinating

2. **Which of the following is the most popular type of event site used?**
    a. Hotel/resort
    b. Convention center
    c. Banquet hall
    d. Club

3. **Risk must be considered in the ……………… phase and weighed against the potential benefit of the project's success in order to decide if the project should be chosen.**
    a. completion
    b. closeout
    c. execution
    d. planning
    e. initiation

4. **The most important information a meeting planner can determine prior to an event is:**
    a. Past events held by the group.
    b. Expected attendance.
    c. The budget.
    d. Group demographics.

5. **What is the first step in project planning?**
    a. Establish the objectives and scope.
    b. Determine the budget.
    c. Select the team organizational model.
    d. Determine project constraints.
    e. Inspect the deliverables.

REVIEW QUESTIONS

1. What strengths, weaknesses, opportunities, threats would come from moving a tourist attraction/event to another site?

2. Why is it important to develop new initiatives when focusing on visitor experience?

3. Why should the vision, mission and associated values of an organization be connected?

4. What are the main factors influencing the selection of the primary and secondary contractors/suppliers for Lincoln Christmas Market each year? Can these factors differ from one year to the other?

5. How important is the need for strong collaboration and communication between the event organizer, City of Lincoln Council, and contractors/suppliers?

Answer to Multiple Choice Questions

1. (c)   2. (a)   3. (e)   4. (c)   5. (a)

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FINANCIAL MANAGEMENT AND EVENTS

"A great event manager makes even the host feel like a guest."

-Amit Kalantri

INTRODUCTION

Business concern needs finance to meet their requirements in the economic world. Any kind of business activity depends on the finance. Hence, it is called as lifeblood of business organization. Whether the business concerns are big or small, they need finance to fulfill their business activities.

In the modern world, all the activities are concerned with the economic activities and very particular to earning profit through any venture or activities. The entire business activities are directly related with making

profit. (According to the economics concept of factors of production, rent given to landlord, wage given to labor, interest given to capital and profit given to shareholders or proprietors), a business concern needs finance to meet all the requirements. Hence finance may be called as capital, investment, fund etc., but each term is having different meanings and unique characters. Increasing the profit is the main aim of any kind of economic activity.

Finance may be defined as the art and science of managing money. It includes financial service and financial instruments. Finance also is referred as the provision of money at the time when it is needed. Finance function is the procurement of funds and their effective utilization in business concerns. The concept of finance includes capital, funds, money, and amount. But each word is having unique meaning. Studying and understanding the concept of finance become an important part of the business concern.

Financial management is an integral part of overall management. It is concerned with the duties of the financial managers in the business firm.

The term financial management has been defined by Solomon, "It is concerned with the efficient use of an important economic resource namely, capital funds".

Thus, financial management is mainly concerned with the effective funds management in the business. In simple words, financial management as practiced by business firms can be called as corporation finance or business finance.

4.1 CONCEPT OF FINANCIAL MANAGE-MENT

Financial management may be defined as the area or function in an organization which is concerned with profitability, expenses, cash and credit, so that the "organization may have the means to carry out its objective as satisfactorily as possible;" the latter often defined as maximizing the value of the firm for stockholders. Financial managers (FM) are specialized professionals directly reporting to senior management, often the financial director (FD); the function is seen as 'Staff', and not 'Line'.

Financial management is generally concerned with short term working capital management, focusing on current assets and current liabilities, and managing fluctuations in foreign currency and product cycles, often through hedging. The function also entails the efficient and effective day-to-day management of funds, and thus overlaps treasury management. It is also involved with long term strategic financial management, focused on i.e. capital structure management, including capital raising, capital budgeting (capital allocation between business units or products), and dividend policy; these latter, in large corporates, being more the domain of "corporate finance."

Specific tasks:

- Profit maximization happens when marginal cost is equal to marginal revenue. This is the main objective of Financial Management.

- Maintaining proper cash flow is a short run objective of financial management. It is necessary for operations to pay the day-to-day expenses e.g. raw material, electricity bills, wages, rent etc. A good cash flow ensures the survival of company; see cash flow forecast.

- Minimization on capital cost in financial management can help operations gain more profit.

- Estimating the Requirement of Funds: Businesses make forecast on funds needed in both short run and long run, hence, they can improve the efficiency of funding.

Keyword

Financial management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise.

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The estimation is based on the budget e.g. sales budget, production budget.

■ Determining the Capital Structure: Capital structure is how a firm finances its overall operations and growth by using different sources of funds. Once the requirement of funds has estimated, the financial manager should decide the mix of debt and equity and also types of debt.

4.1.1 Objectives of Financial Management

Effective procurement and efficient use of finance lead to proper utilization of the finance by the business concern. It is the essential part of the financial manager. Hence, the financial manager must determine the basic objectives of the financial management.

Objectives of financial management may be broadly divided into two parts such as:

1. Profit maximization

2. Wealth maximization
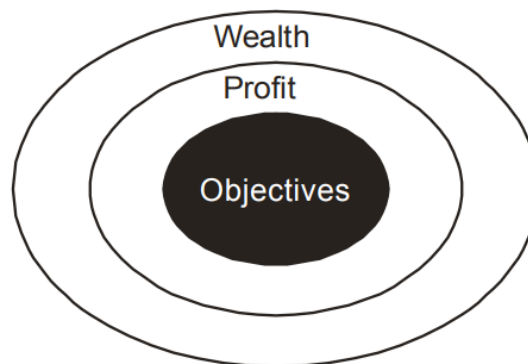
Profit Maximization

Main aim of any kind of economic activity is earning profit. A business concern is also functioning mainly for the purpose of earning profit. Profit is the measuring techniques to understand the business efficiency of the concern. Profit maximization

is also the traditional and narrow approach, which aims at, maximizes the profit of the concern.

Profit maximization consists of the following important features.

1. Profit maximization is also called as cashing per share maximization. It leads to maximize the business operation for profit maximization.

2. Ultimate aim of the business concern is earning profit; hence, it considers all the possible ways to increase the profitability of the concern.

3. Profit is the parameter of measuring the efficiency of the business concern. So it shows the entire position of the business concern.

4. **Profit maximization** objectives help to reduce the risk of the business.

> **Keyword**
>
> **Profit maximization** is the short run or long run process by which a firm may determine the price, input and output levels that lead to the highest profit.

Favorable Arguments for Profit Maximization

The following important points are in support of the profit maximization objectives of the business concern:

- Main aim is earning profit.
- Profit is the parameter of the business operation.
- Profit reduces risk of the business concern.
- Profit is the main source of finance.
- Profitability meets the social needs also.

Unfavorable Arguments for Profit Maximization

The following important points are against the objectives of profit maximization:

- Profit maximization leads to exploiting workers and consumers.
- Profit maximization creates immoral practices such as corrupt practice, unfair trade practice, etc.
- Profit maximization objectives leads to inequalities among the stake holders such as customers, suppliers, public shareholders, etc.

Drawbacks of Profit Maximization

Profit maximization objective consists of certain drawback also:

- It is vague: In this objective, profit is not defined precisely or correctly. It creates some unnecessary opinion regarding earning habits of the business concern.
- It ignores the time value of money: Profit maximization does not consider the time value of money or the net present value of the cash inflow. It leads certain differences between the actual cash inflow and net present cash flow during a particular period.
- It ignores risk: Profit maximization does not consider risk of the business concern. Risks may be internal or external which will affect the overall operation of the business concern.

Wealth Maximization

Wealth maximization is one of the modern approaches, which involves latest innovations and improvements in the field of the business concern. The term wealth means shareholder wealth or the wealth of the persons those who are involved in the business concern.

Wealth maximization is also known as value maximization or net present worth maximization. This objective is an universally accepted concept in the field of business.

Favorable Arguments for Wealth Maximization

- Wealth maximization is superior to the profit maximization because the main aim of the business concern under this concept is to improve the value or wealth of the shareholders.
- Wealth maximization considers the comparison of the value to cost associated with the business concern. Total value detected from the total cost incurred for the business operation. It provides extract value of the business concern.
- Wealth maximization considers both time and risk of the business concern.
- Wealth maximization provides efficient allocation of resources.
- It ensures the economic interest of the society.

Unfavorable Arguments for Wealth Maximization

- Wealth maximization leads to prescriptive idea of the business concern but it may not be suitable to present day business activities.
- Wealth maximization is nothing, it is also profit maximization, it is the indirect

name of the profit maximization.

■   Wealth maximization creates ownership-management controversy.

■   Management alone enjoy certain benefits.

■   The ultimate aim of the wealth maximization objectives is to maximize the profit.

■   Wealth maximization can be activated only with the help of the profitable position of the business concern.

4.1.2 Importance of Financial Management

Finance is the lifeblood of business organization. It needs to meet the requirement of the business concern. Each and every business concern must maintain adequate amount of finance for their smooth running of the business concern and also maintain the business carefully to achieve the goal of the business concern. The business goal can be achieved only with the help of effective management of finance. We cannot neglect the importance of finance at any time at and at any situation.

Some of the importance of the financial management is as follows:

Financial Planning

Financial management helps to determine the financial requirement of the business concern and leads to take financial planning of the concern. Financial planning is an important part of the business concern, which helps to promotion of an enterprise.

Acquisition of Funds

Financial management involves the acquisition of required finance to the business concern. Acquiring needed funds play a major part of the financial management, which involve possible source of finance at minimum cost.

Proper Use of Funds

Proper use and allocation of funds leads to improve the operational efficiency of the business concern. When the finance manager uses the funds properly, they can reduce the cost of capital and increase the value of the firm.

Financial Decision

Financial management helps to take sound financial decision in the business concern.

Financial decision will affect the entire business operation of the concern. Because there is a direct relationship with various department functions such as marketing, production personnel, etc.

Improve Profitability

Profitability of the concern purely depends on the effectiveness and proper utilization of funds by the business concern. Financial management helps to improve the profitability position of the concern with the help of strong financial control devices such as budgetary control, ratio analysis and cost volume profit analysis.

Increase the Value of the Firm

Financial management is very important in the field of increasing the wealth of the investors and the business concern. Ultimate aim of any business concern will achieve the maximum profit and higher profitability leads to maximize the wealth of the investors as well as the nation.

Promoting Savings

Savings are possible only when the business concern earns higher profitability and maximizing wealth. Effective financial management helps to promoting and mobilizing individual and corporate savings. Nowadays financial management is also popularly known as business finance or corporate finances. The business concern or corporate sectors cannot function without the importance of the financial management.

4.1.3 Scope of Financial Management

Financial management is one of the important parts of overall management, which is directly related with various functional departments like personnel, marketing and production. Financial management covers wide area with multidimensional approaches.

The following are the important scope of financial management:

1. Financial Management and Economics

Economic concepts like micro and macroeconomics are directly applied with the financial management approaches. Investment decisions, micro and macro environmental factors are closely associated with the functions of financial manager. Financial management also uses the economic equations like money value discount factor, economic order

quantity etc. Financial economics is one of the emerging area, which provides immense opportunities to finance, and economical areas.

2. Financial Management and Accounting

Accounting records include the financial information of the business concern. Hence, we can easily understand the relationship between the financial management and accounting. In the olden periods, both financial management and accounting are treated as a same discipline and then it has been merged as Management Accounting because this part is very much helpful to finance manager to take decisions. But nowadays financial management and accounting discipline are separate and interrelated.

3. Financial Management or Mathematics

Modern approaches of the financial management applied large number of mathematical and statistical tools and techniques. They are also called as econometrics. Economic order quantity, discount factor, time value of money, present value of money, cost of capital, capital structure theories, dividend theories, ratio analysis and working capital analysis are used as mathematical and statistical tools and techniques in the field of financial management.

4. Financial Management and Production Management

Production management is the operational part of the business concern, which helps to multiple the money into profit. Profit of the concern depends upon the production performance. Production performance needs finance, because production department requires raw material, machinery, wages, operating expenses etc. These expenditures are decided and estimated by the financial department and the finance manager allocates the appropriate finance to production department. The financial manager must be aware of the operational process and finance required for each process of production activities.

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5. Financial Management and Marketing

Produced goods are sold in the market with innovative and modern approaches. For this, the marketing department needs finance to meet their requirements. The financial manager or finance department is responsible to allocate the adequate finance to the marketing department. Hence, marketing and financial management are interrelated and depends on each other.

6. Financial Management and Human Resource

Financial management is also related with human resource department, which provides manpower to all the functional areas of the management. Financial manager should carefully evaluate the requirement of manpower to each department and allocate the finance to the human resource department as wages, salary, remuneration, commission, bonus, pension and other monetary benefits to the human resource department. Hence, financial management is directly related with human resource management.

4.2 FINANCIAL PLANNING FOR EVENT

Once the event is deemed to be viable then, before proceeding further, a more detailed financial analysis should be conducted; this requires identification of event costs and revenue streams and careful consideration of cash flows throughout the planning cycle.

The stages are as follows:

- Identify and quantify all anticipated revenues.
- Identify and quantify all anticipated costs.
- Budgeting and cash flow forecast.
- Establish the financial outcome.
- If viable – proceed with the detailed planning.

Identification of Event Revenue Streams

The **revenue streams** or sources of income available very much depend on the event nature and intended aims for its staging but, broadly speaking, event income can come from one or all of the following sources:

- Reserves from previous events.
- Tickets/entry fees / registration fees.
- Grants and subsidies.
- Loans.
- Donations.
- Sale of Advertising sites (e.g. venue, program, menu, etc.).
- Merchandising sales.
- Food and Beverage sales.
- Sponsorship.
- Retail pitches.
- Raffles, auctions and other event fundraising.
- Pre event fundraising activities.
- Commercial rights (e.g. pouring rights).
- Commissions (e.g. merchandise, venue bar, retailers).
- Television fees.
- Benefits in kind (e.g. donated product, prizes, free advertising, etc.).

> **Keyword**
>
> **Revenue streams** are the various sources from which a business earns money from the sale of goods or the provision of services.

Predicting potential revenues

Whilst it is relatively easy to identify different sources of

revenue, estimating the potential revenue generated by each source is more difficult. Whilst organizers may wish to present an optimistic picture to various stakeholders, you should be as realistic as possible with potential revenue predictions. Forecasting potential revenues should be based on solid research such as past event data (ticket sales and revenues from other areas), market research to determine likely demand and should also consider the notion of per-capita spends i.e. the average amount each individual will spend on things such as food and drink and other areas of expenditure.

In addition to the amount of money to be generated through each source, it is also essential to consider the timing of money coming through each source.

Ticketing and pricing

Central to the revenue of many events is the ticket income, which is determined by the number of tickets sold at set rates. In order to maximize uptake and achievement of event objectives, tickets must be priced sensitively taking into account levels of competition, customer characteristics and ability to pay, product quality and characteristics. Pricing event tickets is complex and decisions surrounding ticket pricing should be carefully considered and researched.

Another ticketing consideration is that of ticket structures i.e. the extent to which tickets are priced differently for different groups of people or elements of the event which they wish to engage in. Structures could include: Single admission price; different admission prices based on age, time, group composition/size; multi-visit tickets or season tickets; free admission with charges for specific attractions or extras (parking, reserved seats, programs, etc.); admission price plus charges for specific attractions.

Once you have established your prices and structure you then need to consider how tickets will be made available to the audience in terms of box office arrangements. Tickets for a local community event may be sold through local shops and leisure

facilities however, if the audience is unable to get to these outlets then there are a range of online ticket sites which are increasingly popular with event organizers.

Event costs

As with revenue streams' costs will vary from event to event. It is essential that you identify all areas of expenditure as early as possible in the planning process and then seek quotes from at least three different suppliers to quantify required levels of spending and also the timing of cash flow.

Common areas of expenditure include:

■   Event marketing costs – designing, printing, advertising, etc.
■   Venue rental – check for extras
■   Furniture rental
■   Staff costs (and associated expenses e.g. insurance, uniforms, PPE, catering)
■   Security costs
■   Licensing fees
■   Insurance – seek advice from a specialist event insurer
■   Infrastructure – stages, fencing, barriers, toilets, track way, etc.
■   Waste management and recycling
■   Sound and lighting equipment
■   Product costs (e.g. at a catering event)
■   Hotel and travel costs (planning period and event days)
■   Artist / participant costs
■   Prizes / prize money

Note that careful selection of the venue could mean that many of the above costs are covered by the venue rental fee however, if the event is outdoors, then most of the above will require consideration.

In terms of increasing the economic benefit to the local community, consider local suppliers where ever possible. This can also give your event a more distinctive, unique and authentic feel.

Sustainability is another key consideration when sourcing suppliers, for example when selecting venues and caterers you should ask about their ethical sourcing policies. In addition consider restrictions on the use of non-recyclable or non-compostable materials. This will not only improve your environmental credentials, it could also cut your waste bill.

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Budgeting and cash flow

Once you have a clear idea of the money which needs to be paid out to different suppliers and the timing of payments, you will need to balance this against the revenue coming into the event through aspects such as sponsorship, grants, existing funds, loans, etc. A cash flow forecast is one means of clearly calculating on a month by month and week by week basis how much money will be coming in and out of your events account, leading to a clear picture of finances throughout the planning process.

Note that timing of cash flow is essential to prevent issues of financial liquidity i.e. running out of funds during the **planning process**. For most events, there is a significant amount of expenditure required in advance of the event, whilst much of the revenue will come in much closer to the event itself. Also note that ticket revenues should not be used to fund expenses prior to the event in order to allow for potential refunds in case the event is cancelled. Many online ticket agencies will also not allow you to have access to the ticket money until after the event has been staged.

Keyword

Planning process is concerned with defining a company's goals and determining the resources necessary to achieve those goals.

4.3 FUNCTIONS OF FINANCE MANAGER

Finance function is one of the major parts of business organization, which involves the permanent and continuous process of the business concern. Finance is one of the interrelated functions which deal with personal function, marketing function, production function and research and development activities of the business concern. At present, every business concern concentrates more on the field of finance because, it is a very emerging part which reflects the entire operational and profit ability position of the concern. Deciding the proper financial function is the essential and ultimate goal of the business organization.

Finance manager is one of the important role players in the field of finance function. He must have entire knowledge in the area of accounting, finance, economics and management. His position is highly critical and analytical to solve various problems related to finance. A person who deals finance related activities may be called finance manager.

Finance manager performs the following major functions:

1. Forecasting Financial Requirements

It is the primary function of the finance manager. He is responsible to estimate the financial requirement of the business concern. He should estimate, how much finances required to acquire fixed assets and forecast the amount needed to meet the working capital requirements in future.

2. Acquiring Necessary Capital

After deciding the financial requirement, the finance manager should concentrate how the finance is mobilized and where it will be available. It is also highly critical in nature.

3. Investment Decision

The finance manager must carefully select best investment alternatives and consider the reasonable and stable return from the investment. He must be well versed in the field of

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capital budgeting techniques to determine the effective utilization of investment. The finance manager must concentrate to principles of safety, liquidity and profitability while investing capital.

4. Cash Management

Present days cash management plays a major role in the area of finance because proper cash management is not only essential for effective utilization of cash but it also helps to meet the short-term liquidity position of the concern.

5. Interrelation with Other Departments

Finance manager deals with various functional departments such as marketing, production, personnel, system, research, development, etc. Finance manager should have sound knowledge not only in finance related area but also well versed in other areas. He must maintain a good relationship with all the functional departments of the business organization

4.4 FINANCING EVENTS

Depending on the size and scope of the event managers have different financial processes. The organizational context, or basic business model of the event business is crucial for determining these reporting needs. These models consist of a number of types; the basic types are that of sole-traders or partnerships where the owners are the legal entities that make up the business. For international operations this is a risky form as if an event fails to be held the owner or the partners are legally responsible for all the debts that the event incurs. Therefore other legal forms are required. The formation of a company that is a legal entity in the eyes of the law is generally the preferred option for managing large-scale, international events. Many event organizations seek these legal, institutional forms in order to establish legitimacy and promote sustainability in the event industry. Stewart identifies two types in particular, the proprietary, or limited company and the company limited by guarantee. A limited company is a form of organization that is limited by shares. The company can either by private and owned by a number of shareholders, or it can have its shares publically traded on a stock exchange. In the UK, Ireland and Australia a Company Limited by Guarantee is a private legal entity that consists of a company backed by a group of members who make a contribution if the business is wound-up. Getz's event types consisted of a variety of these forms of organizations with varying company structures however even in the case of government organizations the pricing, budgeting and reporting requirements have similarities. A number of students of event management show a keen

interest to master the areas of operations, or commercial and public relations aspects of events however few talk about finance with the same passion. The saying "do the math" is absolutely fundamental to successful event management even if it is not many enthusiasts' first choice of career. Dictionary based knowledge of finance terms will not save the event form impending financial doom but, possibly an understanding of the relationships between pricing, budgeting and financial reporting could do so.

There are many strategies in determining the price in which to charge participants, spectators and other organizations that may use our festivals and events.

4.4.1 Pricing

There are two key considerations that the event manager must address when seeking to establish price. For those managers who are stewards of existing events there is a wealth of historical data that they can use (including last year's price) to establish their pricing levels. Alternatively for managers involved in establishing new events the organization/event objectives and the costs involved in the event's staging are fundamental considerations. However financial management planning can be an extremely accurate consideration of what you aim to achieve and what it costs but the final key question is can the customer afford it? Therefore in addition, knowledge of the event's target market and each segment's willingness and ability to pay is vital. Good marketing research will provide managers with the results required to target, acquire and retain customers for the event while sound financial management should establish accurate budgets that will control costs and allow the correct price to be set. In academic terms determining price fits within the function of the marketing manager. This is suitable when addressing traditional organizations that have complex product portfolios. These pricing decisions have an important impact on the organization but small errors in the pricing of one product will not bring down an FMCG brand, however given the importance of pricing for event entry as an all-in product like

an entertainment event it is crucial. Therefore pricing will probably not be left to the marketing manager but the senior members of the event management team, if not the director her- or himself.

Many large-scale events seek to achieve a wide range of objectives for their many stakeholders. Determining the full range of objectives is a difficult task but it can be simplified for finance terms by establishing whether the event company is a for-profit or not-for-profit enterprise. A for-profit enterprise seeks to maximize its return on the funds invested in the business. This does not mean that every activity is carried out simply to maximize profit (that is, there can be social objectives achieved by for-profit event companies that incur costs) but that a return on investment is a sign of business success and sustainability – important for attracting further patrons, sponsors and other commercial partners.

There are many costs that event organizations must incur in order to manage the event. These costs are broken down into two main categories, variable and fixed. Variable costs are those costs that change with each additional ticket sale that might arise during the event. Fixed costs are those that remain constant over the duration of the event, such as insurance and electricity. Fixed costs can be further broken into fixed and semi-fixed costs. Semi-fixed costs remain relatively stable but can increase with a step-change once certain capacity levels are reached. For instance when an indoor venue like a stadium is used for an event it will require cleaning. Unless the event is a sell-out the stadium will have empty banks of seats. If these seats are kept clear then they will not require cleaning and therefore require less cost, not in a variable sense but by a step-change amount. Proper planning will ensure these costs are incorporated into an estimation of the break-even point.

Break-even analysis is a first step in determining the financial management of any project or event. All fixed and variable costs should be calculated to gain an understanding of the relationship between increased sales and increases in costs giving the manager the total cost. By then ascertaining the contribution sales make a total revenue figure is made clear. Once this is achieved the intersect between total cost

Keyword

Break-even analysis tells you how many units of a product must be sold to cover the fixed and variable costs of production.

and total revenue is the break event point for the event. In a simple situation this would apply for the entire event, however in a situation where an event has much capacity the step-change of semi-fixed costs incurred would create a number of break-even points. Nevertheless for new events regardless of their potential size once the break-even point is achieved the process of pricing strategies and budgeting can begin.

4.4.2 Pricing Strategies

There are a wide range of pricing strategies that management teams may adopt. Here, we review every pricing strategy available to managers however the following options are provided to introduce the reader to some basic approaches. The establishment of the break-even point is crucial for these strategies to provide maximum benefit to the event organizers.

Cost-plus pricing

Cost-plus pricing is a pricing strategy in which the selling price, of goods and services, is determined by adding a specific fixed markup percentage to a singular product's unit cost. Essentially, the markup percentage is the company's way to generate a profit margin that reaches their target rate of return and maximizes their overall profits. The markup percentage can be derived by using the firm's target rate of return. An alternative pricing method is value-based pricing.

Cost-plus pricing is often used on government contracts (cost-plus contracts), and was criticized for reducing pressure on suppliers to control direct costs, indirect costs and fixed costs whether related to the production and sale of the product or service or not.

Cost-plus pricing is one of the most common approaches to costing for managers. Once all costs are considered and an estimate of total sales is made a margin can be applied to the figure that provides profit or surplus for the organization. As each unit is sold the margin allows the organization to generate profit. For capital intensive events such as the FIFA World Cup of Football the fixed costs are high therefore

DID YOU KNOW ?

50% of event revenue typically comes from registration fees. Food and beverage expenses typically take up 33% of the overall budget.

sales revenue from tickets, broadcasting rights contributions, merchandize sales and commercial sponsorships are vital if a margin is to be achieved.

The three steps in computing the selling price are calculating the total cost, unit cost and then adding a markup to generate a selling price:

Step 1: Calculating total cost

Total cost = fixed costs + variable costs

Fixed costs do not generally depend on the number of units, while variable costs do.

Step 2: Calculating unit cost

Unit cost = (total cost/number of units)

Step 3a: Calculating markup price

Markup price = (unit cost * markup percentage)

The markup is a percentage that is expected to provide an acceptable rate of return to the manufacturer.

Step 3b: Calculating Selling Price (SP)

Selling Price = unit cost + markup price

Prestige pricing

While events of international significance exist in a competitive field certain events are positioned at the exclusive end of the quality spectrum. Events such as the European Champions League Final, Cannes Film Festival and Glastonbury Festival are synonymous with certain expectations and obtaining tickets to these events can be difficult for consumers. This exclusivity allows the creation of ticket packages that cater for this demand. Prestige pricing is also used to reinforce this exclusivity allowing the event hosts to leverage higher margins on top of the total unit costs of staging the event.

Discriminatory pricing

International events that are looking to achieve a number of accessibility objectives or those wishing to maximize their ticket sales may use discriminatory pricing in order to attract the widest array of visitors. The range of target groups that may be interested

in an event vary considerably and so too does their ability to pay. By offering a discriminatory pricing strategy the event can attract those groups that can pay afford high prices and those groups that can afford this; for instance the Singapore Grand Prix contains thirteen ticketing categories. This can be provided through providing seating areas of different proximity to the event itself or by offering a range of tickets to a multi-activity event. As the event costs a great amount of money to stage the policy was established to ensure host cities would make the Games accessible.

4.4.3 Budgeting

Planning and control of finance

For small scale events budgets can be prepared quite quickly and can rely on a manager's experience and judgment. However, the more significant the event, the greater the need is for the budget to be prepared with precision. To ensure that events are managed effectively a budget outlining the major financial activities involved in the project must be established from the outset. Budgeting is an important planning and control function for event management. Ongoing calendar events may have different planning mechanisms to one-off events but Schneider and Sollenberger view planning 'as a framework within which managers anticipate future vents, develop a plan of action, and estimate future revenues and costs.' Once a budget is created it should then be analyzed by the senior management team, as each manager may have expertise in certain areas allowing greater specificity on expected costs and revenues. The control function in financial management seeks to ensure that funds spent during the event project are in line with what is portrayed in the budget. The cost control process during an event ensures that the amount spent on staging the event is within the planning framework.

Why budget?

There are a number of reasons to budget. The most important of these is that most major events have a variety of stakeholders

that are interested in how funds are spent and earned during the project period before, during and after the event. The downside to budgeting is of course the time it takes for the management team to create the master budget. The use of contingency funds can always be factored in to the budget in order to cater for cost overruns or unexpected items however the physical act of getting management to agree on the budget can be tiresome itself. A budget can also create an environment that is not suitable to creativity, as staff will see it as a way of limiting their ideas. Regardless the benefits of taking the time to budget are numerous:

- A plan of action; the budget outlines the relevant cost and revenue centers within the event project. It will allow each section manager within the event to view their financial responsibilities and ensure that the event strategy is followed. If the plan is not working it can be monitored and alterations made if necessary.

- A communication and integration tool; the budget acts as a way of communicating management priorities across the project and galvanizing the various elements of the event team towards one set of priorities.

- To foster control over the event project; the budget allows managers to keep track of all outgoings and incomings and identify areas of weakness or cost overrun. It allows manager to implement financial changes that can benefit the event's operations.

Master budgeting for event operations

A feature of many events is their service orientation, relying on extensive human resources that would not be required by a manufacturing organization. Many events rely on the contributions of a volunteer staff force. We highlight that in some cases the larger the event the greater the need for professional human resources in lieu of these volunteers. Therefore one of the significant areas of event budgeting is allowing for the human resource; having an appropriate level of staff supporting an event is not only good for customer service but is also vital for health and safety requirements. Overstaffing is in many cases a must in case incidents occur, such as a medical emergency that occupies staff away from their initial activities. This is why many large-scale events manage their master budget on a project basis. Many projects like outdoor music festivals, international arts festivals, outdoor/recreation or participation events require flexible organizational event team structures and therefore budget features sound budgeting principles may remain the same.

Master budgets are prepared up to one year in advance and are linked to the overall strategic plan. Project budgeting for special events may show that the budget system does not work around an annual calendar. Project budgets can form master

budgets but be organized around the timeline leading up to, during and post-event. Once the event is complete the event management company moves onto other events or in some cases disbands. Therefore project budgets are more flexible in their scope but fulfill all the same advantages of a full master budget. Even with increased cost control and a reduction in available funds certain areas of events must be ring-fenced (or protected) from cuts.

The master budget is a similar concept to the businesses strategic plan. From this one document smaller departmental or unit area budgets are created. Within any large event there are cost centers and profit centers. The key difference is in the name, a cost center is generally in charge of ensuring that this unit of the event is run under the budget levels. In an opposite sense the profit centers are responsible for generating revenue, for instance in selling tickets, arranging commercial sponsorship or increasing the number of trade stalls present at the event. A profit center still incurs costs but these are generally expenses consumed in the feat of acquiring revenue.

The event manager needs a good understanding of how the organization is structured to see where cost and profit centres lie. The presence of an organizational chart helps determine the responsible areas for cost and revenue. Schneider and Sollenberger stress the importance of designing the cost system to ensure that it is not too general to the point where costs can be missed but also not too intricate that could adversely affect the flow of cost-relevant information. They recommend the use of roll-up reporting to guide cost information through different event areas, such as administration, marketing, and operations. Each level of activity reports to the manager in charge, and although this can be overly formal and bureaucratic it can also increase control.

Forecasting sales

The first step involved in budgeting is establishing a sales forecast. This is a prediction on the level of income that the event will generate form its range of income sources. There are many factors that can influence sales. External elements such as the economic conditions in a certain market, whether

Keyword

Master budget is the aggregation of all lower-level budgets produced by a company's various functional areas, and also includes budgeted financial statements, a cash forecast, and a financing plan

it is in recession or boom is a primary consideration. Stall holders can form a solid stream of income for events, difficult times for small businesses impact on their ability to stay in business, thus having a knock-on effect for events. This is particularly important when evaluating markets for entry as do some international events that can pick their next location. Internal factors such as pricing policy, historical data on sales and market research can also be used.

The process can be assisted by using some mathematical formula that links a number of independent variable to a dependent variable. For instance if the event is an outdoor arts and culture event that takes place in the summer months the possibility of heavy rain or other bad weather could have a drastic impact on ticket sales. These are drastic, short-term effects however there are other examples of the impact of socio-cultural shifts in consumer tastes and preferences can also impact on sales forecasts.

Revenues and expenses

The major sources of revenue for events are ticket sales and sponsorship. Sponsors are a function of event size as even smaller local or **community events** can also attract sponsors but naturally they are smaller in size that those required for international events. There are a number of other sources of revenue such as concession sales, merchandize sales, donations, grants and broadcast rights from which events can also raise money. These items, along with ticket sales, comprise the revenue or income that would be shown on a budget.

4.5 FINANCIAL REPORTING

Financial reporting is going one step further from the budget and feeding back to those who may be interested in the event company's financial performance. If events are to attract a range of financial and commercial partners due diligence reports should ensure that the business behind the event is sustainable. Financial reporting systems are a feature of a pro-active risk management system and a requirement of many nations' company law legislation.

Financial reporting is required to allow managers and other stakeholders to make decisions regarding the use of resources. It allows interested parties to review the profitability, liquidity and solvency (sustainability) of the business as a going concern.

4.5.1 Main Report Types

The **balance sheet** is a formal document outlining an event company's accounting equation. The accounting equation represents the relationship between a company's assets, liabilities and equity. As assets are in some manner acquired from a funding source (either the company's own funds or from a borrowed funding source).

The accounting equation that governs the investment made in a business should always equal the following formula:

Assets = Liabilities plus Equity

(A = L + E)

Profit and loss

These activities are represented in the profit and loss statement (P&L). The P&L statement allows us to estimate the profitability of the business. The P&L statement can be calculated through another equation:

Revenues – Expenses = Profit (Loss)

R – Ex = P (L)

Cash flow statements

The final statements indicate the ability of an event company to generate the cash required to fulfil business obligations (for instance the repayment of bank loans if and when they fall due). In the balance sheet cash can be seen changing from year to year, and the profit and loss statement can highlight profitability. Regardless managers should always be querying how any profits are actually being made. Cash flow information is important because it identifies where the money in the

business is coming from. You could for example (in the short-term) feasibly sustain the business on borrowed funds, which could demonstrate profitability in the profit and loss statement. But if these backers are lending you the funds based on a rate of return the business will not survive unless it can generate cash to service those debts. Also having cash allows an organization to trade efficiently with others and given the just-in-time nature of most event management projects this is vital.

The cash flow statement examines the solvency of an event company. International Cash flow information is useful in determining the ability of a company to borrow funds and to indicate how cash flows will be distributed.

Cash reconciliation statements

Determining what cash flows go into which categories is one of the reasons accounting relies on a series of internationally recognized accounting standards. The need for the reconciliation of cash is to provide greater accuracy for determining working capital within the organization; it gives the manager a closer idea of the financial position of knowing how much cash is present. The reconciliation of cash takes another look at the cash flows arising from operating activities as covered in the cash flow statement above. The aim is to ensure that the reader can see that cash generated from operating activities are clearly identified.

4.5.2 The Importance of Financial Reports

Understanding how to construct a balance sheet and a profit and loss statement, and knowing which items go where, is an important part of an event manager's repertoire of knowledge and is linked back to the budget process. However, even more important, is understanding the relationship between the two statements. As a business increases its profitability it can either re-invest the funds back into the business as assets or pay out dividends to its investors (if it is a for-profit company). This reinvestment then increases the equity contributions made, subsequently balancing the sheet. A business that fails to make a profit must keep drawing funds from either its own cash reserves or from outside the business through loans. Each of these eventualities impacts on the equity within the business.

There are other levels to which potential and current investors and other stakeholders can go to determine the profitability, solvency and liquidity of the business ratio analysis can be used. These ratios allow the reviewer to determine the financial health of the business by examining relationships between current assets and current liabilities, debt to equity and profit margins.

4.6 THE BASICS OF BUILDING AN EVENT BUDGET

As an event planner, staying within your client's budget is key. And to do that, you need a detailed event budget that you and your client agree on. Whether you're new to event planning or a seasoned professional, keeping an event budget will help you stay organized and prepared for any client inquiry, all while helping you avoid going over budget.

4.6.1 Important Aspects of an Event Budget

For a basic event, such as a seminar or dinner party, Excel or other spreadsheet programs can be helpful. List the following four categories along the top: item, projected expense, actual expense, details. From there, you just fill in the spreadsheet and manage it like you would any other part of your business.

Track site rental costs

As you plan the event itself and as you meet with your venue sales manager, track all projected rental fees for the event and function space, housekeeping, baggage handling, and related expenses.

Estimate catering costs. This includes all food and beverage charges, including tips and gratuities, which can account for up to 30 percent. Catering budgets can balloon or shrink, and managing them with care is a good idea, as they can be a great source of savings.

Document transportation charges

This includes shuttles, coaches, event transfers and any related expenses. Do not forget insurance, fuel, tolls, or trailers if they are needed.

Add decor expenses. Most events include expenses for decor, such as centerpieces, florals, tent rentals, etc. This is where you list those costs.

Document entertainment and equipment fees

Common expenses in this category include the A/V equipment, but it's also a good spot to list honorariums to speakers or if you are hiring entertainers.

Summarize printing charges

Several small item charges actually combine to make a larger expense line item. These include invitations, name badges, program booklets, event signage, and banners.

Create a line item for gifts

One common event tip is to never allow a guest to leave empty-handed. So, whatever gift or gifts you provide, track the cost for them separately; you'd be amazed at how much these items can cost.

Identify activities expenses

If your event includes activities such as golfing, tennis, spa, rafting, biking, or other activities, you will want to note the cost of these fees separately. Consider summarizing the total cost in your spreadsheet and attaching a breakdown.

Post other expenses

If an expense does not fall into any of the above categories, list them as a miscellaneous expense item here.

Give yourself a contingency fund category

Depending on the size or complexity of an event, you may want to give yourself as much as up to 20% of the event budget here. Despite the best planning, charges are going to exceed projected plans with expenses that you never consider. This will keep you from going over budget every time.

Summarize projected expenses

As you build your event program, you will have a good projection of the total expenses. This is the information that you will share with the event client to make sure they are aware of the event budget so that there are not any surprises later on.

Summarize actual expenses

This happens after the event has concluded. Subtotal the invoices into the above 10 categories and document the actual budget. If extremely favorable, identify savings in actual budget vs. the projected budget, demonstrating the value you brought to the role.

4.6.2 Management Tips when Building an Event Budget

Balancing an event budget is one of the major challenges planners face, and the root of most money problems can be traced back to the initial discussion stages. It is always best to begin designing an event around the amount of financial resources available and not vice versa. Spending just a few minutes going through a budget will not only save you money or better allocate it, but it will save plenty of time by eliminating expensive variables.

Outline Event Planning Expenses

Expenses can come from a wide array of sources once you think about all of the components involved in staging a function. The most obvious ones are catering and venue rental expenses, but the list only grows from there. The thing is, overlooking even one expense category can have a disastrous impact on your per-person spending.

Question Your Clients

As the event planner, your role is to provide expert assistance with both the coordination and financial management of the event. Keep in mind that your clients are dreaming of perfection, and this can easily cloud their judgment on what is fiscally possible. The time to bridge the gap between their budget and expectations is right from the beginning. Often times it is as simple as asking the right questions and drafting a budget during your first meeting.

Build a Basic Event Budget

Once you have a vision of the event and an estimate of how much money you have to work with, it is finally time to structure the budget. An important step here is telling your clients that event budgets are "working drafts" that are likely to change as more details come in. Remember, very few clients have experience with the costs and fees associated

Keyword

Expense is the cost of operations that a company incurs to generate revenue.

3G E-LEARNING

with attendance fluctuations, so it is best to build in a buffer zone of 10% to avoid running out of funds.

Calculate Event Planner Fees

Of course, you need to incorporate your planning fees into the budget, and this can be a touchy subject for some. Event planners have several ways to charge for their services, ranging from straight fees to percentage commissions. In the end, it is all about finding a medium both sides can agree on. Be sure that your fee structure is documented in a contract, and include it as an expense in all drafts of the budget.

Trim Event Costs

Rarely will you work on an event that has an unlimited budget. More than likely you will reach a point in the planning process where decisions about cutting costs must be made. This is where an experienced event planner can really shine in helping their clients. The goal is to identify which options have the biggest impression on guests. For example, should you spend less on centerpieces in order to preserve the gourmet dessert? In some cases, a planner can go through the expenses and renegotiate or cut back in areas where the guests will never notice.

Control Audio and Visual Expenses

Lighting and sound equipment makes a big impact on the presentation of your event, but it also tends to have a big impact on the budget. When you factor in other AV expenses like projectors, internet access, and video services it does not take long for this category to become one of the largest numbers on your budget.

Find Low-Cost Marketing Options Online

Marketing is another expense that can grow exponentially if you do not get results right away. The catch, of course, is that unless you market effectively there will not be enough attendees to support the costs of the event. This is why it makes sense to utilize as many free or low-cost options to spread the initial word about an upcoming occasion.

4.6.3 Step-by-Step Guide to Creating an Event Budget

Creating an event budget can be overwhelming! With a laundry list of expenses, it can be tempting to skip the planning and jump right into signing contracts with your

vendors. Though this may sound like the easy route – without a clear budget, you are setting yourself up to blow it.

Let's take a look at the 4 stages – simplifying budgeting from start through post-event:

Stage 1: Identify your event strategy

Before you jump into creating your event budget, it is important to first dedicate time to lay the foundation for your event. To do this, you should take these steps:

Determine your event and an overall budget

Start with the basics, you should clearly identify the type of event you are planning and the overall budget for the event. It is always best to begin designing an event around your available resources and not vice versa.

Are you hosting a cocktail reception with $10,000 to spend? A user conference with a $200,000 budget? A team meeting with a $2,000 budget? Whatever the event is, the first step is identifying what you have available to spend.

This overall budget may come down from a manager, a finance department, or from your own budget you manage. While processes for identifying a budget vary – the importance of this step is true.

Evaluate past events

Your past events can provide you a wealth of data and information on creating

a budget for your next event. Evaluate your past events to understand the areas you over or underspent on. Went way over on printing costs? You may want to adjust your budget or consider new vendors.

If after evaluating your previous event, you realized you overspent on food, you can go into your high-level plan with a better understanding of how you will need to adjust your budget.

Research to understand the industry

Chances are if you went over on a certain line-item like venue or staffing, your feeling the same costs as others. Do some research to find common trends, for example, if you overspent on your expected AV costs, research the going rate within the industry.

It is impossible to be an expert and know the costs of every vendor, but by researching early on, you will go into planning with a clearer picture of industry-standard costs.

Create a high-level plan

Your high-level event plan should outline your event goals and basic logistics. Additionally, once you start mapping out your logistics, you can begin to include rough budget estimates. You can begin by listing out the items that are must-haves, like a venue or catering.

We will get you started with typical high-level spending categories:

- Venue
- Speakers
- Staffing
- Signage and branding
- Food and Beverage
- Attendee Experience

- Marketing
- Event technology
- Transportation
- Furniture and equipment

As you identify your high-level must-haves, begin to estimate the expenses for each. While building your event program with these high-level items and estimates, you will have a better projection of the total expenses.

Get buy-in from stakeholders

Now it's time to share the projected budget with your stakeholders. This is important to make sure they are aware of the budget, agree and approve of it, and keep yourself accountable. The earlier you're able to communicate your high-level plan, the better – so there is no confusion or surprises down the line.

Stage 2: Estimate Your Costs

With your high-level plan and budget in place, you can begin mapping out your individual line items. Get your list started with the items you know you'll need – venue, food and beverage, and marketing, for example.

REMEMBER

If you are new to events, take time to build relationships with your vendors. These relationships can help you ensure you are working with the right vendors for your events. That's why it is wise to do research early on, so you can find people and businesses who match your needs and goals.

Map out individual line items and lock in vendors

Once you have your high-level items, it's time to get down to the nitty-gritty items. As much as you may want to lump categories of expenses together, the more detailed you are, the more organized, and accurate your budget will be.

Drilling down into line-items

Here, you'll want to take a look at all of your high-level expenses and break them down further, for example, start with a high-level category, and list the line items:

Marketing

■   Social media
■   Online Ads
■   Email marketing
■   Photography
■   Design agency
■   Event materials

Here's another example:

■   VENUE
■   Location rental
■   Equipment rental
■   WiFi
■   Venue-specific staff
■   Security

Firm up your projected costs

As you build out your detailed list of line-items, continue reaching out to vendors for quotes. Taking this approach enables you to work through your list of vendors over a longer period of time, rather than doing all of your vendor outreach at once – right before your final budget is due.

Your projected line item costs should be reflected in vendor proposals and quotes. At this point, you should be identifying the right vendors for each area of your budget and entering into formal agreements and contracts for the event.

Complete list of line items

At the end of this stage, you should have built out a complete list of your expected line items.

Stage 3: Finalize your budget

As you make important decisions like choosing your vendors, location, and service providers – you are piecing together a final budget. At this point, you have signed many of your contracts and are beginning to pay your vendors. The next step is to actualize your budget and ensure you're staying in the green.

Time for an actual costs column!

Add a column to your spreadsheet labeled "Actual Spend." As you finalize and sign contracts with your vendors, begin to track your actual spend against your projected spend.

Even if your actual spend does not match up perfectly with your projected spend, it is helpful to see these numbers side by side. As you start to fill in your actual costs, you will have complete visibility into how your line-items are adding up against your total budget.

Remember, events can be unpredictable

Once you have firmed up your budget, add one more line item – a contingency fund. Depending on the size or complexity of an event, you may want to give yourself as much as up to 20% of the event budget here.

Despite meticulous planning, there is always the possibility of changes to your budget. A contingency fund ensures you're prepared to handle any changes or additional expenses that may cause you to exceed projected plans. This will keep you from going over budget every time.

It's important to also get your stakeholders' sign-off on your contingency fund. Even if it is an emergency fund, should you need to dip into it, you want the team to be aware and prepared. Give yourself wiggle room with a contingency fund to reduce some of the stress that comes with dealing with multiple moving pieces.

Stage 4: Post-event settling and evaluation

If you have been diligently tracking your spending – this piece should be a breeze. After your event has concluded, you will want to revisit your budget and contracts to ensure you're settled on all financial obligations.

You should also ensure every single cost is reflected in your budget. Once you have a comprehensive view, you can turn those numbers into insights.

Evaluate your budget and spend

After all of your costs are finalized and payments are made, revisit your budget for final numbers.

Identify your total spend

What was the total damage? Whether you are using Budgeting software and that will total up your line items up for you or are going in with a spreadsheet, pull together your final and total amount spent.

You will need to share that number with your stakeholders and it will be helpful in measuring outcomes from your event.

Pull out insights from your budget

Identify savings

If you had any major savings, highlight those savings in your actual budget vs. the projected budget. Calling your savings out will help you tighten up future budgets. Calling this out will also go to demonstrate the value you brought to the role – go you!

Identify overages

Conversely, if there were areas where you went over your budget, make a note. You may want to investigate the reason. It could be because you under-budgeted for a given line item, incurred additional expenses with the vendor, or maybe the overage was within your padded expectations.

Identifying these outlying figures will provide insight for you and your stakeholder. Additionally, analyzing your budget immediately following your event will make it easier for you to plan and make adjustments for future events.

SUMMARY

- Business concern needs finance to meet their requirements in the economic world. Any kind of business activity depends on the finance.

- In the modern world, all the activities are concerned with the economic activities and very particular to earning profit through any venture or activities.

- Financial management is generally concerned with short term working capital management, focusing on current assets and current liabilities, and managing fluctuations in foreign currency and product cycles, often through hedging.

- Financial management is one of the important parts of overall management, which is directly related with various functional departments like personnel, marketing and production.

- Effective procurement and efficient use of finance lead to proper utilization of the finance by the business concern.

- Once the event is deemed to be viable then, before proceeding further, a more detailed financial analysis should be conducted; this requires identification of event costs and revenue streams and careful consideration of cash flows throughout the planning cycle.

- Whilst it is relatively easy to identify different sources of revenue, estimating the potential revenue generated by each source is more difficult.

- Central to the revenue of many events is the ticket income, which is determined by the number of tickets sold at set rates.

- As with revenue streams' costs will vary from event to event. It is essential that you identify all areas of expenditure as early as possible in the planning process and then seek quotes from at least three different suppliers to quantify required levels of spending and also the timing of cash flow.

- Once you have a clear idea of the money which needs to be paid out to different suppliers and the timing of payments, you will need to balance this against the revenue coming into the event through aspects such as sponsorship, grants, existing funds, loans, etc.

- Finance function is one of the major parts of business organization, which involves the permanent and continuous process of the business concern.

- Depending on the size and scope of the event managers have different financial processes. The organizational context, or basic business model of the event business is crucial for determining these reporting needs.

- Cost-plus pricing is a pricing strategy in which the selling price, of goods and services, is determined by adding a specific fixed markup percentage to a singular product's unit cost.

- While events of international significance exist in a competitive field certain events are positioned at the exclusive end of the quality spectrum.

- International events that are looking to achieve a number of accessibility objectives or those wishing to maximize their ticket sales may use discriminatory pricing in order to attract the widest array of visitors.

- There are a number of reasons to budget. The most important of these is that most major events have a variety of stakeholders that are interested in how funds are spent and earned during the project period before, during and after the event.

- A feature of many events is their service orientation, relying on extensive human resources that would not be required by a manufacturing organization.

- Financial reporting is going one step further from the budget and feeding back to those who may be interested in the event company's financial performance.

- The balance sheet is a formal document outlining an event company's accounting equation. The accounting equation represents the relationship between a company's assets, liabilities and equity.

- Balancing an event budget is one of the major challenges planners face, and the root of most money problems can be traced back to the initial discussion stages.

MULTIPLE CHOICE QUESTIONS

1. **Transaction and events not capable of being expressed in terms of money are not to be recorded in accounting due to**
    a. Going concern
    b. Accounting entity
    c. Money measurement
    d. None of these

2. **The most important information a meeting planner can determine prior to an event is:**
    a. Past events held by the group
    b. The budget
    c. Expected attendance
    d. Group demographics

3. **The first area of expertise before becoming a special event consultant is:**
    a. Food and Beverage
    b. Catering sales
    c. Convention Services Manager
    d. Marketing sales

4. **……….. is the second stage in the event planning process.**
    a. Planning
    b. Research
    c. Design
    d. Evaluation

5. **A flexible budget**
    a. gives managers discretion as to investigations into variances revealed by analysis of actual performance
    b. allows departmental managers to design their own budget reports
    c. gives departmental managers discretion on spending limits
    d. reflects changes in activity levels of the company

REVIEW QUESTIONS

1. What do you understand by financial management? Also discuss the scope of financial management.
2. How to identify event revenue streams? Explain.
3. Describe the functions of finance manager.
4. What is master budgeting for event operations? Describe.
5. Focus on management tips when building an event budget.

Answer to Multiple Choice Questions

1. (c)   2. (b)   3. (a)   4. (c)   5. (d)

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HUMAN RESOURCE MANAGEMENT AND EVENTS

"An event is not over until everyone is tired of talking about it."

-Mason Cooley

INTRODUCTION

However large or small an event is human resources play a vital role in the success of the occasion. Many people underestimate just how much people power they need to organise an event and the many factors that need to be put together with meticulous timing and planning. Although most companies will have an HR division there are certain considerations that are unique to event planning and human resources professionals will have to ensure these are all covered appropriately. Staffing: it is necessary to ensure you advertise or place the correct

staff in time for the event and this can take time and advance scheduling to get the right people with experience and clearances and to ensure any training needs are met. Events will typically need a dedicated project manager as well as finance, logistics and technical staff. Depending on the type and scale of the event it may also be necessary to hire security, catering and administrative staff as well as ushers and attendants if it is a big event. Whether staff are casual, permanent, temporary or fixed-term it will be necessary to ensure they have proper contracts, get paid on time and that they understand HR policies and procedures relating to their employment, health and safety and the running of the event. Volunteers must be treated equally alongside paid staff and must have access to all the same kind of induction, assessment, training and health and safety measures.

Safety: this is obviously of paramount importance as there may be equipment or lone working measures to take into account including documentation procedures for any injuries or mishaps. Human resources professionals will need to ensure that effective processes are in place and that risk assessments have been carried out as well as training, assessment of hours of work, lone working and other welfare aspects of working on the event.

Physical limitations: staff who are overseeing the HR functions of an event will also need to ensure that any heavy lifting and moving or other physical tasks are within the scope of each individual. They must ensure that any staff working on these kind of tasks are fit to do the work and know the correct techniques for lifting and handling.

Equipment: most events whether large-scale or smaller will require a certain amount of equipment to ensure they run successfully. A number of companies now operate as a one stop shop for a range of event equipment and serve as a useful means of sourcing all the things you will need in one place. One such shop is Expocart which is the UK's biggest provider of products for events and exhibitions. With a 5-star Trustpilot rating

this company acts as an established and reliable supplier of equipment for a whole range of events irrespective of size. With the help of their user-friendly website you can build a package for your event, and you also have a choice of hiring or buying.

Hiring or Buying Equipment? Equipment that you may wish to hire includes furniture for seating areas, showcases, document stands and shelving. Bespoke furniture hire allows you to personalise your brand for maximum effect and to a specific colour scheme. You can also hire audio visual equipment such as iPads and Ultra HD LED screens, and for taking payments there are tills, PDQ machines and EPOS systems. Other items include mannequins, appliances and stands.

There is a vast array of equipment that can be purchased from suppliers such as Expocart and this includes pop-up stands, promotional and event flags in a range of styles and materials, exhibition graphics, promotional banner stands in eye catching designs, fabric displays, outdoor display items, as well as exhibition furniture and floor coverings.

With a helpful customer service team this approach to organising your event can be both cost-effective – you can see the total price of all the items as you go along – and it can also save on time and masses of organisational detail. This may be much more tricky if you source equipment and supplies from a number of different companies.

Therefore, with a thorough and methodical approach to staffing and a chance to hire or buy all your equipment from a one stop store, planning your event will start to take shape and ensure that the occasion runs smoothly and is a success.

5.1 IMPORTANCE OF HUMAN RESOURCES IN SUCCESSFUL EVENT MANAGEMENT

Human resources play a crucial role in the planning of an event or conference, no matter how big or small the attendance is.

This specific department are the go-to team for organisation and support on a number of elements that all contribute to the smooth-running and success of an event.

Many debate the importance of budgeting for a dedicated HR team when it comes to an event, they assume it's a job that can be managed by one person or responsibilities can be delegated throughout other departments – but that simply isn't how it works.

The market is healthy — meaning more hiring for more companies

We at events management company have been responsible for the management of a number of successful events throughout the UK and from our years of experience, we absolutely value the need for dedicated HR before, during and after events have taken place.

For example, let's imagine that you work for a conference centre that has admin, sales, marketing and an events team all on site.

It's the HR professional's responsibility to ensure that all of the named departments have the right support, training and facilities needed to perform in a safe environment which all contribute to the smooth-running of an event. It's useful to use a virtual project management tool for scheduling, allocating work, tracking time, and handling finances. This frees up time for critical tasks like building relationships and holding training sessions, especially in the initial stages which are often so important.

5.1.1 Role of HR in Event & Conference Planning

Whilst the basic functions of a HR team will always exist for event planners, there are a number of specific aspects that only apply to event and conference management.

Having worked with a number of HR professionals, we decided to make it easy and list what we deem to be the most important duties that human resources contribute The top 10 responsibilities that apply to HR in this industry include:

Developing Job Descriptions

Creating accurate job descriptions is an imperative part of recruiting either permanent, contract or voluntary staff for an upcoming event.

A job description holds many purposes which include:

■   Helping people to understand the job role being advertised

■   Providing the correct objectives and guidance needed for the people who take on the work

■   Ensuring consistency in performance for people who take on the job

■   Helping the event managers to find the right person for the role

But that's not all.

Depending on the type of staff required and the type of work being offered (permanent, voluntary etc) the descriptions many need to be altered significantly each time, which will help to speed up the applicant process, especially when being assisted by third-party recruitment.

The typical sections of a job description would include:

- The type of employment being offered i.e. full time, part time
- Transparency in relationships e.g. applicant would report to the events coordinator
- The purpose and objectives of the job role
- The main duties involved in the job
- Criteria that will be used to assess successful applicants

Advertising New Positions

The human resources team recruit applicants for open positions and help find the right employees for a given position.

According to a survey of 1,600 recruitment and HR professionals, 65% claim the biggest issue in hiring new staff is the lack of talent available, which adds more pressure to HR professionals to not only find the right candidate but to be creative in doing so.

Only 10% of recruiters say their companies plan to automate jobs in the next 2-3 years.

A few examples include:

- Financial incentives for current employees who can recommend a successful candidate

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- Inviting the help of current industry friends and contacts
- Eye-catching social media advertising (think a whacky 30 second YouTube video)

Most human resources teams will invite the expertise of a recruitment agency to widen the chances of finding the right candidate, but this option is often avoided for the events industry as budgets will vary depending on the size and structure of your event.

Conducting Interviews

Once the HR team have collected a number of potential candidates for the job(s) being advertised, it's now up to them to arrange and conduct a number of interviews.

Many jobs in the events industry require both specific skill sets and experience in a number of areas.

To hire the best people, recruiters are changing their ways.

If you're hiring a sound technician for a music event, it's important that specific questions are asked and this would involve quoting specific equipment, which would mean the HR team having to brief the events coordinator first and almost having to educate themselves in some cases (depending on time limits and the size of the department).

Training

A key area for all HR professionals is providing the right training for the correct employees. Basic introduction courses (think health and safety) are to be handled by the department.

Job seekers aren't off the hook, though — especially when it comes to soft skills and social media.

What about the roles that require a specific set of skills? Perhaps the event taking place requires more volunteers than usual?

In these cases, it's the job of human resources to organise that an expert in this field or a person of experience conducts the training.

Work Allocation

Many assume that the event management team will allocate the work, but human resources often work very closely with coordinators to ensure that:

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A **budget** is an estimation of revenue and expenses over a specified future period of time and is usually compiled and re-evaluated on a periodic basis.

- The **budgets** allocated for third party involvement aren't exceeded
- Departments are aware of their objectives leading up to the event
- Tasks are allocated to the right employees

Not to take any credit away from event organisers, but without HR staff, the smooth running of an event before, during and after is never 100% guaranteed – which is why experience always pays off.

Managing Performance & Expectations

We touched upon it very briefly in the last section, but managing both the performance and expectations of employees is crucial to a winning event.

It doesn't matter if the event involves 50 members of staff or 500; the HR department have to make sure they work together

with other relevant figures to ensure that performance levels are managed correctly.

Talent is the lifeblood of every organization.

In order for a lighting technician to improve upon setting up times or to ensure that the head of catering is properly managing their team, performance needs to be monitored realistic expectations need to be set.

HR professionals are the ones that plan and maintain performance management along with working closely with employees and their authorities to create expectations that are challenging and that will help them to further their skill sets and enhance their experience within the events industry.

HR management software is fast becoming one of the most popular ways of managing the performance of employees, setting new goals, managing employee leave and much more.

Payment & Rewards

Although research by the Harvard Business Review states that the majority of employees are not money driven, ensuring that employees or contract workers are paid fairly for the work they produce at events is important for a number of reasons.

The reputation of the event, the company associated and the reputation of sponsors could be tainted if employees aren't paid on time or with the correct amount.

The association between salary and job satisfaction is very weak

HR professionals therefore have to work closely with an internal finance department or third-party to monitor that employees are being paid the amounts they've been quoted.

For permanent employees of a company, rewards are often used as a way of acknowledging and thanking team members for their hard work.

Human resources are counted on for creating the right prizes for the right departments, using their judgement based on employee interests.

Time Keeping

Often events are allocated a very strict time allowance, depending on the venue or the nature of the gathering.

This means that schedules and patterns are created for employees to make it clear where they need to be and the tasks to be carried out at given times.

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In order for this to be a successful process, labour laws have to be adhered to which includes:

■　The limitation of hours that employees are allowed to work

■　Any overtime requirements for staff members

If hours are not correctly delegated and regulated, the company in charge of the event could face legal action either a.) Working employees for too long or b.) Not giving them the appropriate compensation.

Event Safety

Safety at en event is particularly important and takes careful consideration and months of planning.

For examples, the use of heavy equipment and large displays are often utilised during events, which could mean the need for forklifts or other forms of transport to move equipment to different locations.

Event statistics show that there were 66,000 reported injuries at events in Europe within 8 years due to crowd safety failures, which makes it just as important to be on top of the expected attendee numbers.

If an event is likely to be overcrowded, using ticketing has become a popular way of monitoring the progress of sales, which in turn makes it easier for HR professionals to hire the right amount of security and first aid staff (in case of an emergency).

Issues like these raise several safety concerns that have to be reduced to ensure employees are safe and free from harm on the job.

The HR team are heavily involved in creating a number of safety processes and handling risk assessments to ensure that injuries aren't incurred during an event, for participating staff and event goers alike.

To summarise, this section has been created to give a greater insight into the important role that human resources play in the successful running of events and conferences along with what their overall role entails.

This includes:

- Developing accurate job descriptions for permanent, contract and voluntary staff
- Advertising new job positions with 100% creativity
- Arranging and conducting interviews with potential employees
- Providing or organising training in key areas for all departments across the business
- Allocating work to employees and coordinating progress
- Managing employee performance whilst setting realistic goals
- Ensuring workers are paid accordingly and on time
- Devising work schedules and patterns that safeguard time allowances
- Producing concise safety processes that protect both employee and attendee

DID YOU KNOW ?

Crowd safety failures (2002-2010): 2,321 deaths confirmed, 66,000 injuries reported.

5.2 PLANNING EVENTS: HOW TO PLAN THE PERFECT CORPORATE EVENT

If you are the one in charge of planning a corporate event at your workplace, you certainly want to wow and impress the attendees. However, a lot of things go into planning events, and it can be difficult to keep track of them all.

You must consider every detail for absolute success. You must choose the right venue, prepare the space for the event, create an agenda and order food and beverages. The sound system will have to be tested, the lighting will need to be just right, and even the room temperature may need to be adjusted for optimum group comfort.

In order to make your corporate event the best it can be, you need to make sure that you think about even the most minute details. With that said, though, it is easy to be successful if you stay organized and plan ahead.

5.2.1 Planning Events Made Easy

Whether the event planning you are doing is an internal company event, a trade show, a business to business event, or an event for present or potential customers, there is so much to be done. Follow the steps below to make sure you don't forget anything important.

5.2.2 Start Planning Early

Even small corporate events require a massive amount of planning. Putting together a large-scale event might need a year of organization or more. In order to be fully prepared when the big day comes, start your event planning as far in advance as you can. If the event is large or complicated, don't be afraid to ask for help from others and delegate some of the responsibilities. When it comes to planning an event, you will likely be thankful for all the assistance you can get.

5.2.3 Determine the Event's Objective

The first thing you should do when you beginning planning an event is to determine the purpose and objective of the gathering. Is your event a dinner to celebrate company achievements? Is it a mid-day seminar or presentation to attract new customers? Is your event a training workshop for newer employees?

Once you have determined the objective of your event, it will be much easier to plan the morning, day, or evening. When you keep the purpose of the event in mind, you will be able to focus on the right solutions for every aspect of the big day.

5.2.4 Set a Budget and Stick to It

Perhaps the biggest problem that all types of event planners face is staying within the budget. It is crucial that you set a budget at the beginning and that you do your absolute best to stick to it. There are many strategies that you can put to work to keep your budget in check along the way, like determining funding, making lists of your needs, and tracking expenses as you move forward with your plans.

5.2.5 Choose an Appropriate Venue

Choosing an appropriate space for your event is also important. You need to make sure the venue has enough space for all the attendees and for any special displays or events that will occur. Also, be sure there is enough seating and a good audiovisual system, too.

If your event is happening in a location outside of your workplace, thoroughly check online reviews to learn about the experiences of others. For best results, you will want to choose a setting that is comfortable, clean, professional and experienced in hosting corporate events like yours.

5.2.6 Plan an Agenda

Even if your guests won't receive a printed agenda for the event, make sure you have one for yourself to make sure everything stays on time and so you and the event staff know what's happening next. There's nothing worse at an event than moments where no one is sure what they should be doing; you will look unprofessional if your event has "dead air" moments.

5.2.7 Food & Beverages

If the event will be on your company property, then you may already know what types of food will be available or welcome. On the other hand, if you are holding your event elsewhere, you will need to depend on the venue or a caterer for your food and beverage needs.

Determine what you will need based on the number of people attending, the time of day of the event, the type of event you are planning, and the dietary restrictions of attendees. If you don't know them, be prepared to offer vegan, vegetarian, kosher, and gluten-free options along with anything else you choose.

5.2.8 Communication

From the beginning of planning to the end of the event on event day, efficient communication with participants, vendors, and attendees is critical. Keep everyone in the loop, but also don't bug them too much. If you send people too much information, they will begin to tune it out.

5.2.9 Confirmation

Confirm the time, location, speakers, food, beverage, tables and chairs, and every other aspect of your event. Once you have confirmed, confirm again. You cannot seek confirmation too often; there is nothing worse than something important being delivered one day too late.

5.2.10 Pay on Time

After your event is over, be sure to pay your **vendors** swiftly so you can put the entire event to bed once and for all. Follow up with accounting to ensure that invoices are paid on time.

5.2.11 Have Fun & Enjoy Yourself

Most importantly, when the event day comes, take time to have fun and enjoy yourself. The day of the event is busy, and there will be many things still to do, but don't forget that you have just as much right to have a good time as everyone else in attendance. Pat yourself on the back and take pride in the event you have created.

5.2.12 You Can Do It

Planning events can be overwhelming and stressful, but they don't have to be. If you focus on what needs to be done and stay organized, you can easily throw a successful and celebrated corporate event. Once you have completed one, you will be well-equipped to plan more in the future, and who knows? You may even decide that event planning is your calling. Who knows?

5.3 THE ORGANIZATIONAL CHART

Although not all event management organizations have their organizational charts in document form, all organizations have an internal structure that determines important things such as promotion, growth, and simply regulates everyday operations. Even if you have never seen an organizational chart, you know whom you report to, who reports to you, and at what level of responsibility and authority you are at a certain point in time. However, it is important to be able to evaluate organization charts from the employer and employee standpoints.

Keyword

A **vendor**, or a seller, is an enterprise that contributes goods or services.

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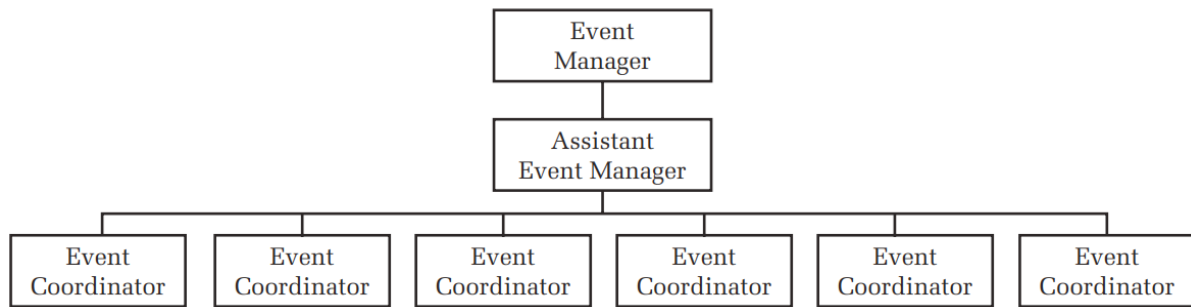
Figure 1: Flat Traditional Organizational Structure.

Figure 1 represents a typical "flat" organizational structure with little opportunity for growth and significant power in two managers' hands. Although these structures exist, it is important to realize that employee retention under this structure is likely to be low since most people would like to see a potential for growth and promotion within their organization. If they do not find it, it they will soon start looking for other opportunities outside your organization. In its turn, the few managers in such organizations share high power and probably will keep their positions for a lengthy time period. However, if the organization structure for some reason cannot be changed, you can develop loyalty in your employees by creating incentive programs, improving work environment, and increasing compensation.
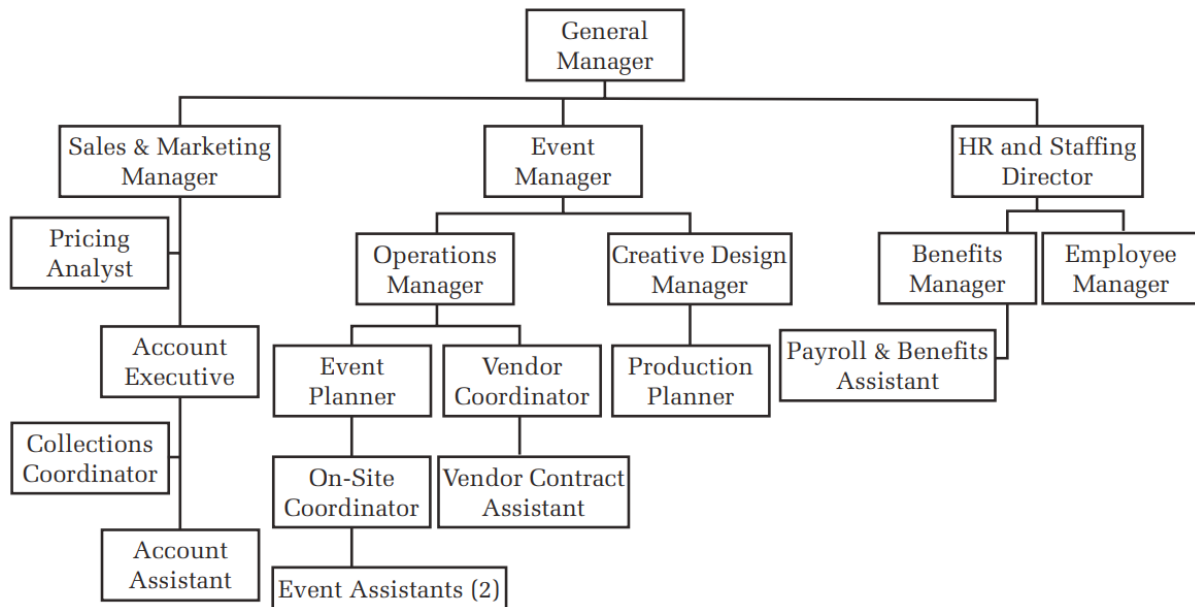
Figure 2: Dynamic Organizational Structure.

Figure 2 represents a more dynamic and complex organizational structure that offers its employees better growth potential, higher titles, and more focused work assignments. In this kind of organization you can offer your employees cross-training opportunities that will add to their professional growth. You can clearly see identifiable departments, which will make it easier to form teams.
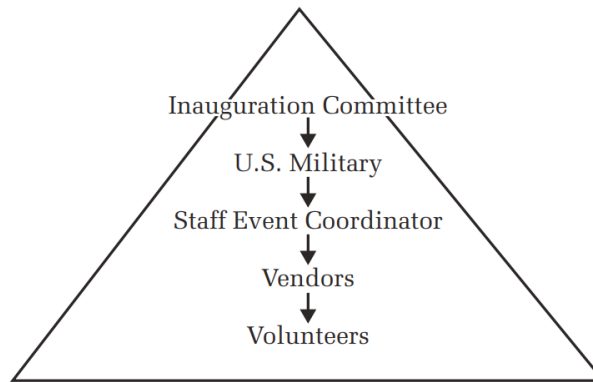
Figure 3: Top-Down Organization.

Less frequently, you can find other types of organization structures (see Figures 3 and 4). For example, some organizations have one subordinate reporting to three supervisors. This kind of situation rarely works out successfully and often leads to frustration for both employee and manager. Many small event organizations run into difficulties when they hire very few people to complete a vast variation of tasks due to limited financial resources. If the relationship is built on trust and mutual cooperation, such alliances can be beneficial for either party for a limited period of time. However, when the company gains more business, the situation needs to be changed. If an employee is overscheduled with work and is not physically able to complete it due to the lack of help, this employee will probably quit and look for another job. You have to remember that valuing your employees, investing in their development, and building their loyalty in the long run will be more financially rewarding to you than saving money on employee incentives and generating extra costs for recruiting and training.
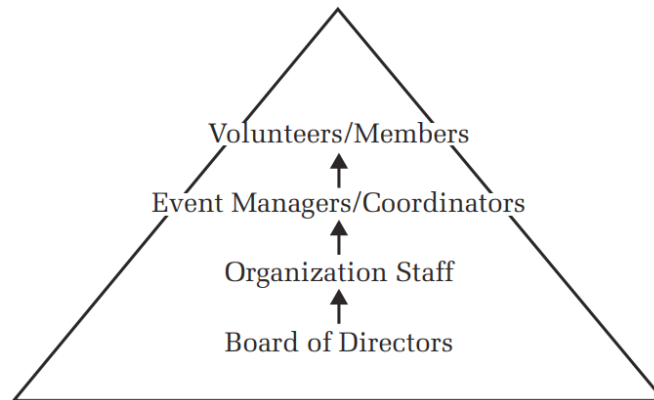
Figure 4: Bottom-Up Organization.

5.4 DEVELOPING POLICIES, PROCEDURES, AND PRACTICES

Everyone benefits from well-written policies and procedures. First, the internal stakeholders benefit from having a clear process through which to make decisions. Second, the external stakeholders benefit from using a tool to help them understand the organization and the decision-making process of the event team. Finally, the guests themselves benefit. Although they may never see a copy of the policies and procedures, in the event of a life-threatening emergency thanks to this document lives may be saved.

This section is used in a variety of ways. It may be given to all full-time staff and volunteers as a reference tool. It may be distributed to members of the board of directors to guide the development of future policies. Most important, it may be used by the event manager to implement the board's policies through carefully developed procedures.

Policies are conceived and approved by the sponsoring organization's trustees. Typically, this is the owner of the event, such as a private businessperson, a corporate board of directors, or the trustees of a not-for-profit group. The policies that are developed and approved reflect the vision and mission of the organization, as well as comply with local, state, provincial, and federal laws.

Procedures are the implementation tactics for policy. **Policy** may be broad, overarching rules of conduct, whereas procedures are the regulations that administrators or event managers use to implement policy. Both policies and procedures are essential to produce and sustain successful events. Many events have well-crafted policies and procedures that can serve as a model for an organization. Contact another event organization of similar size and scope, and ask it to share a copy of its policies and procedures. In addition, ask the company how they most effectively communicate these policies and procedures to its stakeholders.

Carefully review your vision and mission statement, and use your event strategic plan as a litmus test for every policy and procedure you create. Appoint experts in a variety of event fields, including volunteer coordination, risk management, sponsorship, and others to help you review and create the final draft of your policies and procedures.

Convene a focus group comprised of typical event stakeholders to make certain that what you have written can be implemented easily and effectively. Next, survey a wider group to sample their opinion. This group should include external stakeholders such as government, police, fire, and other officials. Make certain that your policies and procedures are fully in compliance with local, state, provincial, and federal laws. Retain an attorney to review your document to ensure compliance. Your document may be beautifully written, but unless it is in full compliance with all laws, it will be of no value.

Finally, regularly evaluate and revise your policies and procedures. Laws change, events mature, and other changes require that your policies, procedures, and practices document

be revisited annually to look for gaps and provide updates to close these gaps. One example of this is the massive revisions that were required following the implementation of the Americans with Disabilities Act. Following is an example of a typical event policy and procedure.

5.4.1 Media conferences

Media conferences will be held prior to the annual event and at other times as required. (Policy)

- The event manager will schedule the media conference with staff. (Procedure)
    a. The public relations coordinator will implement the media conference. (Practice)

- Participants will include but not be limited to credential members of the media, members of the board of trustees, and invited guests.
    a. Credentials will be required for admission to the media conference.
    b. The public relations coordinator will issue these credentials.

- The chair of the board of trustees will serve as the official spokesperson for the event organization at all media conferences. In the absence of the chair, the event manager will serve in this position.
    a. The official spokesperson will prepare in advance a copy of his or her written remarks and distribute for comment to the board.
    b. An audiorecording will be made of each media conference.
        i. The public relations coordinator will be responsible for recording the media conference and providing a written transcription.

5.4.2 Career Advancement Connections

Global Connection

Appoint people from different cultural and ethnic backgrounds who will contribute to the success of your event. However, diversity also presents potential challenges, and you should encourage training, orientation, and other employee assistance to support mutual respect and understanding.

Resource Connection

Use the Microsoft Organization Chart to practice constructing a top-down or bottom-up event organization chart

Technology Connection

As technology becomes more affordable, one of the growing trends is to use teleand videoconferencing for group projects and team building activities. In many cases this helps to save money on travel expenses and improve productivity.

Learning Connection

Draft an organizational chart of your event organization or another event organization with which you are familiar. Evaluate this chart from a long-term perspective and answer the following questions:

- What are promotional and growth opportunities for employees based on this chart?
- What can be done to this chart to increase employee retention?
- What kind of cross-training programs can be incorporated in the organization to make employees more valuable and at the same time create additional learning opportunities for the employees?
- What teams can be formed within the organization based on your chart?

5.5 MOTIVATING STAFF AND VOLUNTEERS

Many event organizers prefer to employ volunteers just to close the gap between the labor force at hand and the labor force required at an event . But do we know how to motivate them and continue to retain high volunteer rates in our up coming events?

Volunteer motivation is the essence of having high rate of volunteers and volunteer performance. Volunteer motivation is about creating a volunteer experience that allows an individual to meet their motivations in ways that are both satisfying to the individual volunteer, and productive and meaningful for the organization. Well-motivated volunteers are not only more likely to continue volunteering, but they are likely to do so at a higher performance level. Each volunteer has different expectations and goals, and by recognizing the motivations of each volunteer, you can ensure that the volunteer is satisfied by their experience.

When we analyze volunteer behaviors, we clearly see that, volunteers' motivations for dedicating their time vary, and fall into two main categories: ideological, ethical and moral reasons or personal reasons.

1. Ideological, ethical and moral reasons:

- ■   Work for positive social change,
- ■   Share their skills, abilities and knowledge to contribute to a social cause,
- ■   Give something back to society, rather than only receive,

2. Personal reasons:

- ■   Get gratification and satisfaction from helping others,

- Learn and acquire work experience and new skills,
- Add something new to their CV,
- Learn and/or improve their foreign language,
- Have an opportunity to interact with a different culture,
- Have an alternative experience to standard trips,
- Make new friends, as well as personal and professional networks.

5.5.1 Defining event volunteer and staff expectations effectively

What you need to know about setting your team up to deliver a great event experience.

Discover the power of setting the right expectations for your event volunteers and staff.

Communication and expectation setting could be the difference between a good event and a great event – these people are the face of your event, after all.

"Coming together is a beginning. Keeping together is progress. Working together is success." – Henry Ford

REMEMBER

A team that doesn't know what it needs to do, where it needs to do it, when it needs to do it and for whom it needs to do it isn't going to achieve much.

You're planning an event and you've come to that tricky stage when you need to create the team that will deliver the event in your vision. Chances are you'll need event volunteers

to help paid staff and suppliers achieve it. There are a few things you need to consider if you want to meld your team into a successful unit.

A recent review of event management research made a very pertinent point:

"Regardless of the purpose, all events focus on creating a temporary community with a meaningful experience for attendees."

So, what do you need to do to create an effective event team that will work to create a "temporary community" and deliver a great event experience?

Understanding the key differences between paid staff and volunteers

You might think the difference between staff and volunteers boils down to whether you put money in their bank or not. Well, yes. But you'd be wrong to think you're less responsible for volunteers than you are for staff because you have well defined responsibilities for staff under employment law.

In many jurisdictions your legal obligations won't be very different and your duty of care will be very similar. It's important, though, to do the work you need to do to understand the relevant law.

Key advice: make sure you understand your responsibilities (including important legal ones related to employment status) when it comes to volunteers where you operate. Many countries have volunteering bodies or organisations / websites offering non-profits advice. They will be a great source of information and their website will be a great place to start educating yourself on what you need to do for your volunteers. (Note: most of these sites focus on long term volunteering for charities and other non-profits but the principals and responsibilities are the same).
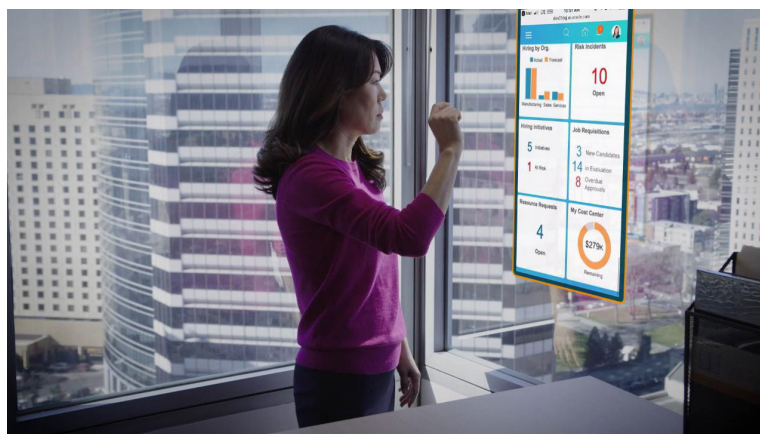
Here are some links to get you started:

- ■ Council of Nonprofits -- advice on managing volunteers.
- ■ Energize Inc -- US-based site dedicated to offering help to volunteer managers.
- ■ Points of Light -- useful advice on volunteering trends from a prominent volunteer service organization.
- ■ Knowhow Nonprofit -- a UK—based site aimed at non-profits
- ■ Volunteer Now -- all about volunteering in the UK
- ■ Go Volunteer -- volunteering guidelines from Volunteering Australia
- ■ Volunteer Ireland -- Irish organisation supporting organizations who involve volunteers in their work.
- ■ Volunteer Canada -- Advice on volunteer management from Canada's volunteer organization.

Your obligations to your event's volunteers

We're going to focus on your obligations to your volunteers because they are less well understood than obligations to employees.

Important: your staff should never treat volunteers as inferior to them, they are an integral part of your event team.

Volunteer Canada offers a very useful guide in its volunteer management handbook, which reflects guidance from similar bodies around the world. It's a useful basis for understanding the nature of your relationship with your event's volunteers:

- ■ Volunteers have both rights and responsibilities – you need to support your volunteers' involvement in your event as a "vital human resource", and they need to understand they have made a commitment to you and are accountable to you.
- ■ Your whole team needs to understand, recognize and support how important volunteers are to achieving your event's goals.
- ■ You need to treat volunteers as "valued and integral members" of your team and ensure that they have everything they need to do their job.
- ■ You need to structure your team policies and plans to ensure that volunteer involvement is supported. And anyone tasked with managing them must have the resources, skills and qualifications needed to support them in their work and represent their interests.
- ■ You need to have the tools to understand the impact of volunteers on your event through tracking and reporting on their performance.

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- You need to take a professional approach to the recruitment of volunteers -

  o Their roles need to be clearly defined and reflect their skills and experience.

  o They need to be adequately trained and an orientation offered prior to the event – you must equip them with any extra skills and knowledge they need to perform their role.

- You need to manage the risk volunteers will be exposed to and take the necessary steps to ensure their health and safety.

- You need to take steps to recognize their efforts in formal and informal ways.

REMEMBER

A thank you from key staff and incentives like event merchandise can go a long way toward making your volunteers happy to contribute when you next stage your event.

Rewarding volunteers for their efforts

Paid team members know what they're working for beyond the enjoyment of what you have, hopefully, made a rewarding role. Their rewards will be stipulated in their employment contract. Things like merchandise, chances to meet their heroes, involvement in cool events will be bonuses for them.

It's worth stressing that your volunteers need the same sort of clarity around the reward for their efforts. As Shawna McKinley wrote in a useful guide to building a volunteer program:

"Most volunteers are participating in your event because they'd like something in return: access, merchandise, experience, or training, for example. Clearly state what benefits they will receive upfront, to ensure no one is surprised or disappointed."

Good advice. And a key part of ensuring everyone's expectations are set early.

Setting expectations early and defining roles well

While their relationship with your event may be slightly different, both employees and volunteers need one key thing from you. It's simple, but often overlooked

People need to know what their role is and understand the associated responsibilities. Think back through your work history. Most people have worked with a casual employer who didn't take the time to clearly define and document the responsibilities of your role. It's not a fun position to be in. Especially, when something goes wrong and fingers are pointed in your direction.

Neither volunteer nor employee should ever be in the position of wondering what they need to do.

Good communications systems and support, allowing event staff to quickly clarify things with a supervisor or consult a relevant document, can be your saviour. But a carefully considered and clearly defined role description is crucial for making what is expected of people crystal clear.

Making effective team recruitment easy

Setting expectations for roles early is paramount for recruiting a great team. Why? It's simple. You know exactly what a role entails; so, you can recruit someone with

the relevant skills and experience. This means you can spend less time on training, and you'll have the peace of mind of knowing that team members are well suited to their roles.

Managing expectations during your event

By the time your event comes around your team should have received any training they need and be very clear about what is expected of them. They should, in turn, understand the expectations that people attending the event will have, as established through your marketing.

But it's important to remember that things can go wrong, and you need to be able to adjust expectations accordingly.

Say the main attraction of your event can't attend at the last minute or weather conditions mean that you need to cancel or postpone elements of the event. Or say your security or health and safety experts determine that the venue is overcrowded, and no more people should be allowed in. Or maybe an accident occurs and paramedics or a rescue helicopter need to be brought in through your crowded outdoor venue safely.

These are all very real examples of how things can change and impact the roles people play. It's important your team are prepared to adjust and deal with unexpected turns at the event.

Communication is key

Your volunteers and staff may know what to do about the situation. But they can't respond to a changing situation if they don't know about it or haven't got the information they need to respond effectively.

So, as you've probably heard, communication is key. Without it you can't meet the expectations of your attendees, adjust them when needed or keep your team up to date on how to deal with an evolving situation.

As we said at the start, your team is the face of your event. Even if they have the skills and experience needed to respond to an incident effectively they may need guidance or information to do their job effectively.

Tailoring your team's response to changing attendee expectations

Let's pause and think through a scenario where the main attraction of your event is no longer part of your event – the lead singer of your festival's headlining band has laryngitis, racing is cancelled for the day because of track conditions, your keynote

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speaker's plane is rerouted because of weather. Attendee response could range from understanding, to polite requests for partial refunds, to loud complaining on and through a spectrum that could include violence and damage to the venue. The situation could evolve as frustration builds or news spreads through the venue.

It's essential that your team knows what is expected of them and has the information they need to respond appropriately to the current state of things. You can prepare them by pre-arming them with training or guidance on how to respond when your **audience** acts a certain way in different scenarios.

Again, this is an area where communication is key.

Technology is your friend

We've established that communication is pretty important to managing expectations during your event. How that communication is achieved could be vital to the effectiveness of your response too.

And that's why it's important to be fully aware of all the technology that you can employ to manage expectations throughout your event. Take the time to hunt out and equip yourself with the latest event management solutions. They make keeping your team informed easy, which in turn makes running a successful event easier.

Not only that, but good technology will help you retain your event team. Experienced event manager, Kelli White stressed communication while offering advice on finding good volunteers:

"Communicating with your volunteers will help them to be in the loop and provide them with a more enjoyable experience."

Volunteers that have enjoyed their volunteering experience are much more likely to sign up again. And return volunteers will be easier to train and trust to do a good job.

Keyword

An **audience** is a group of people who participate in a show or encounter a work of art, literature, theatre, music, video games, or academics in any medium.
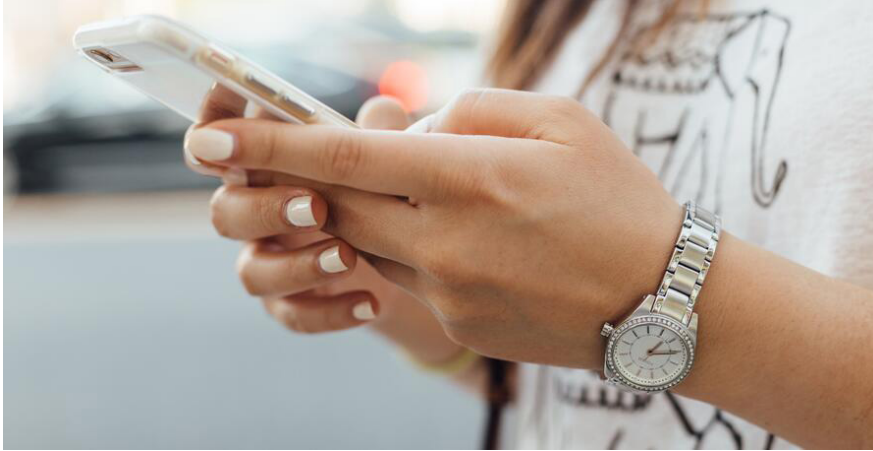
Technology is your friend again

Which brings us to a key part of managing expectations of your team: understanding how they performed against your expectations.

Employing a "state-of-the-art" event communication system will give you lots of advantages here.

Why? Well a good communications solution, like an event app, will allow all sorts of communication from alerts and instant messaging to documents and schedules.

That's not all it will do though. It will also record and allow you to analyze communications related to incidents and situations that your team had to deal with during your event. You'll be able to review timelines and understand exactly how your team responded to challenges you faced.

And, a good solution will allow you to easily collect feedback on how things went from your team.

A recipe to meeting everyone's expectations about your event

Setting and managing expectations for your event can be easy with some good planning and communication. A good plan for staffing your events that meets your obligations to volunteers and paid employees - plus offers clearly defined roles and responsibilities - will set you up to delight your attendees and your team. And good communications technology choices can make keeping your team in the loop on evolving expectations a lot simpler.

5.5.2 Strategies for Motivating Volunteers

Finding a good volunteer is like finding buried treasure. It's not always so easy to get to where X marks the spot, but it's certainly worth the work.

Volunteers are valuable in themselves, but keep in mind that a committed volunteer could mean a committed donor, too! Either way, their commitment to your nonprofit is key. To keep that commitment alive, we have some tips for keeping your volunteers motivated and coming back time after time.

Say Thanks

Whenever you thank your volunteers, always be sure that you're showing honest and genuine appreciation. By showing them how much their work means to you, you can pave the way for a long-term relationship.

There are many different ways to say thanks. At the very least, acknowledge them when you see them in person, whether that's in your workspace or while you're out and about. Handwritten thank-you notes are another valuable approach. Whatever you do, make sure to follow up their volunteer experience with some words of gratitude. Retaining a volunteer is similar to retaining a donor in this way. By saying thank you, you'll gain loyal supporters for the long run.

Build a Community

Invite volunteers to join your nonprofit community! Get to know them and make them feel welcome. A neglected volunteer won't come back, but social connections will keep volunteers tied to your organization and your cause.

Food is always a great option for getting your community together. Organize a social for your volunteers or have a bite to eat before they get to work on a project. While you're sharing a meal, you can get to know one another and ask for feedback in person. A few boxes of pizza can go a long way. If you're looking for a new way to feed a big crowd, the farm families of Cabot Creamery have an easy-to-make mac and cheese for your next gathering. The recipe is often served on their Farmers' Gratitude Grille. Try it out!

Volunteers don't just have to find community inside of your organization—they can find some outside of it, too. The Reward Volunteers program helps new volunteers get connected with your current ones and engage with others in your community. You can also list your nonprofit's volunteer opportunities there to spread your volunteer community even further.

Equip Them

Communication is key, especially with new volunteers. Having an open-door policy helps your volunteers do their best work and feel comfortable asking questions. Even if it's not often, try to communicate with them before and after they volunteer, and allow them to do the same. It might add a few extra emails to your plate, but it'll help things run smoothly once they're in the door and ready for action.

Once they've arrived to volunteer, introduce them to the people in your space. Make time for a quick hello from some staff members, your executive director and other volunteers before they hit the ground running.

When you're ready to get started, explain their task in detail and demonstrate it if necessary. Stick around for a while to be present for questions that might come up, and make yourself available if any other issues arise. Don't be afraid to give your volunteers a challenging job either! It might take some extra time on the front end, but giving them significant work will make them want to come back again. Sealing envelopes won't.

Respect Their Time

Don't invite a volunteer in until you have something for them to do. Letting a volunteer sit around is a waste of your time and theirs. They're making themselves available for free, so take full advantage of their help while they're available.

It's important to keep in mind that volunteers aren't your full-time employees. Be considerate and accommodating of their schedules. Be up front about communicating your needs, too. Share how long a task will take, when it'll be available and when it needs to be done. Providing alternate opportunities is also a great option—it includes your volunteers that have tight schedules but still want to give their time.

Show Impact

Volunteers love seeing the impact their work has made. You can easily do that by giving them a shout-out on social media. Snap a few photos and show some volunteer appreciation to your followers.

Try to brainstorm some other ways to spread the volunteer love! Fill volunteers in on your nonprofit's goals, or let them know how they helped in a personal email or a community newsletter.

You can also recognize volunteers by rewarding them for their effort. There are lots of creative ways to repay them without having to empty your piggy bank. You can

encourage your volunteers to track their hours on Reward Volunteers to earn rewards for their service. By logging their time, volunteers can score prizes for themselves and win money for the nonprofit they serve! Your nonprofit can also get detailed reports on the hours your volunteers are contributing.

Volunteers are a crucial part of your community, so don't let them go by the wayside! They're giving their time to your nonprofit. You should give something in return.

Keeping your volunteers motivated shows them that you care. That can be done in a lot of ways, like saying thank you, equipping them for meaningful work and inviting them to be a part of your community. By doing even the little things, you'll keep your volunteers coming back time and time again.

It is important that your organization plan has several strategies to motivate volunteers, as volunteer motivation is connected with the planning of an effective volunteer program, and is linked with good supervision and support. Usually following strategies has been suggested for motivating volunteers:

Tips for motivating volunteers:

- Give praise and positive feedback for completed tasks or a job well done,
- Vary duties where possible and appropriate,
- Respond to requests for help or assistance as quickly as possible,
- Resolve problems swiftly and efficiently in a proactive manner,
- Ensure volunteers are not overloaded or take on too much,
- Support and supervise all volunteers,
- Involve volunteers in staff meetings and events and add them to staff mailing lists,
- Include volunteers in the planning process for projects and program associated with their role,
- Demonstrate how their role has impacted your organization,
- Provide opportunities to learn more about the organization through work shadowing, attendance at meetings, conferences, training etc.

5.5.3 Volunteer Recognition

Volunteer recognition is closely related to volunteer motivation. That is to say, thanks and acknowledgement of volunteers' work, whether through informal or formal means, can play an important role in helping your volunteers stay motivated.

Informal Recognition

The most effective volunteer recognition occurs through daily interactions, when team members of an organization express sincere appreciation and thanks for the volunteer's work. Informal recognition practices include:

- Saying a sincere "thank you",
- Giving volunteers positive feedback — telling them when they have done a good job,
- Writing short thank you notes for the volunteers,
- Involving volunteers in decisions that affect them,
- Asking about the volunteers' families and show an interest in their "outside" life,
- Making sure that volunteers receive the same respect and treatment given to team members,
- Allowing volunteers to increase their skills by attending training.
- Recommending the volunteer for promotion to a position with more responsibility.

Formal Recognition

Formal recognition strategies offer can provide special recognition for volunteers and can also serve as an incentive for strong volunteer performance. Some examples include:

- **A volunteer 'identity** — Give volunteers an official role title,
- **Uniforms** — Give volunteers T-shirts, name badges, or another formal symbol of their role,
- **Service gifts or certificates** — Recognize longer-term volunteers' efforts by awarding small gifts that commemorate longevity. This can be done informally or at an official event,
- **Publicize volunteer efforts** — Ask a local newspaper or magazine to feature an article about one of your volunteers who has an interesting background, reason for volunteering, or other newsworthy characteristics,
- **Promote volunteers' work in your communications** — Include information about the importance and extent of your volunteers' work in newsletters, annual reports, or other communications made by your organization.
- **'Volunteer of the Month'** — Highlight a volunteer whose performance has exceeded through a ceremony, a thank you card, or through communications, as discussed above,
- **Social events** — Celebrate the volunteers' work through events to show your appreciation. These events can include anything from going out for a drink, having lunch, holding a themed event, or going to a film.

Although formal recognition may bring more attention to volunteers' work, **informal recognition** is can be done on a day-to-day basis to convey a constant sense of appreciation and belonging to the volunteer. This can be more effectively conveyed by the thousands of small interactions that compose daily life than by an annual event.

Keyword

Informal recognition is at the discretion of the managers, and recognition should take place when it is merited.

Volunteers can accomplish many things if we can motivate them properly and adequately. Actually, they are self-motivated already. If not, they wouldn't be so willing to attend your event as a volunteer. So, what you need to do is just to keep this fire alive. Volunteers are just waiting to be noticed and expecting a few good words. That's it!..

5.6 HUMAN RESOURCE MANAGEMENT TIPS FOR THE EVENT MANAGEMENT IN-DUSTRY

The Human Resource Management team plays a critical role in the overall health of an organization. They are especially important in the event management industry because of their obligation to hire employees who will thrive in the industry and ensure that proper support and training is provided, which of course leads to successful events.

Keep reading to find out how your Event Management Company can successfully implement Human Resources practices today!

5.6.1 Develop a Cost-Benefit Analysis

First and foremost, it is crucial to perform a cost-benefit analysis to ensure hiring an additional employee will be lucrative for your business. It's important to not only look at the cost of hiring from a salary perspective, but also consider the costs of onboarding and training. If it's a profitable decision, then it's important to determine your hiring strategy.

5.6.2 Encourage Word-of-Mouth Advertising

One of the most efficient and successful ways to encourage job applicants is through word-of-mouth advertising. A great way to attract talent is to offer monetary compensation to employees who recommend suitable candidates. After all, who better understands the industry and organizational fit than your employees!

5.6.3 Consider Contract Employees

Navigating through the peak event season is undoubtedly challenging, especially if your employees are feeling overwhelmed with the amount of work. To ensure employees don't experience burnout, consider hiring contract employees. Doing so will not only lighten the workload, but it will also serve as a trial period for the new hire. Contract extensions are always an option.

5.6.4 Evaluate Soft Skills

While hard skills and experience look great on paper and may sway your hiring decision, it's equally important to consider the soft skills. It's crucial to keep in mind that hard skills can be more easily taught than soft skills and this is especially critical in the event industry. Each organization is different; however, one common attribute amongst individuals in the event industry is strong work ethic. If the candidate is excited and quick to learn, as well as willing to accept constructive feedback, then that is typically a good sign.

5.6.5 Implement a Mentorship Program

Pair experienced employees with newer employees to encourage collaboration, and ensure your employees are constantly learning and developing. A mentorship program, whether formal or informal, is an excellent way to reinforce teamwork. Encourage mentees and mentors to meet at least once a month to discuss their growth and development. Mentees should be encouraged to set short-term and long-term goals and further discuss their progress with their mentor.

5.6.6 Share Insight

Employees should be encouraged to share their insight and key takeaways from events they've planned or attended. The event industry is constantly evolving and with more event technology than ever, it can be challenging to keep up. Consider arranging monthly lunch and learns for employees to share their knowledge on various topics with the rest of the team. This not only fosters a culture of learning and teamwork, but also shows employees that their knowledge is valued and appreciated.

5.6.7 Utilize Time Tracking Platforms

Utilize an intuitive time tracking platform to make billing clients more efficient. Platforms, such as FreshBooks alleviate the hassle of tracking time and billing clients, as each employee is responsible for recording their tasks correctly. The simple user interface makes it easy to track time and invoice clients with the click of a button.

   This list is only the beginning! The event industry is constantly evolving, so it's always important to re-evaluate best practices and adjust your strategic plan accordingly.

ROLE MODEL

DAVID TUTERA: FAMOUS EVENT PLANNER

David Tutera is an American celebrity wedding planner, bridal fashion designer, author, and professional speaker who has a net worth of $8 million. David Tutera is best-known for hosting the We TV shows "My Fair Wedding with David Tutera" and "David Tutera's CELEBrations". He is also the author of several books. David has an exclusive line of luxury wedding gowns called David Tutera By Faviana. These famous gowns are inspired by celebrity red carpet fashions.

Early Life

David was born in Port Chester, New York on April 23, 1966. Tutera's grandfather was a successful florist who first noticed his grandson's artistic ability at an early age. He encouraged David to pursue his passion. At 19, with the advice of his grandfather and only one client, he opened his first events planning business.

Career

Tutera starred on a reality show that began airing in August 2014, "My Fair Wedding with David Tutera" on WE.tv. When asked about featuring a gay wedding on his wedding planning show, Tutera replied that he has "no hand in the casting process." He has partnered with Mon Cheri to launch "David Tutera for Mon Cheri", a wedding dress collection. He has teamed up with Jo-Ann Fabric and Craft Stores to create a line of wedding accessories called "Down the Aisle in Style." "My Fair Wedding with David Tutera" had its last season in 2018.

He was named one of the Top 25 Trendsetters of The Year by Modern Bride Magazine. His long list of celebrity clients include; the wedding of Star Jones, NY Giants Antonio

Pierce's wedding, events for the Official Post Grammy Parties, **Elton John**, **Jennifer Lopez**, **Susan Lucci** and film premieres and celebrity parties for royalty, politicians and socialites. In addition he has also designed events for some major charities such as the Prevent Cancer Foundation, the Alzheimer›s Association, Design Industries Foundation Fighting Aids commonly known as the DIFFA and The Nature Conservancy.

He can be hired as a professional speaker–Tutera lectures about weddings, lifestyle and design. Tutera also contributes a regular column in "Bridal Guide" magazine. He was awarded as one of the Top 25 Trendsetters of the Year by Modern Bride magazine.

Books

Tutera is the author of seven books: My Fair Wedding, The Big White Book Of Weddings: The How-To Guide For The Savvy, Stylish Bride, Disney's Fairy Tale Weddings, Big Birthdays, The Party Planner, America Entertains: A Year of Imaginative Parties, and A Passion for Parties: Your Guide to Elegant Entertaining

Personal Life

David Tutera was married to Ryan Jurica in Vermont from 2003 to 2013. The couple separated on New Year's Day 2013, just after their surrogate became pregnant. Their daughter, Cielo, and son, Cedric, were born on June 19, 2013. He married Joey Toth in 2017. The family resides in both New York and Los Angeles along with their dogs Lucy and Teddy.

CASE STUDY

HOW TO INCREASE ATTENDANCE BY 100+%

Streamlining the registration process can have a big impact on workload and numbers. This case study shares how one event increased attendance by over 100% and saved countless hours of administration time.

Employee education is a top priority for the Colorado Judicial Branch (COJB) to keep employees up-to-date on state legislation and judicial guidelines and to equip them with the tools they need to better serve the communities in which they work. Event planner Angelia Meaux and her team oversee four large conferences, as well as a number of smaller events, each year.

The largest event, the Colorado Court Employees Conference, is now in its eighteenth year. The conference has grown steadily year on year and now hosts over 800 court

employees for a multi-day educational event. The audience consists of employees from all levels of the state court system, including judges, clerks, attorneys and administrators. The conference itself is formatted around a combination of large keynote sessions on topics such as public speaking and accountability, as well as smaller "university-style" breakout sessions.

Quick Facts

- Four large conferences annually (between 150 and 850 attendees)
- Numerous 30-40 person educational events
- Serving the professional development of over 4,000 total court employees statewide

The Issue

When Angelia first joined the event planning team she noticed a few – you might say – *inefficiencies.* Before aligning her team on a single event management software provider, "*things were very siloed,*" she said. "*Each one of the departments that held a meeting kinda did their own thing. And they tried anything you could possibly imagine to register people. They would just call people and ask them if they wanted to come. They would send one email out saying 'hey, this is when our conference is and never actually register people... I knew there had to be a better way - a way to make it easier for everyone to register.*"

Why Event Management Software?

For Angelia and her team, success is measured by the quality of the educational programs that they are able to deliver to the court employees of Colorado. "*Our focus is education and making sure our employees have the tools they need to do their job.*"

However, holding educational events isn't helpful unless people show up. And it's a challenge to organize a great educational program when you're spending a lot of time walking people through a complicated registration process, or digging through old spreadsheets for event data.

The Objectives

The Colorado Judicial Branch needed a solution to make it easier for planners to promote their events to their audience and easier for their invitees to register, so that the organizing team could spend time on more important things – like planning great events.

Essentially, COJB needed to:

- Increase registration for their educational conference and seminars
- Get all their planners using the same process for inviting and registering attendees
- Make the registration process simpler for those attending
- Make it easier to pull reports from their event data

How Were the Objectives Achieved?
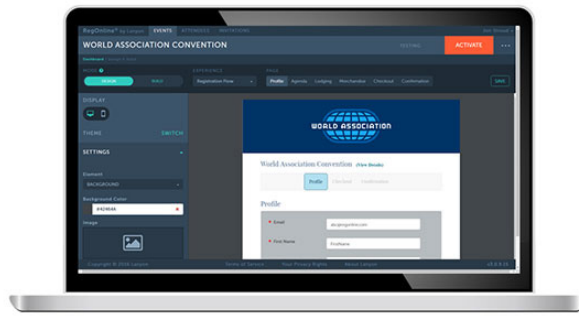
By implementing RegOnline® by Lanyon, COJB planners made it easier to promote their educational events – and easier for employees to register. In addition to simplifying registration, this enabled staff to save time on manual event tasks – like managing rooming lists – so they could spend more time delivering quality educational content for their audience. And as an added plus, by managing all their events with the same software, everyone can pull event data from a single event or multiple events in no time – making reporting a breeze.

Online Registration

Using event management software COJB planners could quickly build online registration forms for their flagship educational conference. Court employees could easily register via a seamless online process – without having to call the office for help.

Soon, Angelia's team began using the same online registration system for their smaller conferences, and *"by the end of that year, we not only had all of our large conferences using [the system] but even our smaller events that were 30 or 40 people, because everyone saw how easy it was for everyone to use and how professional it looked."*

And by getting all the planners on the same event management software, the department was able to save valuable time setting up and reporting on events.

Event Promotion

A cloud based event management software made it easier for COJB planners to inform court employees of upcoming events. Planners could now simply upload their contact lists into the system and then build and schedule emails to send directly from the product. This also ensured that emails had a consistent look and feel and matched their brand and registration sites.

Simplified Event Data

Angelia and her team were then able to pull from a list of standard reports, or create custom reports from all of their event data – for one event or multiple events – giving them a level of control they didn't have previously.

"Our first conference was about 400 people and I didn't have access to pull the reports – it all came out of our IT department. As I needed information, I had to go to them. I couldn't access it myself. It was just a spreadsheet set up the way they thought would be best. It took tons and tons of time digging through that data. It really would take me ten days to get through that data, put together rooming lists and get confirmations out to everybody."

Now I can run a report, and that report shows up in just a few seconds. I can filter out what I don't need and then mail merge it. And I am done within an hour for 500 people. It makes a huge difference."

The Results

By making it easier to invite court employees – and easier for them to register – COJB planners *doubled* the number of attendees for their largest conference. And they did it with fewer hours spent sending emails and on the phone helping registrants through the process.

Additionally, for Angelia, success is judged by the feedback she receives from her audience. She cares about their experience from the first invitation to when they leave the event floor. *"We really take that feedback to heart and try to make sure that every year we're giving them better content and a better overall educational experience."*

Event management software has also put COJB planners in control of their event data. *"You can just pull the data you need, when you need it,"* says Angelia. *"And I think that's the best part. When my boss comes down and asks 'Hey, where are we with this conference?' I can tell him immediately, 'this is how many spaces I have left.' So it's maximizing occupancy, getting in everyone who wants to attend the conference, and it's doing it in a very timely manner."*

Takeaways for Event Planners

- Event management software is about more than just registration.
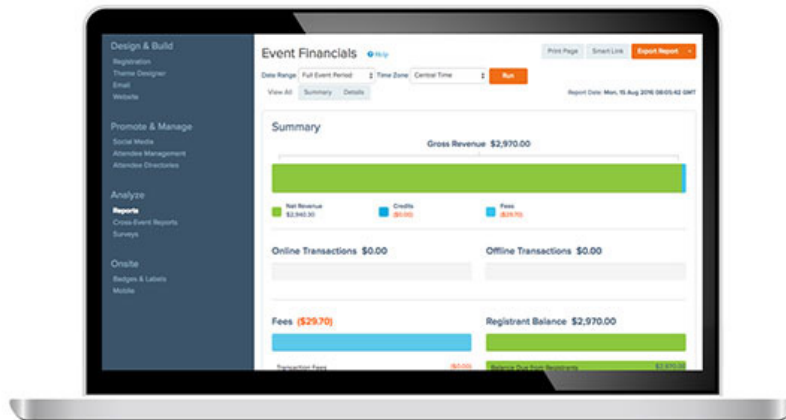
Great events have a lot of moving parts, and registration – although extremely important – is just one of them. Find one platform to handle all kinds of planner needs – from event promotion and housing management, to onsite check-in, badge printing and event reporting. By managing all these tasks (and all your events) within a single product, you can save countless hours and get a clear picture of all your event results.

- The real value of event management software is that it allows planners to focus on the event experience.

Invites, registration, housing, badges, reports – these are the bones of any event. What separates a good event from a great event is the attendee experience. Is the keynote speaker inspiring? Are the educational sessions helpful and engaging? Is the food good? These are the things that your attendees are going to remember – and the things they'll consider when deciding whether to attend your next event. Event management software lets you simplify the basics, so you can focus your time and effort on things that will leave a lasting impression for your attendees.

- Standardized planning processes get better results (and helps you to avoid headaches).

When you're in an organization with multiple event planners, with each planner doing things their own way, you've got a recipe for chaos, and things are likely going to fall through the cracks. Event management software can alleviate this problem by providing a standard set of tools and practices. So if you ever need to fill in for a colleague who falls ill or goes on holiday, you don't have to spend time hunting down that contact list; because you're all using the same system. And when you need to

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report on the results of a year's worth of events, there's no need to manually aggregate a bunch of separate spreadsheets – you can simply pull the data from all your events into a single report.

In Conclusion

Great events don't just happen. It takes the brilliant work of an event planners to build a truly engaging experience – whether it's an educational event, a user conference, a product release or a team-building activity. A quality event management solution gives planners the ability to take care of all the event logistics without any headaches. So they can spend their time doing what they'd rather do anyway – planning great events.

For the full story of how Lanyon's event management software helps the Colorado Judicial Branch save time and increase event attendance, check out this in-depth interview with Angelia Meaux.

SUMMARY

- Human resources play a crucial role in the planning of an event or conference, no matter how big or small the attendance is.

- Whilst the basic functions of a HR team will always exist for event planners, there are a number of specific aspects that only apply to event and conference management.

- Creating accurate job descriptions is an imperative part of recruiting either permanent, contract or voluntary staff for an upcoming event.

- The human resources team recruit applicants for open positions and help find the right employees for a given position.

- Once the HR team have collected a number of potential candidates for the job(s) being advertised, it's now up to them to arrange and conduct a number of interviews.

- A key area for all HR professionals is providing the right training for the correct employees. Basic introduction courses (think health and safety) are to be handled by the department.

- Often events are allocated a very strict time allowance, depending on the venue or the nature of the gathering.

- Safety at en event is particularly important and takes careful consideration and months of planning. For examples, the use of heavy equipment and large displays are often utilised during events, which could mean the need for forklifts or other forms of transport to move equipment to different locations.

- Even small corporate events require a massive amount of planning. Putting together a large-scale event might need a year of organization or more. In order to be fully prepared when the big day comes, start your event planning as far in advance as you can.

- Choosing an appropriate space for your event is also important. You need to make sure the venue has enough space for all the attendees and for any special displays or events that will occur. Also, be sure there is enough seating and a good audiovisual system, too.

- Although not all event management organizations have their organizational charts in document form, all organizations have an internal structure that determines important things such as promotion, growth, and simply regulates everyday operations.

MULTIPLE CHOICE QUESTIONS

1. **To be ethical and social towards needs of society is _____ objective of HRM**

    a. societal

    b. Operational

    c. Functional

    d. none of the above

2. **The fundamental objective of every organisation is**

    a. Survival

    b. Achieving targets

    c. Profit

    d. compete in competition

3. **The characteristics of human resources are _____ in nature**

    a. homogeneous

    b. heterogeneous

    c. ductility

    d. None of the above

4. **The scope of human resource management includes**

    a. procurement

    b. development

    c. compensation

    d. All of the above

5. **Human resource management helps improve**

    a. Production

    b. Productivity

    c. Profit

    d. Power

6. **Personnel management is**

    a. Proactive

    b. Continuous

    c. Multi discipline

    d. Routine

7. **KSA represents**
    a. Knowledge, Skill, Aptitude
    b. Knowledge, System, Aptitude
    c. Knowledge, Skill, Approach
    d. Knowledge, Skill, Attitude

8. **In modern scenario a companies long term advantage lies in**
    a. Technology
    b. Business location
    c. New market
    d. Human resource

9. **The functions of HRM doesn't include the following head**
    a. Managerial
    b. Analytical
    c. Developmental
    d. Departmental

10. **The functions of HRM is pertained to**
    a. Particular department
    b. top level management
    c. whole organisation
    d. line managers

REVIEW QUESTIONS

1. What is human resource in event management?
2. Why are resources important for an event?
3. What is the role of HR management in event & conference planning?
4. What are the steps of event management?
5. How do you motivate employees to volunteer?
6. How are the volunteers engaged during an event?

Answer to Multiple Choice Questions

1. (a)	2. (a)	3. (b)	4. (d)	5. (b)
6. (d)	7. (d)	8. (d)	9. (d)	10. (c)

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MARKETING PLANNING FOR EVENTS

"Good marketing makes the company look smart. Great marketing makes the customer feel smart."

-Joe Chernov

INTRODUCTION

Event marketing is a promotional strategy that involves face-to-face contact between brands and their customers at events like conferences, trade shows and seminars. Each event is different; it has different audiences, different content and different culture. Therefore, it deserves to be marketed in its own unique way. To succeed, the event marketer of the future needs to stay on top of the event marketing game.

For the development of an event business, you need a good marketing plan. The right marketing plan for an

After studying this chapter, you will be able to:

1. Discuss on successful event marketing and promotion plan

2. Find the systematic strategy and resources for event marketing

3. Evaluate the important factors and their participation in a successful event marketing

event usually identifies your target audience and how you will attract new customers and keep them organizing events with you over and over again.

It is your strategy roadmap that will help you reach the goals you've set for your event organization. For example, your objectives may be to sell a certain number of early-bird tickets, boost a specific brand's sales, boost event awareness, increase team leadership, promote community loyalty, generate leads during the event or something else entirely.

Writing an event marketing plan is a necessary step. Write out exactly what event schedule you will use; the metrics you'll use to evaluate your event's performance; and many other vital elements, such as the number of exhibitors, attendees, venues and vendors, networking activities, mentions on social media, etc. The data and insights you gain will help you make the next event you're planning even better.

6.1 SUCCESSFUL EVENT MARKETING AND PROMOTION PLAN

Whether you are hosting a large-scale international trade show or an executive-level private function, event marketing needs to be an integral part of the demand generation mix. After all, a strategic combination of online and offline event marketing is essential to any company's bottom line.

Marketing is an important element of your overall event plan. Without marketing and promotion, it's nearly impossible to spread the word about your event.

Because audiences vary, they will find your event in different ways and they'll respond to a variety of approaches. With this in mind, it's key to create a marketing plan that includes a mix of approaches, including email campaigns, public relations, social media, paid advertising, and more.

Whether you have a large budget or are working on a limited budget, the most successful event promotion starts early and utilizes multiple channels.

To keep all of your marketing activities organized, it's important to create a marketing plan that provides a high-level timeline as well as detailed content calendars. In this guide, we'll provide an overview of marketing tactics and then jump into an example timeline to highlight timing best practices.

6.1.1 Identify Event Goals and Objectives

All good events marketing strategy begins with identifying goals and building specific

objectives. In its simplest form that means identifying why you're having an event. Are you trying to:

- Launch a new product
- Rebrand
- Build a loyal customer base or brand ambassadors
- Teach people how to more effectively use your product
- Meet a learning need in your industry
- Create an additional source of revenue

Once you've identified the "why" behind your event, you'll select a few objectives that will help you shape your offerings and how you will market your event. Here are some examples of the types of objectives you may have that are specific to event promotion and not to your event in general:

- Drive X more attendees than last year
- X number of event registrations
- Drive X amount of traffic to the event website

Event Marketing Budget

Budgets are critical to event success and while social media and word of mouth have allowed event planners to stretch their budgets, neither of these marketing components have made event marketing free. It still requires spending and for that, you need a budget. 81% of corporate event planners surveyed said that budgets were a top priority for the coming year with a majority (54%) also stating ROI as a priority.

Start With Historical Data. How much did you spend last year? Unless your event is drastically changing, you have a good starting point to build from. If this is your first event or it looks different than past years, you'll want to focus on the next areas.

List out Must-Haves and Luxuries. Website development paid advertising, email marketing, and printing all fall within the marketing budget. Identify the costs associated with each of your must-haves, if it's less than your total event marketing budget, you can pull items over from your luxury list.

Understand Your Audience. While managing your list of must-haves and stretch marketing activities, you should evaluate each activity against your audience. While email campaigns resonate with a certain audience, a focus on social media may be better suited for others.

6.1.2 Choose Marketing and Promotional Tactics

With an understanding of your budget and audience, you can begin to strategize on the tactics you'll utilize to promote your event. Here, we've compiled the tactics event organizers use to reach their audiences.

Email marketing

A tried and true means for connecting with your existing network, you should use email marketing to share information and keep your community updated. But before hitting send on the first email, you should develop a messaging plan so that each email has a unique value proposition.

It's customary to send a total of about 4-8 emails to a list member who hasn't yet registered. Remember, each email should have a different message and a different spin on the urgency to "register now".

Email Marketing Guidelines

- Use an email marketing tool like MailChimp, or send emails through a marketing automation tool like Marketo or Eloqua.

- Keep your subject lines short and to-the-point.

- Include a clear call-to-action in your email. If a recipient wants to register for the event or learn more, she needs to know where to click.

- Provide an unsubscribe link in your emails. It's a requirement to comply with CAN-SPAM regulations.

- Don't email too often. Keep it to a couple of emails a week at most.

- Check your email provider's analytics for bounces and unsubscribes. This will help you determine list quality/relevance and whether your message is resonating

Creating A Stand-Out Event Email Campaign

As mentioned above, every email should offer a new value prop for potential attendees. Sending out the same message repeatedly can actually work against your goals. Instead, develop a series of unique answers to the question – *so, why should I attend?*

Social Media

Social media is one of the best ways to spread the word about your upcoming event and encourage registration. Leveraging the most common platforms, you have the ability to reach audiences across multiple demographics. While **social media** seems like an easy box to check off, to see a return from your social media efforts, you should create a strategy.

Keyword

Social media is a computer-based technology that facilitates the sharing of ideas, thoughts, and information through the building of virtual networks and communities.

3G E-LEARNING

Understand Your Platforms

Each social media platform has a unique set of loyal users and types of content that perform best. Let's take a look at the top platforms and what they are used for:

- Facebook – You can share event updates, engage followers, and create event pages. You can also target your messaging to specific groups using paid promotion.

- Instagram – Share images and engage your audience. New features enable direct linking to your registration site.

- LinkedIn – Great for B2B and industry networking, this professional social media platform is a good choice for company news and event announcements. No character limit here!

- Twitter – Use posts and an event hashtag to build excitement before and during your event. Connect with the right influencers on Twitter, and your post could go viral.

- Snapchat — Appeal to young audiences by building a presence on Snapchat. Location-based features enable engaging onsite photo sharing.

Social Media Tips

Pick your platforms: With an understanding of how these platforms can work for your event, choose the platforms that make sense. Once you've picked your platforms, it's time to add them to your content calendar.

Share the right content: Social media scheduling platform, Buffer, studied conversations surrounding events and found that the top strategy is to tease the speaker lineup. In the weeks leading up to your event, highlight the content that will have the biggest draw for audiences. Notable speakers, exciting topics, and highlighting activations are all ways to get audiences excited to attend.

Brand your social media: You want all of your social media channels to reflect your event branding. Replace your background image with event branding and begin using your event hashtag.

Gradually ramp up posts: As you close in on the big day, you should begin posting more frequently. Leverage your platforms to share speaker headshots, session titles, event entertainment, and more.

Encourage others to post: Get your speakers, sponsors, and attendees in on the action. Make it easy by providing example posts.

Example social posts

Attendee example post:

> *Just registered for #AMAZINGEVENT! Who else is going this year? Hope to connect with your there!*

Sponsor example post:

> *Heading to #AMAZINGEVENT? Catch our team at the show to learn more about how we can help solve your marketing problems. Stop by booth 345 for snacks and marketing tips!*

Speaker example post:

> *Inspiration, ideas, and connections: it doesn't get better than #AMAZINGEVENT. Hope you'll be joining me there!*

Blog

If you don't already have a blog up and running, now's your opportunity to get this platform going. From speaker profiles and previews of session content, to logistical information, and then eventually live blogging from the event – your blog is your platform to tell your business' story in your business' voice.

Utilize Your Blog at Every Stage

- **Pre Event.** Write short posts to provide a look behind the scenes – share information about the event theme, conduct in-depth profiles of your speakers. While social and email tend to be short-winded, your blog is your opportunity to share more!
- **During the Event.** Live blog throughout the event – post from sessions, the show floor, and more.
- **Post Event.** Wrap up the event with a series of summary posts. Share memorable moments, attendee favorites, and photos from your event. Take the opportunity to extend the life of your event and keep the conversation going.

Public Relations

Drive awareness and event credibility with industry press and blog coverage. Give these publications a good story early on, then treat them well at the event (potentially granting free press tickets). You may be able to get more than one story out of the relationship!

Your PR strategy should support overall event goals as well as drive registration.

Pitching Press:

Be prepared to pitch the press with a strong hook and a concise list of event details.

Creating a hook. Your PR hook is a compelling one-sentence explanation about your event. It's what makes a story newsworthy. Don't use the same hook for every publication you approach; it should be tailored to the outlet and the writer.

You should be able to communicate your event's unique value in this hook. Similar to other platforms you utilize, any pitch should answer the, why should I attend?

Online Advertising

Search Engine Ads: Search engine marketing platforms like Google's AdWords, are marketplaces where you can pay to have your event advertisements placed at the top of a search results page, as well as on YouTube, mobile apps, and over two million websites.

Social Media Ads: The top social media platforms all offer advertising in the form of paid posts or sponsored content. If you're not seeing traction with your organic social media posts, you may want to think about advertising on these platforms. And because the platforms offer ads to segmented audiences, you can easily reach your target audience.

Retargeting: Building off your ads, retargeting ads are shown to people who have already visited your event website or ticket sales page as they surf across the web. Retargeting can be done both on social media and on websites, wherever your audience is.

Let's assume you've invested in Google AdWords ads to promote your event. With retargeting, if someone visited your ticket sales page and then visited other sites that display Google AdWords ads, your ads could be shown to them, which reminds them about your event.

Ads have proven to be one of the most effective ways to increase ticket sales for events. With retargeting, you are communicating with an interested, engaged audience.

6.1.3 Sample Marketing Timeline

Now that we've covered common marketing tactics, tools, and platforms, let's put them into action. When developing a marketing plan for your event, you should map out all of your moving pieces so there are no surprises or fire drills.

We've put together a sample timeline based on promotion for a mid-size conference.

5-6 Months Out

Milestone: Save the Date: Date and Venue Announcement

- Email: Kick off your email campaign with an announcement. Include date and location so your community can begin planning travel.
- Social Media: Announce the event! Introduce your event brand with stand-out graphics and imagery.
- PR: Your event is a big deal, create a press release to publish! Use your press release to reach out to relevant local or industry press.
- Website: Encourage your audience to sign up to be notified when tickets go on sale

4 Months Out

Milestone: Early bird pricing open

- Email: Create a sense of urgency by introducing a limited-time round of early bird tickets. You may want to keep these limited to your email list or open it up.

- Social Media: If you're broadcasting early bird pricing to your broader network, share your offer link across your social channels.

3 Months Out

Milestones: Announce keynote speaker

- Email: You should have a clear idea of who your keynote speakers are. Once you have
- Social Media: Continue posting across your social channels. As speakers and sessions solidify, promote them to drum up excitement.
- PR: As you add speakers to the lineup, you may want to publish another press release. If you have an agency or in-house bandwidth, you should pitch the release to local and industry press.

2 Months Out

Milestone: Early bird ticket pricing cutoff

- Email: It's time to end your early bird ticket sales, give your community one more, limited-time opportunity to purchase tickets at the early bird rate.
- Social media: Engage with registrants on social media! Re-tweet and share messages from your community.
- Ads: narrow your focus with your ads. Deeper segmentation will ensure you're reaching the right audience.

1 Month Out

Milestone: Tease show content

- Email: Send personalized emails to VIP members of your community to ensure they are aware of the event details.
- Social media: Highlight key topics and learning. Illustrate the value attendees saw from past events.

2 Weeks Out

Milestone: Last call

- Email: you can get a bit more salesy here. Focus on the message "register today" to drive registrations.
- Social media: Continue to promote your sessions, presentation, or performance on your platforms. Link to an agenda or event page for more information.
- Ads: Use geo-targeting to drill down on potential local attendees. At this point it may be too late for attendees to buy flights, so focus on those who are in

the region.

1 Week Out

Milestone: Don't forget your attendees.

- Email: You should communicate logistical information to attendees a week in advance. Now's your time to share any information that could reduce stress for both your team and attendees, think: parking details, start time, and final agenda. Have a mobile app? Encourage your audience to download and get familiar with it ahead of the event.
- Social media: Broadcast any last-minute news or action items. Have a mobile app? Encourage registrants to download it ahead of the event.

During event

Milestones: Keynote speakers, product launches, noteworthy speakers, popular booths.

- Social: Tweet, post, and share across your social channels to highlight sessions, speakers, and other happenings. Encourage a dialog and continue using your event hashtag.

1-Week Post-Event

Milestone: Thanks for attending

- Email: Send thank you email post-event with links to photo galleries, video recordings, or presentations.
- Social: Keep the dialog going by sharing notable quotes and photography from the event.

6.1.4 Steps to Create a Great Marketing Plan for the Event

Event planning is hard work, but that doesn't mean you can kick back and relax once you've booked your venue and organized your guest speakers. Unless you're planning a unique event in a very popular industry, your event is not going to market itself. You need a great event marketing strategy to get the word out, build buzz, and get people excited about attending.

It can be overwhelming even choosing where to start when it comes to event marketing. This is especially true if you're running your first event and you have no idea of how popular it's likely to be.

Just as with any kind of marketing, the key is to have a methodical and considered marketing plan. When you have a good plan in place, there's no question about what

marketing activities you should be doing on what day – you simply follow the plan.

1. Define Your Goals for the Event

Just as your general marketing plan must align with your business goals, you need to think about your reasons for running the event in the first place.

Do you want to raise brand awareness and forge partnerships with others in the industry? Connect and engage with your audience? Drive more sales and conversions?

Events are expensive to plan and run, so you want to make sure you're at least getting a positive return on investment. Think carefully about how your goals align with your budget.

For example, you might have a goal of selling X number of tickets to make a profit. This is fine if the only purpose of your event is to drive revenue. However, if this is the case, you're probably missing out on bigger opportunities.

2. Identify Your Target Audience

Before you start thinking about the different marketing channels you're going to be using, you need to have a clear picture of who your audience actually is.

You have probably already developed customer avatars and have a good idea of the markets your business serves from your general plan, but these customer profiles may not be the same as the people you want to attract to your event.

Who are these people? Why are they interested in your event? What do they want to get out of attending? How do they spend their time? What marketing channels do they pay most attention to?

By thinking carefully about these questions and doing some research you can start to build a picture of the type of person you'll be trying to attract to your event. You can then tailor your marketing messages and choose your channels depending on the most effective way to reach that particular audience.

REMEMBER

If you're running a paid event, ideally you'll want ticket sales to at least cover your costs. However, if your event brings in new clients that go on to make your business tens of thousands of dollars, income from tickets is negligible. Plan your goals for the long-term, and always make sure they tie-in with your overall business goals and plan.

3. Create Your Event Website

Whatever type of marketing you have planned for your event, you need somewhere to send interested parties so they can learn more and sign up.

Before you get started with the intricacies of email and social media marketing, make sure you've got a dedicated site up for your event, even if it's just a basic landing page with an email capture form.

Ideally, your event website should be visually appealing and content-rich in order to give attendees a taste of what they can expect. However, this can come with time. Don't wait until you have all the information before you publish your event website. You can and should add to it and update as you go along.

4. Plan a Marketing Timeline

Marketing for an upcoming event is similar to marketing for a major product launch, except timelines are even more important.

Unlike your general marketing activities for brand awareness, which are not time-critical, you really need to plan out your event marketing activities to the day, and even to the hour.

If you wait too long, your event will be over and you'll have missed your chance.

The type of marketing you carry out will also vary depending on how close you are to the event. When you're many months out, you want to focus on raising awareness and interest as much as you can. As the event draws closer, you want to build excitement with your already-confirmed attendees, while also bringing in some last-minute ticket sales.

5. Plan out Your Content

Whatever type of marketing activities you have planned for spreading the word about your event, you'll benefit from basing your strategy around content marketing.

With most of the other digital strategies you're likely to use

Keyword

Email marketing is the act of sending a commercial message, typically to a group of people, using email.

– **email marketing**, social, and paid ads – you'll need content for them, and general content marketing is both informative and helps to build momentum for your event.

Plan out a series of major content pieces that might include blog posts, videos, and emails. You can then schedule these into your timeline and plan your social posts and other marketing activities around them.

Remember, creating content takes time, so ensure your marketing timeline has a long enough run-up before the event and plan in plenty of buffer time in case you fall behind.

6. Run a Smart Email Campaign

Alongside your content strategy, you should plan a strategic series of emails that will nurture your audience toward registering for the event. You can start sending this series as soon as they show an initial interest by signing up to your list.

Make sure these emails are spaced well so the recipients don't get annoyed because they're too frequent or are left to forget about you or look for information elsewhere because you're not in touch often enough.

You can start out with general informative content about the event, coupled with early bird ticket promos. As the event draws closer, utilize the fear of missing out to push more ticket sales, and send out reminders right up until the big day.

7. Define Your Social Media Strategy

Social media can be an effective way to reach your target audience (and beyond), boost your content marketing campaigns, and engage with your event attendees.

Choose a few hashtags for your event and use them whenever you post about it. Encourage confirmed attendees to use them too – turning your attendees into promoters can be a very effective way to boost your ticket sales.

As well as providing a platform for your attendees to communicate with you, you should make it easy for them to communicate with each other. Consider setting up a community page or prompting discussions between those who are already confirmed attendees so they can arrange meet-ups, make transport and accommodation arrangements, and discuss the event lineup. This helps to build excitement and anticipation around your event.

8. Measure Your Event Marketing Success

Once your event is over, it's time to tally up the results of your marketing efforts and see if you were successful in reaching your goals. If you've used a ticketing system or

event management software, this should be a fairly easy task as most of the data will be collected for you and presented in an accessible format.

This step is particularly important if you're planning on running more events. You can use the insights you've gained from analyzing the data to run an even more successful event marketing campaign next time.

6.2 SYSTEMATIC STRATEGY AND RESOURCES FOR EVENT MARKETING

We are all familiar with adoption rates of social networks and online communities. When a tool becomes popular, it profoundly affects the way we will consume experiences and products. There is no time to think whether our audience will care. Social networks will adjust to include the hype; it will become part of the way we do business from now on.

How does that affect corporate and business-oriented environments? We may be tempted to think that this does not apply to our reality. Open rates, click through rate, and direct conversions are going down. To succeed, the event marketer of the future needs to stay on top of the event marketing game.

Before you get dazzled by the latest shiny lights, you should build out your event marketing plan. Having a clearly defined event marketing strategy is crucial and you should never start without it.

According to report, 95% of marketers agree that live events provide attendees with a valuable opportunity to form in-person connections in an increasingly digital world.

Additional statistics from the report include:

■ Most marketers (31%) believe that event marketing is the single-most effective marketing channel.
■ An overwhelming majority of C-Suite executives (87%) believe in the power of live events and plan on investing in them more in the future.
■ 84% of event attendees say that they have a more positive opinion about the company, brand, product or service being promoted after the event.

What makes the difference between a good and a great experience is your knowledge of what is happening now. This guide discusses the big shifts happening online and offline, which corporate event professionals need to be aware of, to market their events more efficiently.

6.2.1 Win at Event Marketing

The starting point for any event (or organization, or project) should always be WHY?

The answer to this question outlines the key objective that will determine the success, or otherwise, of the event. This is the criteria against which the event will be measured back to. This is the defining factor which will help communicate and determine the marketing strategy.

Why should people attend your event?

It isn't about you. It is about the value to the participant and other stakeholders. What is in it for THEM? How does your event meet their needs? What are their pain points? How can your event solve a problem or offer a solution to them?

The Attendee Perspective: Listen closely and think carefully about the benefits of attending your event from the attendee perspective. How will it bring value to the customer? Simply listing speaker names and features for your event (100 exhibitors, 20 keynote speakers....) is not effectively communicating a reason to attend.

Often there are complex motivations for attending an event. Some of the reasons people will be happy to admit ('I need to learn a skill') and other reasons people prefer to keep to themselves and will not share ('it sounds like a nice jolly'). Both public and private reasons are valid. Consider how to appeal to different overt and covert motivations people have for attending an event.

Make the benefits clear and simple. If potential attendees don't understand the offering they will switch off. They will not spend time looking for a reason to attend an event if the advantages are not clear. On the other hand, if you can capture their attention by giving a possible solution to their troubles they are more likely to sit up and listen.

Stakeholder Motivation: Your strategy also needs to focus strongly on other stakeholders such as sponsors, event partners and exhibitors. How can your event help them to meet their objectives? Sponsorship packages, exhibition space and other revenue generating activity will be easier to achieve buy in for if you consider everything from their perspective.

The Event Elevator Pitch

An event elevator pitch is a succinct summary to explain your event to someone without any previous knowledge of it. It is an opportunity to capture someone's interest and understanding. Think about the best way to communicate the vision and benefits of

your event in a couple of sentences, or in 60 seconds. Social media offers a fantastic opportunity to test and measure the success of your messaging to see what resonates the best. By using this growth hacking approach on your social media channels, you have a low cost opportunity for experimenting and nothing to lose.

Refining your event elevator pitch is an essential and worthwhile exercise. Once defined it should be communicated to all your major stakeholders to ensure everyone is sending out a coherent message. Any opportunity to succinctly share details of the event and act as an ambassador should never be missed.

Be Original

- "Last chance to book."
- "Early bird rates extended."
- "Unmissable sponsorship opportunity."
- "Only five exhibitor spaces remaining."
- "The event highlight of the year is here."

Really?

In the event industry we are guilty of using the same messages and call to actions over and over again. We zone out after hearing the same thing time and time again, so banish these outdated messages and try to slice through the noise and clutter. There is no excuse to not change now. As we suggested, the future is now. You can make a strong impact now.

Keep messaging clear and simple and always focused on your value proposition. Don't use jargon. Speak the language of your attendees and stakeholders.

Understand Your Stakeholders

The better you understand your audience and investors the better your events will be and the easier it becomes to tailor your message accordingly. One way to improve your communications is for your organization to develop five personas, which represent your core attendees and stakeholders.

Personas are fictional characters depicting your key and most typical customers and partners. By creating each persona, you bring to life their personal details, background and struggles, helping to picture who you are talking to and refine messaging. Personas can help you to select the most relevant trends and tools to be implemented. For example, you may develop personas for:

- Someone starting out in the industry in their first entry level job and trying

to decide whether it would be worthwhile registering for the event

■   The Marketing Manager of an organization considering exhibiting at the event for the first time

■   The Founder of a fast growing start up deciding whether to attend the event

■   The aging CEO of a company potentially looking to sponsor the event

■   An influencer interested in coming along to the event for the third year in a row

For each character you should think about their motivations in terms of attending the event, their fears, goals and pain points and what your event can give that will offer them true value.

Example questions to answer for your persona profiles:

■   How do they consume content?

■   What technology and social media do they use?

■   How much time and disposable income do they have?

■   When are they most likely to interact and how?

■   Who are their key influencers?

The characters should be created from a combination of educated guesses and data. As you gather more data the personas can develop and become more factual using offline analytics such as beacons, NFC, survey data, Google Analytics, mobile apps, live response data and other tools.

Personalize

Think about a specific elevator pitch which will appeal directly to each persona you have developed. Set a consistent message on how to sell your event to this specific stakeholder and start to segment your audience accordingly to enable you to increasingly personalize your communications.

Look critically at every social media post, piece of content or email you plan to send from the point of view of the recipient. Consider what outcome you want to achieve and think about why the recipient should even care and what reaction or action you can realistically expect. If it has a weak message it is unlikely to break through the noise and clutter to resonate with them.

The Attendee Journey

Throughout your attendee journey you have numerous touch points with your

participants and stakeholders before, during or after the event. By understanding these touch points within the event life cycle, you can gain a better understanding of marketing opportunities, as well as the opportunity to increase satisfaction along the way.

Think about all the ways a stakeholder may come in contact with your brand. To help formulate this better think about different scenarios and the steps they take. Where does the journey start and what are the paths of entry? Record online and offline steps from the marketing and preregistration stage, right through to the post event survey and follow ups.

You should record both major and minor touch points. Every step and decision that may have influence over the attendee or event partner. Using post-it notes is a good way to map it out and refine the journey initially.

Minor Touch points

- Interactions via social media
- Response time to a question sent via email
- Learning that a competitor is exhibiting at the event
- Event signage
- Greeting on arrival at the event
- How comfy the chairs are
- How quickly the follow up is after the event

Major Touch points

- Event website
- Direct invitation
- Exhibitor brochure
- Sponsorship pitch
- Registration process
- Recommendation from an influencer
- Event programme and content
- Discovering that smart badges will be used at the event
- The event experience
- Personalized metrics specifically for how an attendee was engaged

To explore and better understand your **stakeholders** is a valuable exercise always. The journey can be complex but even if it is only done on a simple level initially it can still be very revealing. You can then develop and build up from the basics.

3G E-LEARNING

It isn't just the direct interactions with your company which have an influence either. Other indirect factors may funnel the attendee on the path towards your event, such as searching for management training and finding your event fits their criteria, noticing that a contact is exhibiting at your event, checking out what's on guide for a local venue or realizing that an influencer they want to hear is talking at your conference.

The Tipping Point

Think about how people decide whether or not to attend your event and try to understand their behavior and process. What are the determining factors? These are just some elements which may play a part:

- Reviews
- Recommendations
- Web search
- Researching alternative options
- Price
- Comparing against other events
- Earning a certificate or professional accreditation

It could be several factors combined which tips the balance over to the decision to attend but understanding these triggers helps to perfect your marketing strategy.

Even if you are planning an event with expected or guaranteed attendance, such as an internal team building retreat, a CPD (Continued Professional Development) training course or a company annual meeting, you still want to reach a tipping point for buy in from your attendees. Although guests in these instances do not have to be persuaded to buy a ticket, if you can achieve some anticipation and engagement prior to the experience they are likely to get more from it and the dropout rate will be lower.

Considering every touch point along the journey will help to identify gaps, strengths and weaknesses to enable improvements to be made to your marketing offering and communication strategy. It may enable you to streamline and

speed up the process to make it simpler for the attendee and quicker to reach the tipping point to convert the potential attendee into a confirmed participant, or to encourage them to engage more closely with the experience to follow.

Process Mapping

Once you have mapped out the attendee or stakeholder journey you can identify key elements and cross roads in the process. Process mapping will help crystallize how to influence specific outcomes and start to develop the strategy behind what you want to achieve.

Effective Frequency

It is unlikely that someone will take action the first time they hear about your event. Effective frequency is the number of times a message needs to be heard before someone takes action. This could be buying a ticket or enquiring about the possibility of exhibiting at the event. There are lots of studies about what this magic number is and many marketers swear by the rule of 7. However, for the entertainment industry the average touch points needed is actually 9.5 and for not for profits this rises to an average of 16.3.

If you can determine and plan numerous touch points for stakeholders to encounter your event marketing you vastly increase your chance of a successful sale or engagement. Of course, the result is not guaranteed but it is always wise to plan to surpass the minimum number of touch points required to trigger action on behalf of the stakeholder.

By conveying a strong message, you can build trust and familiarity with the potential participant, sponsor or exhibitor. Ensure that potential attendees and partners can find you and that you can give reminders to those that have the event on their radar but haven't yet taken action and booked their place to attend or exhibit.

If it is a paying event you need to give enough reasons for people to find a way to register. If someone is unsure you haven't yet proved to them the value of attending and you need to work harder to convince and reassure them.

If planning an event with expected or guaranteed attendance you may have to work even harder to be heard in advance as your guests could view it as low priority and something to be shelved and not thought about until the day. In terms of your event you will need to consider how you can inspire attention or provoke thoughts or action ahead of the actual event.

For both of these circumstances, being on trend and using new tools can be an effective way to stand out and get noticed. By earning respect as an innovator, leading

the way and doing things differently, you can inspire those involved in your events and hook them. Make a strong stance that this is not a repeat of previous events and demand full attention for the journey ahead.

Putting it All Together

The stakeholder journey should look at the flow and experience of the attendee and other partners before, during and after the event. It is a complex route map and it isn't just about when a participant buys a ticket or commits to attend the event. There are lots of influencing factors which impact on the whole experience. Although for event planners the primary marketing goal is often persuading someone to register the touch points throughout the event process can strengthen synergy, engagement, excitement and loyalty your brand.

Improving the overall experience and interaction makes it more likely for a participant, exhibitor or sponsor to recommend and repeat attend your event, helping to build a customer for life.

Understand Your Event Stakeholders' ROI

Event planners and marketers have never been in a stronger position to attract and keep event attendees and partners hooked and coming back time and time again. By using an integrated dashboard and tools such as beacons we can access joined up data and link it to a wider picture to illustrate the attendee journey. We can identify the possible touch points and opportunities to reach them and other stakeholders across multiple channels. By defining realistic personas, we can develop and refine our messaging, which can then be tested intelligently through growth hacking techniques.

Listening and observing your attendees and event partners can enable you to react and pre-empt issues, as well as providing insights and learning for how to improve future events. Never before have had we had such opportunity to listen to our stakeholders, understand them and take action based on actual evidence. Event planners have the opportunity to involve them more fully in the whole event experience, for instance by co-

REMEMBER

It is easier and more cost effective to encourage someone to return to your event, rather than finding and recruiting a new attendee or headline sponsor each time. Keeping the conversations going all year round and building a sense of community around the shared interests and vision of your attendees is a wise strategy.

creating the conference program, voting on the event destination, and getting honest input into some of the event decisions. Likewise, if a sponsor and exhibitor can see the valuable relationships and communication around the event it will be easier to get them to sign on the dotted line. This level of engagement and buy in is what will truly define the success of your event from the perspective of all stakeholders.

If you are reading this guide you care about your events, about everyone that has invested time and money into the event, and you want to do things better. The trends, tools and tactics within this guide reveal some of the immediate opportunities to empower event planners to unearth and cultivate loyal attendees, sponsors and exhibitors.

6.2.2 Cannot Ignore Marketing Trends

Growth Hacking

What may often be a buzzword for those operating in digital marketing is becoming synonymous with a scientific approach for how to do online marketing. Marketing events is no different. Savvy event marketers take offline and online marketing with an analytical approach. Gone are the days when awareness was the only proposition sold by media and advertising outlets.

Growth hacking refers to an analytical approach that favors small scale, less expensive experiments to prove a (marketing) point that can be later expanded into a full marketing program. As budgets globally shrink, event marketers focus on those offline and online tools that deliver value, they test different alternatives and roll out small scale campaigns to gain immediate feedback from customers.

Growth hacking is a philosophy that relies on a specific set of tools, therefore it will be crucial to refer to the Tools and Tactics section for some of the most reliable tactics to implement in 2021 and beyond.

Co-Creation

The biggest secret of the event industry nobody talks about. After conducting research with 1,600 event professionals and having looked at most of the literature on the subject of engagement at events, we can confidently say that co-creation will be the most surprising trend to watch in the next 12 months.

Co-creation bridges the gap between marketing and engagement at events. It is the number one driver for satisfaction, and it is also the number one motivator to get attendees to create content at events.

Particularly in corporate environments we often complain that attendees are bored, they sit down unimpressed over 3/4 of the event, checking their email. The answer to raising the level of engagement of these stakeholders is to get them involved in the event well before the event starts.

Meaningful networking and matchmaking are the tools that will secure effective marketing and incredibly high satisfaction rates.

Live Streaming

We can see the reaction of half of you reading this. You are thinking, I can't do this in a corporate environment. The same pretty much happened in 2008 when social media came along. Corporate events are now successfully using social networks to engage attendees and market to them.

Social media is turning into live and video. The way you use it with your performers and stakeholders is essential to market your event properly. The aforementioned is an invaluable marketing trend but also a powerful engagement one. Attendees are increasingly reaching out for their phones and they don't take pictures anymore, they hit the 'live' button on platforms such as Facebook Live or Periscope and start streaming.

They do it to connect their network and audience to the event. This can be a valid option even when an event has sensible content or is not open to the public. Many, many tools offer private live streaming channels to involve remote attendees in a secure way.

Multichannel Journeys

If you work with email marketing, you know it. Sending an email rarely converts into direct action. Many report the average customer journey before a decision is made is between 9 and 16 interactions with a brand on different channels.

your brand in different ways and means.

That translates into being ready in every channel relevant for your audience. Whether it is Facebook, Snapchat, Twitter, Email, Website, Phone (or Fax), you need to be there offering the same experience, branding, and voice.

The Rise of Integration

The event industry has talked about strategic meetings management (SMM) for a while. This has been one of the most effective approaches to make sense of meetings and events in large corporations. Even more so if you are an event marketer.

Times are now mature to use tools that offer a state of the art suite of tools, covering in a dynamic and user-friendly experience all aspects of event planning, tying all data together for stronger decisions. If such solution don't offer e.g. engagement or venue searching options, they need to integrate with tools that do. SMM will probably never be mentioned again, but it is happening in practice.

Smart event marketing professionals select tools that talk to each other and make sense of the incredible amount of data coming from each dashboard.

Onsite Analytics

There is no excuse not to have offline data about how attendees engage with your event and your sponsors. Selling and marketing events means keeping all parties happy. For too long we have not used offline data strategically to generate more sponsors and more attendees the next year.

Using tools such as NFC, mobile apps and live response tools we can rely on a complete suite of tools to analyze the impact of our marketing and sponsorship activities.

Analyzing and digesting this data will define the marketing and sponsor engagement strategy for the future. The future of event marketing is not about reporting to your boss or stakeholders that everybody enjoyed the event.

Curation

Event professionals, especially in corporate environments, are becoming curators of communities. They are the catalysts of the conversations, content, and connections

happening in a group of people. Their job is to understand these dynamics, collect them, analyze them and then expose them in the marketing of the event. Discovering the new influencers in an event and giving them exposure is just an example of being a community curator. It may well be likely that one of the roles of the future will involve a Crowd-coordinator, someone that takes care of content from the crowd and makes sense of it for the business.

The same applies to connecting attendees before the event happens so that they can start enjoying the benefits of serendipitous networking, while actively supporting the event. This outcome has often being defined as evangelism; the event marketer is the enabler of such a process.

Referral on Steroids

There are a new set of tools that elevate the power of referrals in events. Offering links to share an event on social media is not enough. How can we leverage the network of our attendees to stimulate participation?

This is one of those atavic questions that impact corporate event marketing and that we need to embrace fully in 2021 and beyond. Being community curators and enablers means taking full advantage of the tools that allow a ripple effect within online communities.

Social networks are mature enough to integrate with a multitude of tools that will give you unprecedented intelligence to create more opportunities for smarter referrals. This is the case with internal referral programs that benefit from the significant adoption of social networks. As we are increasingly more used to spreading the word on social networks, we may well do the same within our company. This concept is especially valuable if you work in large organizations or with volunteers.

In-depth Content Marketing

We've all witnessed the power of content to support marketing activities. Content marketing has its loyal legion of adepts. We

all love it, we all do it. But is it enough? In a sea of incredibly shallow and superficial brand content masked as 'valuable insights', we really need to step up the game of our content offering. If you work with corporate audiences and the C-level suite, you will know what we are talking about.

The right mix of engaging, valuable, trustworthy, content is always welcome. But does not suffice. Multiple signs are saying that well-researched, data driven, in-depth, analytical, long-form content is winning the online game. Dressing up 10-slides as a report does not work. You may capture leads once, but it is unlikely that you will have any positive results going forward.

Marketing teams should be formed by individuals that know the verticals they are working in and can offer powerful content to the audience of the event. Whatever its form, video, text or images, delivering superficiality will not make an impact.

6.2.3 Strategies That Will Drive Demand to Your Events

Remarketing

In the fickle low attention span world of the Internet, remarketing offers event marketers the opportunity to reconnect and stay top of client or attendees' minds. The principles of remarketing are pretty simple. A marketer engages an online ad agency (or directly through Google) and puts a specific tag on their website. Those who view that page will find a targeted piece of advertising seemingly following them across other websites.

With remarketing, the major step of visiting your website can turn into a series of touchpoints on engaging platforms like Google, YouTube, and Facebook and lead to a conversion. As we've discussed how journeys are becoming longer before action, remarketing is your strongest ally to deliver a consistent and persistent message across the web.

Remarketing can be incredibly efficient for event marketing, but it can also be highly intrusive. We are now used to being "chased around the internet" by flight offers based on our search terms, but we are not as comfortable with an early bird offer for a scientific congress chasing us in the same way.

There is no question that remarketing is incredibly powerful, but with the data privacy concerns raised by recent scandals, it's more important than ever to use these tools wisely and most of all tactfully. After all, we have nothing to win by eroding our event's brand equity.

How to Win at Remarketing

- Create an ad for those who visited a specific speaker bio page with their topic in the title.
- Make a remarketing ad for each trade show exhibitor or sponsor by giving them their own pages on your site. Include that in your package offerings.
- Create a countdown to early bird registration deadlines in your copy to make for a stronger call to action.

Pop-ins and Exit Intent

The battle for our attention online rages on. The battlefield is filled with shiny colors, moving images and large buttons, as well as pop-ups, pop-ins and others. Some are very efficient; others are overkill and will annoy even the most patient surfer.

Unlike the distasteful pop-ups of a decade past, modern light box-style pop-ins won't be blocked by blockers and won't significantly impact bounce rate. Website visitors are trained to know that simply clicking the X in the box will allow them to go back to your site. Pop-ins are most commonly used to drive visitors to sign up for your email list but can be used for any desired additional actions such as app downloads, coupon downloads, and social media following.

First and foremost, the focus should on creating a well-designed website or registration page. This is ideally an introduction to the event that uses concise copy that resonates with the target audience supported by images that clearly illustrate the event. In combination, this should leave no doubt in the consumer's mind if this is the right event for them. Only once this is achieved can a carefully placed pop-in be a valuable way to highlight a call-to-action.

One of the core principles of growth hacking is making every attempt to use the most amount of inexpensive touch points to drive towards a conversion. Pop-ins are just the right level of behavior that doesn't cross the line of being seen as aggressive but gets the job done.

Fine Tune Your Pop-in Strategy

- Make sure your call to action button is a different color than your background, is centered, and is clearly stated.
- Make a trade. If you want something special from your visitors that requires a pop-in, give them something special in return.
- Be as concise as possible. A visitor should be able to read the entire pop-in in 5 seconds or less.

- Be on-brand by utilizing your site's colors and still feeling like you are part of the same page

- Offer customer support on pages with lots of copy after they spend more time than the average time someone spends on any given page (based on your analytics).

- Sell your keynote speaker's book to all those who register and offer a bonus ebook or companion update.

- Ask why they would consider attending your event with three options leading them to three different pages made up for their very specific needs.

Exit Intent

This style of pop-in are an even more sophisticated variation of call to action visitor interruption. They are triggered by a visitor's behavior, often as a last ditch effort to convert before they leave a page or your website.

Effective Triggers for Exit Intent Pop-ins

- Time-based - These drop in after a certain amount of time is spent on a page. How much time someone spends on any given page is a telling way to determine how interested they may be in what you have to say.

- First-time visitors - Your first impression is often the most crucial. Deal with common misconceptions or quickly endear yourself to these visitors with the best you have to offer.

- Abandoned carts - With e-commerce products such as ticket sales, there's nothing more frustrating than an abandoned shopping cart. Remarket those who left before completing the sale with an ad that offers a percentage off within a short window.

- Add-ons - If you have a registration page, pop-ins for additional complimentary items are a way to turn a smaller sale into a larger one.

Long-form Content

Content is a crucial lifeline of event marketing. Event marketers have a responsibility to develop and use good content in their event marketing. Long-form content such as content videos or blogposts may take more resources to develop, but in most cases, it is well worth it. Poor content, in any format, quickly loses viewers or readers. In 2021 there is no excuse not to create professional content that is relevant to your event's target market. Call it an article, white paper, report, blog post or even a guide, in the age of 140-character tweets, what place is there for long form content in your marketing? The answer lies in knowing your audience. The more niche you can get

and the more value you can provide that niche, the higher likelihood of success with longer form content. Your brand's social media content is the appetizer, but your long form content can be the meal they are looking for. You have to focus on writing something no one else could, to groups no one else is writing to.

Long-form content allows for deep analysis of one topic or a wide comparison between key topics. It also allows for all types of repurposing, which is particularly useful for social media. As more long-form content is developed, the opportunities multiply as this gives you the ability to cross reference and combine content into further content. Long-form content is alive and well, and event marketers are more creative than ever at using and reusing it.

How to Leverage Long-form Content

- Map out various topics of interest to your community that are linked to your event. It's worth considering your event site's SEO when planning content development.
- Research each topic in detail. Consider collaborating with speakers, authors or influencers to add more depth.
- Create the content to the best of your ability and include links to any relevant good quality content, particularly relevant links to other pieces of your long-form content.
- Adapt your long-form content to other formats. After all, you want to give your audience as many opportunities as you can to consume your content. For example, a blog post can also become a spoken word video and a podcast.
- Share widely, using your own email and social media channels as well as any other relevant channels, including Facebook and LinkedIn groups where permitted. Repurpose the content into concise social media posts, such as image quotes, video highlight clips, poll questions for Facebook or Twitter.
- Update your content periodically and share it again.

Growth Hacking for Events

The lines between what is currently considered marketing best practice and growth hacking get blurred every few months. Usually growth hacking marketing is defined as a form that emphasizes more experimental campaigns focused on fast results, especially in the areas of growing audiences. Growth hackers A&B test and pivot quickly in order to show momentum building results. The reason growth hacking is featured in our trends is because the marketing landscape is moving so quickly that only through result driven trials can you determine the right formula for success.

Many clever event marketers use automation and machine learning to grow communities, gain followers on social media and fill up events. The tools available are constantly improving and techniques are never far behind. Growth hacking involves constant experimentation and testing with plenty of risks along the way.

Growth hacking will undoubtedly continue to grow in 2021, but as consumers become more concerned about their data privacy, questions on the marketing techniques used will continue to be raised. Event marketers that rely too heavily on the wrong type of growth hacking risk alienating the community around their event. The smart event marketer will use wholesome tools and techniques that offer clear value to the event participants.

Social Media Follower Growth Hacking

Rapid unsustainable practices are the product of poor growth hacking techniques. Buying followers in order to trick people into thinking you are credible, and most forms of content automation will hurt rather than help any strategies that are based on long term success.

Web-based applications such as Tweepi allow you to target the followers of competitors or influencers in order to rapidly build your audience. Targeted automation of post liking on platforms like Twitter and Instagram also often result in fast follower gains without being seen as a spamming technique (as with post commenting automation).

Tease to Convert

If your main goal is website conversion, social media posts geared at reeling people in for the full story on their site is key. Steer clear of clickbait schemes by focusing on value in your post with additional value on your site. Enticing graphics will help convert clicks and variations of images with different takes on the calls to action will also stretch out a campaign. For example, if you are sending them to a list, give them one of the items in your post and have the rest located on your site.

Sharing Strategies

Social media tactics are the best forms of growth hacking because you have the opportunity for impressions you don't pay for through social sharing. Social media posts designed to entice followers to share them takes precision. Self-promotion and ads are rarely shared or retweeted unless you have something that is ending very soon and exclusive. Timely posts that leverage moments everyone's talking about are overwhelmingly the most shared content with instructional content being second. Direct your tweets at influencers with unique messages to them (but please space out requests so they feel special and not blasted at). Don't forget the easiest way to get a share or retweet – ask for one!

6.2.4 Utilize the Power of Video to Market Your Event

Did you know we consume more videos today than ever? In fact, 66% of event planners and marketers are already using video as part of their marketing strategy. As our devices and internet speeds improve, so does our consumption of videos. It is also easier than ever to create videos with any budget, since most Smartphone can create high-quality videos.

Event Sizzle Reels and Promotional Videos

- Invest in high quality video, spectacular (and legal) drone shots edited to trendy music.
- Make it obvious what the event is about in the first few seconds.
- Show event features and transmit the event's culture or the feeling of being at the event.
- Don't squeeze in every feature, this video is about impressing rather than providing detailed information.
- The videos can be used across all channels at almost any time in the event marketing.
- If possible, create different versions focusing on the latest updates as you get closer to the event.

Session Recordings

- Make sure to get permission to record speakers, panelists and everyone involved in the session.
- Session recordings offer a great long-tail search based discovery mechanism, so make sure you include a full session and event description on YouTube.
- This is type of content is a great value to the community and there is a clear

sales message inherent in the content.

- Add accurate captions to your videos for maximum impact.

Speaker or Thought Leader Interview

- Capture these at a video booth at your event or in advance remotely.
- Priorities clear audio over the perfect image.
- Make sure there is a strong link to the event and industry but make the content timeless. This will allow you to edit the footage later in any way you see fit.
- Use a professional host to conduct the interviews, if possible, and make sure all topics are thoroughly researched beforehand.
- Add captions to your video so that it can be consumed without sound, this gives viewers everything they need to watch the video regardless of their surroundings or devices.

User Generated Videos

- Create a competition around a key event topic that only accepts offers by videos on social media using a unique hashtag.
- Offer complimentary registrations as other event related prizes.
- The content may be outside your control but in exchange, you get content focused on your event.
- If appropriate, you can compile the videos into a best-of video post on social media or use onsite to show your appreciation.

Preview Videos

- A few days or even hours before an event, a behind-the-scenes preview video works well on social media.
- It doesn't have to be professionally produced, keep it short and personal.
- Tease the audience and offer them an unusual look at the event.

Which Video Social Platform is Right for my Event?

It seems like every social media platform has been building towards video as the content category of choice. This is the result of more sophisticated technologies to support streaming video as well as user's fatigue towards being communicated to through words. With every major social media channel investing in video, it's important to understand the pros and cons of each platform to determine where it fits into your strategy. Remember that the key to all video content, no matter the platform, is that it needs to be visually appealing and should be kept short.

Facebook

- Video uploaded directly to Facebook seems to have a positive effect on its feed ranking based on the Facebook algorithm.
- Other positive metrics for Facebook videos include an increased volume of engagement over photos (with the additional metric of views being counted) and longer sustained engagement.
- Tell your story with and without sound in order to capture the attention of those at work or listening to music.
- The first 10 seconds are the most important. Make sure to hook people with a unique angle they can't help but continue with in order to see the resolution.
- Use video insights in order to determine the ideal video length for your audience.

Snapchat

- Snapchat's preferential front-facing camera is due to its users' interest in intimate experiences in real time.
- You can afford to be as real as possible on Snapchat videos. Behind the scenes resonates better than perfectly composed depictions of reality.
- Make it fun. This is the social media of goofy facial filters and animal stickers. Don't take yourself too seriously.

YouTube

- YouTube is as much a video hosting platform as it is a search engine and social media site. The rules of all three should be taken into consideration.
- Make sure to use the keywords that attract the right searches to your videos as you would when you write SEO copy for your website.
- Production matters more here. While raw and uncut looks are appealing to some platforms (especially live streaming), these videos will have a longer shelf life and should be more composed.
- Make sure you have a compelling call to action with more content similar to what the person just watched in order to convert to your website.
- Keep videos short, between 1 and 2 minutes long.

Instagram

- Consult your business analytics to tell you when you should be posting on any given day.
- Use third party utilities to add captions to your videos for those who scroll quickly through their feed and have sound turned off as their preference.

- Your feed videos should be less raw than Snapchat but doesn't need to be as composed as YouTube.

- Use Instagram stories too for less than perfect and in the moment video that won't benefit from being discovered after its 24-hour shelf life.

Live Streaming Video

Any technology that concerns itself with "live" makes it immediately relevant for the event industry to understand. With each update these streaming platforms become more and more identical except in one way they never will –user bases. Determining which technology to focus on should start with figuring out which social ecosystem is more beneficial for you to take advantage of.

How to Expand Your Reach with Live Streaming

- Videos on YouTube have a greater likelihood of being discovered over time.

- Live stream viewers react to sincerity over polished performances. Focus on personality over scripts.

- Build anticipation through FOMO (Fear of Missing Out). While often part of a campaign, each major live stream should have its own micro-campaign. In an age of on-demand content, promotion of live stream content needs to emphasize engagement only available at the time given.

- This isn't broadcast TV; this is a social media. Streaming viewers react strongly to having their name called out and answered in real time. Make sure that your viewers are acknowledged.

- If possible, include subtitles or work safe captions on videos for those who would watch but can't benefit from audio.

- For event live streaming, both Periscope and Facebook Live have stated that a minimum of 10 minutes and a maximum of 90 minutes are ideal. Remember, viewers will drop part way through, and others will come in midstream, so reiterate the context of what they are seeing.

- Think about the production value. It's OK to go low budget, but if you have a huge stage production and capture a low-quality live stream of it on a handheld Smartphone, it won't send the best message to your audience.

- Consider your platforms carefully. It may be best to live stream to your most popular social media channel. You can even stream to all at the same time.

- Decide if you want to reuse the content and keep this in mind while you are live streaming, as it may affect your production.

- Tell your followers in advance or they may not join you. Don't rely on push

notifications that your followers may or may not receive.

Snapchat

The origins and initial adoption characteristics of users for Snapchat did not hint much at its potential for use during corporate live events but this social media is evolving in that direction. While other social media platforms have all found their place as tactics for specific event marketing or engagement strategies, Snapchat is just now emerging as a contender.

Here's why you can't overlook Snapchat's potential impact to your event:

- Passionate user base who spend more time on Snapchat than any other social media.
- Like events, Snapchat stories are temporary, and its fan's engagement is fueled by FOMO.
- Robust and fun one-to-one communication is ideal for attendees to ask questions of a brand during a live event.
- On-Demand Geofilters offer an event a branding opportunity more contextual than a hashtag.

Guerilla Marketing

Is there an upcoming event where the audience would be very receptive to your event as well? Set up an on-demand geofilter available at that specific location during the hours of their event. Read the rules carefully. You cannot use calls to action, hashtags, or usernames and there are a lot of design rules you will need to follow. An example of guerilla marketing would be a trade show exhibitor buying a geofilter for the whole exhibition space listing their booth number. These filters offer unofficial marketing opportunities far cheaper than event **sponsorship**.

Humanizing Your Event

Especially with Snapchat's core demographic, a brand's ability

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Keyword

Sponsorship is when a company commits money or resources to a nonprofit event or program in exchange for specific promotional benefits.

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to be real, transparent, and talk directly to them is vital for conversion. For many who put on corporate events, this type of connection is difficult. Showing behind the behind the scenes work that goes into putting on your event is an excellent way to build anticipation. With "Snapchat Takeovers" other contributors to the event can become the temporary voice for the brand and give your audience new perspectives. Your account can be taken over by a presenter, contributing vendor, or even a different member of your planning team.

6.2.5 The Evolution of Technology in Event Marketing

With the incredible growth in the event marketing industry, it's no surprise that event marketers are constantly looking for ways to improve their events. One of the best ways to do that is to embrace new technology. Beacons and digital badges continue to be the darlings of event technologists. Their potential is undeniable. The rich datasets that can be compiled and analyzed in real time are impressive.

In 2021 beacons and digital badges will become better integrated and event marketers will start to take full advantage of them to enhance the on-site experience. In turn, event participants will be comfortable enough to rely on these systems. This is when the vision of the event technologists will be fulfilled; a vision of participants focusing on face-to-face interactions while being passively aided by technology.

Make Digital Badges Work for You

- Comply with GDPR and obtain permission to use digital badges data.
- Tell event participants what to expect. For example, if they are using a passive tool that will provide them with a report post event, knowing this in advance will affect their behavior on site.
- If you want to use beacons and digital badges to make real-time changes on site, make sure you have the human and IT resources to be able to do so.

Beacons

Beacons are strategically placed pieces of hardware that relay messages via Bluetooth to connected devices. When integrated with a conference app, messages can be pushed to attendees based on their proximity to specific beacons. There are endless possibilities when you can automate communication based on location context.

Trade Show Booth Placement

Using show traffic pattern data, you can make adjustments mid-show (if possible) to

divert traffic but more often, it's an incredible tool for sales towards your next event. As long as you are using the same footprint, a show producer can sell exhibitors a tiered rate of exhibition placement based on real data. An additional upsell (or value-add, depending on your packages) could be the results of data analysis of attendees' interactions with their booth in order to help them with their conversion strategy and booth design.

Hot or Not?

If your meeting or event features elements that guests can walk towards and then walk away from, that's important data when planning future events. Let in-kind sponsors know how many attendees and the demographic makeup of who saw their contributions in action. If you have a variety of entertainment acts occurring simultaneously, you can determine which was the most engaging to this audience.

Digital Badges

digital badges are light-weight devices, often attached to lanyards, that allow attendees to passively exchange information with beacons during an event. They are particularly helpful at large scale multi-room conferences and especially at trade shows.

They are superior to even Bluetooth enabled apps because they do not eat up your attendee's data plans and phone power. digital badges relay information between beacons collecting and sharing data to assist with way finding, recording interactions with vendors, and even networking matchmaking. digital badges are the most powerful tool of offline data analytics available for events right now because they passively collect hundreds of interactions that can make the difference between successful ROI for a sponsor, exhibitor or an attendee. They also deliver the horizontal interaction need weave to co-create experiences, one of the strongest trends for the coming year.

Sponsor Package Upgrade

Offering a tier of your sponsorship or trade show exhibiting packages that allows the sponsor to push notifications to attendees as well as data collected and analyzed about how their booth was interacted with is a very lucrative value add. This is an especially good technique for in-kind sponsors who don't have a sales presence at an event.

Personalize Through Personas

The personalization strategies discussed earlier are fueled by data through digital badges. Different personas can receive unique push notifications, information exchanged

to and from trade show exhibitors as well as more customized communications from sponsors. Make sure your sponsors and/or exhibitors are aware in advance so they can create more unique targeted messaging for specific segments. These personas have amazing potential for speed networking sessions as well.

6.3 FACTORS AND THEIR PARTICIPATION IN A SUCCESSFUL EVENT MARKETING

Creating an event to promote a business among the masses is a tried and tested method that can assist a company to gain attention as well as popularity. A successful event not only helps an established company to regain its importance in the customer's perspective but it will also help a budding company to develop interest about its services among common people.

Benefits of a Successful Event

- If you follow all the above mentioned suggestions and the event turns out to be a success then you would not only have the required exposure for your company but there would be a definite increase in the overall image of your company.

- Building a positive brand image for your company would further assist you to get attention of more and more prospective customers and it would also help you build a positive image in the market that may help your company to sustain for a long period of time.

- This is a proven fact that if a brand is popular then people would not hesitate to try out a new product or service being offered to them without focusing on the risks associated with the same.

- As your business progresses, you should try to get more and more of events organized as this would help you to keep in touch with your clients/ prospective clients.

Because the event industry is so young, terminology is still developing and the titles of 'industry players' often overlap. This leads to confusion and it is one of the general intentions to help dispel this confusion. From my experience in the industry as it has developed, the following terms, while not always used consistently, have come to define the people who have a hand in organizing a special event. Handling an event can turn out to be a challenge for you if you intend to manage all aspects of the same by yourself as it requires a lot of time, energy and money. So hiring a professional organization that is involved in handling such tasks is a sensible move.

6.3.1 Event Promoter

An event promoter creates a "buzz" about clients' events with the purpose of getting people to attend them. The event could be a concert, the opening of a new business, a career fair, a sports competition or many other possibilities. Talented event promoters are skilled in advertising and public relations strategies. Above all, an effective event promoter has to have the ability to come up with creative project ideas that he or she can get completed through good working relationships with other people.

Event promoters must work with many different people in all parts of an event promotion project. For example, the creative side of the promotion's project is likely to require a graphic designer and a copywriter to create advertising materials that could include coupons, posters or brochures as well as newspaper, radio, television or magazine ads. Keeping in close contact with people handling the accounting is important for an event promoter as he or she must always keep any creative ideas in line with a set budget. This is an important part of the event promoter's job because companies that pay event promoters to creatively promote their events do so with a prearranged budget. If promoters go over that budget, it costs them extra money which decreases their profit from the project.

With budget constraints in mind, it's easy to see why many promotions for events include offering inexpensive items such as free hot dogs rather than free steak for a grand opening of a new store. If the event is the opening of a steakhouse, however, then promoters may create a contest with prizes such as a steak dinner for two or four people since offering free steak to many people would be too expensive. Balloons and face painting are common, inexpensive ways of attracting attention for an event such as a community festival. If the event to be promoted is an upcoming concert, then radio and print ads designed to grab the interest and attention of the target audience may be used.

An event promoter is usually very much a contact person. His or her name may appear on press releases as the person to contact for more information on an event. Event promoters often arrange publicity with media such as television and radio stations. Since the event promotion business is so competitive, an event promoter must have excellent people skills and build relationships with clients. They may work for a public relations firm, in an advertising agency that specializes in promotions or as independent contractors on a project basis.

6.3.2 Event Planner

This term is sometimes used interchangeably with event manager but tends to refer to a person who plans smaller and more private events such as dinners, weddings, reunions,

and similar gatherings. Frequently this is an individual operating independently, and not a company.

A professional event planner is a man or woman who organizes, sets up, and manages various corporate, public, and private events and meetings. He or she finds appropriate venues, negotiates days, times, and rates, and determines the need for food, drinks, tables, and equipment. Many event planners actually attend the conventions, meetings, or concerts they organize in order to ensure that all of the attendees' needs are met. A professional may be employed by a planning firm, an internal committee of a business, or run an independent business.

A great deal of time and effort must be put into the planning of a large event. Many companies, government agencies, and organizations simply do not have the time, experience, and resources to put together a quality gathering. A professional event planner can take the stress off of clients and companies by assuming all of the duties involved with planning and executing a convention. He or she is usually given a basic idea of what an event is all about, including why it is taking place, budget information, and the number of people who will be present. The event planner then searches for the best venues, negotiates rates, and establishes dates and times.

Depending on the type of gathering, a professional event planner may need to arrange for catering services, entertainment, or special equipment such as microphones, video recorders, and projectors for seminars and conferences. Once everything has been scheduled, the event planner oversees the arrangement of chairs, tables, and decorations and manages other preparatory tasks on site. He or she often attends events, making sure that food and refreshments do not run low and that their clients are pleased with their work.

Many event planners work for large planning companies, where they are usually designated specific tasks, such as establishing rates or finding appropriate locations. A self-employed professional event planner, however, often assumes all of the duties involved, including promoting, marketing, financing, and supervising events. The job can be hectic, though an experienced professional takes all of the precautions and preparatory steps necessary to make sure that things run smoothly.

There are no set requirements to become a professional event planner, though many people hold associate or bachelor's degrees in business management, **public relations**, communications, or finance. Many national organizations offer memberships and voluntary event planner certification tests, which can help a professional improve his or her credentials and chances of finding jobs. Certification is especially important for self-employed planners, so clients can rest assured that they are dealing with professionals.

6.3.3 Event Coordinator

The term coordinator is sometimes used interchangeably with event manager and event planner, but tends to refer to an individual employed by a larger organization or a venue, who is responsible for bringing together all the event participants to ensure they are working toward the same goal. This person is usually not responsible for the creative side or supplier sourcing, but more for simple coordination duties. Examples can be found in convention centers and arenas that employ event coordinators to liaise with all parties engaged in creating an event.

Planning an event can be an arduous affair, especially if you do not know exactly what you are doing. Several factors have to come together on a particular date in order for the event to go off successfully. In addition, entertainment, equipment, and decorations have to be accounted for so that the guests are entertained while they are there. Instead of handling all the work yourself, you can hire an event coordinator. An event coordinator is a person who plans every aspect of a particular event and makes sure that the affair flows smoothly.

Hiring an event coordinator can be one of the best things you can do, especially for an important affair like a wedding or a corporate event. If you have never planned an event or need to plan one that is complicated, a coordinator can help you sort out the various factors that go into the occasion. He can help you with booking the appropriate venue, organizing the catering for the event, and making sure the place is appropriately decorated. They also help with putting together and booking entertainment and games if that is what your event requires. In all this, the event coordinator works with you in order to give you an event that you will be proud of.

One of the best parts about having an event coordinator on your side is that they are professionals. Because of this, they will generally remember to plan the things that you may forget or not know about. For instance, some events require permits. A coordinator can help determine if a permit is needed and can arrange to have one for your event on the day it is being held. They will also be in charge of several other factors

Keyword

Public relations are the practice of deliberately managing the release and spread of information between an individual or an organization and the public in order to affect the public perception.

including making sure the vendors are paid and marketing the event—passing out flyers or otherwise advertising it—if the nature of the event requires it.

Another good reason for hiring an event coordinator is the various contacts he may have. With the proper contacts, the coordinator can more easily accomplish the different aspects of the event in less time. Depending on the relationship he or she has with these contacts, you may even get a better price for the items in question. In addition, the coordinator will be the one who faces off with difficult people or problems that occur while the event is in progress. Having them deal with such hassles can spare your sanity and leave you free to just enjoy the event.

6.3.4 Event Producer

The term 'event producer' is another one that might be used interchangeably with event manager and event planner, but most often refers to the person responsible for coordinating and executing – and occasionally assisting with creating – the event, particularly the technical side that involves design, scheduling, staging, sound, lights, A-V, entertainment, and décor. In most event situations, the producer is not the event manager but is contracted by the event manager as defined above, who thereby becomes the 'client' of the producer. In situations where the term event manager is not used, the client of the producer may be any one of a number of individuals such as a company owner or internal manager, a 'middle person' (e.g. a destination management company or incentive house representative), an association, or non-profit organization executive member, or just a private individual.

Skills Required by an Event Producer

The obvious benefits of advanced – and continuing – education can be found in the skills now required by anyone wishing to pursue a career in special events. The event producer is no exception, and in fact, probably more than any other player, needs to keep abreast of a larger body of knowledge across a greater variety of specialties. For now, let us list the most common and most desirable skills and personality traits.

- Organizational ability: A logical mind must keep a myriad of details, times, people, schedules, and tasks in their proper places.
- Creative ability: A right brain orientation helps to conceive new ideas, which can be in conflict with the organizational or left side of the brain.
- Technical interest: Because of the myriad technical areas coming under the supervision of the producer, at least a general interest of things technical avoids the temptation to keep hands off and simply trust suppliers. The producer must take confident ownership of these areas.

- Financial acumen: A working knowledge of financial statements, basic accounting, and budgets is an absolute necessity to effectively manage client budgets.

- Writing ability: A concise, creative, and grammatically correct writing style is mandatory.

- Speaking ability: A clear, organized, and enthusiastic speaking style is highly desirable for presentations to clients and to production teams.

- Computer skills: Familiarity with the most used components of the Microsoft Office suite of software (Word, Access, Excel, and Power Point) is mandatory. Also desirable is familiarity with customer relationship management (CRM) software such as Maximizer or Act, graphics software such as Adobe Photoshop, computer aided design and drafting (CADD) such as Vectorworks or Vivien, project management software such as MS Project, and finally total familiarity with the Internet, and desirably with Web site design.

- An ethical and moral grounding: Because it is not yet fully developed as a 'profession,' the industry still harbors a good many individuals who are ethically and morally irresponsible in their business dealings. A producer who ignores the temptations to follow this path and instead takes the high ground may occasionally lose business but will maintain a sterling reputation which, in the long run, is all one has in a service industry.

- Personality traits: In order to deal with the many personality styles and demands of the job, the producer's personality should reflect:
  - a gregarious and outgoing nature;
  - an upbeat, friendly, and positive attitude, even during high stress times;
  - the ability to hide and manage stress and not get upset by it;
  - flexibility in allowing changes to ideas and schedules;
  - a firm and fair management style.

As can be seen, these are widely varying skills and personality traits, a great many of which tend to clash with each other. It is a fine balance and can prove difficult for potential producers who are not used to the constant pressures, late nights, high stress, changing client requirements, and often lower than expected income. The rewards are high in terms of job satisfaction and that often compensates for the other less rewarding aspects.

Habits of Effective Event Producers

Believe it or not, successful event producers do have much in common with each other. Over the years, we have come to identify several characteristic habits that they

exhibit to achieve success. Although not every single producer is the same, here are some of the key habits.

- *Focus*: This is the ability to keep a specific event at the top of one's priority list. It starts with an understanding of the five main phases in the event planning process: Concept and Proposal, Sales and Marketing, Coordination, Execution, and Follow-up. Throughout each of these phases, the particular event must be at or near the top of a daily priority list.

- *Anticipation*: This is the single most important producer habit that should be applied to every phase of the organizing process, but most particularly during the Coordination and Execution phases. It is the ability to visualize the entire event from start to finish and to determine potential problems before they occur. To do this successfully requires a great deal of attention to detail combined with an ear that listens to the 'little inner voice' telling one to be careful and correct an errant detail before something disastrous happens, in other words an ear that is attuned to intuition.

- *Single-minded purpose*: There cannot be any mixed messages in the minds of any of the production team members. This means that all those team members involved in the event – producer, venue staff, and all suppliers – must understand the goals and purpose of the event passed on to the producer by the event manager or client. The job of the event producer is to ensure that this happens. For example, if an event manager has created a 'Carnival Fun Night,' it is the responsibility of the producer to explain to the production team whether the goal of the event is just for attendees to have fun or if it is to build a sales team. Depending on the interpretation, two entirely different events might result.

- *Ability to devote the necessary time*: Producing events cannot be done piecemeal. Each phase requires a certain amount of dedicated time to complete and it is best to work on each phase all at once. For example, it is better to write a proposal over 5 h rather than over 5 days, before moving on to the next task.

- *Ability to block out interference*: At first glance, this would seem obvious, but in today's harried work environment, it is not as easy as it appears. For example, when writing a proposal where creative thought is required, phone calls should not be allowed to interrupt one's creative time. Instead, an answering service should be used or someone else in the office should take messages.

- *Ability to address challenges*: Everyone gets them, no matter how carefully an event has been planned. The main thing is that one should stay positive and pro-active. The second thing is being fully aware of all the resources at one's disposal and whether they can be used to solve a problem in a timely fashion. Lastly, a producer should not be afraid to say, 'NO!' if trying to make a change

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will compromise the quality of the event or the producer's reputation.

■ *'Show-must-go-on' mentality*: Every member of the production team must have this mindset. No challenge can be too big or too small. Being on time for everything is imperative. Performing in spite of hardships is a given in this business. One must do what is promised when it is promised. Finally, keeping a positive attitude towards all staff and clients brands one as a true professional.

6.3.5 Duties and Responsibilities of an Event Manager

This person is the delegated representative of an entity that holds overall ultimate responsibility for the event. This 'entity' could be the owner of the event, such as a company, city, non-profit organization (e.g. trade show, charity, festival, association), or an individual. Usually, the event manager further delegates or sub-contracts other specialists in the areas needed to accomplish the event (e.g. to an event producer). The event manager term is most often used in larger events, such as festivals, or large event marketing events such as major sporting events (e.g. Grand Prix races, Super Bowl, etc.).

An event manager typically is involved in planning and overseeing events such as parties, receptions, and conventions. Depending on the event manager's employment situation, he may work on behalf of a vendor, such as a hotel or other venue in which events are often held, or may work independently of a specific vendor. The amount of responsibility assumed by event managers varies, but in many cases they assume primary responsibility for the logistics of the event and the coordination of all vendors who will be contributing to the event.

While many people are able to plan small parties and social get-togethers in their own homes, coordinating larger events, particularly when several third-party providers of goods and services are involved, can be a significant challenge. A good event manager is able to work with a host or hostess to get an understanding of his or her vision for the event, evaluate the budget and resources already available, and then select vendors appropriate to the event. On the day of the event, an event manager is typically responsible for making sure that goods and services are delivered as promised and that the event runs smoothly.

If an event manager works for a banquet hall, hotel, or other venue, his role may be slightly different than that of an independent event manager. Many event venues have strict policies regarding the use of outside vendors, so an event planner in such a venue would primarily act as a liaison between the individual or organization who wants to host an event and the property's approved or in-house vendors. The event planner could advise his client as to appropriate services needed for the event, such as catering, flowers, or even a dance floor and DJ. He would also ensure that the venue

space is appropriately set up for the event and that caterers and other vendors and support staff perform their duties as required.

Independent event managers, on the other hand, may be charged with even more responsibility. The event manager may be responsible for locating a venue and then negotiating the cost of renting the space and its amenities. If the venue permits third-party vendors, such as caterers and florists, the event planner may likewise be responsible for ordering food and decor for the event room. Like other types of event managers, though, she will also be responsible for on-site coordination the day of the event.

They will also attend the event to ensure everything goes to plan. Event managers supply to all types of services relating to the events industry a take on the responsibility of coordinating all the logistics involved in making the event work to the client satisfaction. They are follows:

Personality

An event manager should be able to present a calm, friendly, and courteous manner at all times. The five essential characteristics of successful event managers can be listed as:

- Detail- oriented
- Organized
- Full of energy, both physical and emotional
- Nurturing
- Flexible. Having a good sense of humor is a key apart from the above qualities.

Motivation

The job of event manager requires hard work and a service orientation; it is not a good position for a glory seeker. The person who wants to sit at the head table, give orders, and look important has the wrong idea of an event managers functions.

Safety meetings and inspections

During the **risk assessment** meeting the event manager needs to elicit all possible health or safety hazards associated with the goods, services and personnel to be used to produce the events. Specifically ask all vendors and suppliers to identify potential physical hazards and the safeguards necessary to prevent exposure to illness or injuries. Use this opportunities to communicate a commitment to safety in all aspects of the event.

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During preliminary site inspections the event manager should look for any event element or aspect of the event site that might have the potential for injury, scanning sanitary supplies and disposable diapers/ nappies, is sometimes considered a form of hazardous material, may be generated by first aid stations and must be disposed of accordingly.

Particularly for outdoor sites, pest control may be important, perhaps requiring clearing and cleaning out of infested areas, spraying for insects. The event manager should determine if vector borne diseases are possible and work with public health authorities to control the vector.

Sanitation and hygiene

Cleanliness and hygienic conditions are imperative for many reasons, including health and safety from injuries or illness, but also for the comfort and the welfare of the event audience, participants, and personnel. Water is a critical component of health and hygiene. The quality and the quantity of the water must be accessed, particularly for outdoor events and temporary event sites, including the potential for water supply sabotage and the location and logistics of getting emergency water supplies. Free and freely accessible drinking water must be provided at all the events. Potable water must also be provided for cleansing needs and non-potable water may be needed for dust abatement.

Sanitary facilities must be in sufficient numbers to accommodate the expected numbers and types of users for the expected duration of the events. They must be positioned appropriately to serve the various event populations.

Occupational safety is also a consideration. The catering operations must guard against such hazards as burns from cooking and serving equipment, cuts from knives or broken glasses, slips and trips on spilled liquids or electrical cords, falls, fire and fumes.

Preparing an event record

- The event records mainly include:
- Timeline/ schedules
- Initial proposal
- Contacts
- Committees
- Correspondence

- Budget
- Site
- Marketing and promotion
- Promotional materials
- Registration
- Theme and program
- Audiovisual

On the day of the event

During the event, a manager should greet guest, visit at tables during the meal, discuss the sessions with seminar leaders, and generally see to it that everyone has the best possible time. Ideally, a manager will have delegated well enough to be able to do nothing but transverse the site, checking upon people and activities and chatting with guests to find out how the event is perceived. At outdoor sites and large events, event managers sometimes distribute walkie- talkies or wears beepers.

Keeping the Events on Track

The following steps are taken by the event managers to keep the events on track:

- Select volunteers; form committees
- Decide goals and themes
- Research audience
- Create event names and logo
- Choose evaluation methods
- Outline budget
- Contact potential sponsors
- Visit and select sites
- Diagram sites
- Make signs
- Plan publicity campaigns
- Contact media
- Design registration
- Audition and select performers
- Schedule rehearsals

- Draft menu
- Negotiate with caterers
- Choose serving style
- Shop for supplies
- Prepare food
- The big day
- Clean up and close
- Meet for evaluations
- Send thankyous
- Write and file reports
- Selecting an event
- The choice of a specific event will rest on three supports:
- Purpose (fund raising, recruitment etc.)
- Audience (need and characteristics)
- Organization (success lies in using the strongest resources)
- Special events held by organizations and clubs can center on such elements as:
- Food (bake sales, potlucks, award banquets, cooking seminars)
- Entertainment (talent shows, concerts, theaters parties, gospel sings)
- Merchandise
- Athletic endeavors
- Education
- Games
- Potpourris

Choosing a theme

- A theme should be developed by the event manager for the event. Hobbies and careers, holidays, seasons, games, activities, history, costumes, ethnic culture, geography, colors, flowers, jewels, literature, and weddings can all form the bases of the special events.
- The date itself may suggest a theme.
- The site of an event may contribute to theme ideas.
- Names and logos should be selected with great care. Use a memorable name that clearly explains and identifies the event.
- One of the manager tasks is to maintain the atmosphere of the event.

- Clever lighting can help spotlight a performer or speaker, encourage intimate conversation, or display artwork to advantage.

Goal settings for special events and Conferences

- Raise funds for a specific cause, person, or place
- Build spirit among long term members (heal a breach, solve a political problem, launch a new program)
- Facilitate information distribution/ exchange especially for large audience
- Recruit new members (specific or group of people)
- Celebrate, give awards, and recognize volunteer efforts
- Attract publicity, reach new audience, and heighten public awareness

ROLE MODEL

PHILIP KOTLER

An American marketing author, consultant, and professor; the S. C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management at Northwestern University.

Biography

Philip Kotler is known around the world as the "father of modern marketing." For over 50 years he has taught at the Kellogg School of Management at Northwestern University. Kotler's book Marketing Management is the most widely used textbook in marketing around the world. This is his story – How a Ph.D. economist from M.I.T. became the world's leading marketing authority.

Philip Kotler is the S. C. Johnson Distinguished Professor of International Marketing at the J. L. Kellogg School of Management. He has been honored as one of the world's leading marketing thinkers. He received his M.A. degree in economics (1953) from the University of Chicago and his Ph.D. degree in economics (1956) from the Massachusetts Institute of Technology (M.I.T.), and has received honorary degrees from 22 universities including Stockholm University, the University of Zurich, Athens University of Economics and Business, Budapest School of Economics and Administrative Science, the Kracow School of Business and Economics, and DePaul University.

He is author of over one hundred and fifty articles and 80 books, including Principles of Marketing, Marketing for Hospitality and Tourism, Strategic Marketing for Nonprofit Organizations, Social Marketing, Marketing Places, The Marketing of Nations, Confronting Capitalism, Democracy in Decline, and Advancing the Common Good. His research covers strategic marketing, consumer marketing, business marketing, professional services marketing, and e-marketing. He has been a consultant to IBM, General Electric, AT&T,

Bank of America, Merck, Motorola, Ford, and others. He has lectured several times in Italy, Sweden, China, Japan, India, Indonesia, Australia, Mexico, Brazil, Chile, and many other countries.

SUMMARY

- Event marketing is a promotional strategy that involves face-to-face contact between brands and their customers at events like conferences, trade shows and seminars. Each event is different; it has different audiences, different content and different culture.

- Budgets are critical to event success and while social media and word of mouth have allowed event planners to stretch their budgets, neither of these marketing components have made event marketing free.

- A tried and true means for connecting with your existing network, you should use email marketing to share information and keep your community updated. But before hitting send on the first email, you should develop a messaging plan so that each email has a unique value proposition.

- Marketing for an upcoming event is similar to marketing for a major product launch, except timelines are even more important.

- Even if you are planning an event with expected or guaranteed attendance, such as an internal team building retreat, a CPD (Continued Professional Development) training course or a company annual meeting, you still want to reach a tipping point for buy in from your attendees.

MULTIPLE CHOICE QUESTIONS

1. **Which of the following statements is correct?**

    a. Marketing is the term used to refer only to the sales function within a firm

    b. Marketing managers usually don't get involved in production or distribution decisions

    c. Marketing is an activity that considers only the needs of the organization, not the needs of society as a whole

    d. Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large

2. **Which of the following is NOT an element of the marketing mix?**

    a. Distribution

    b. Product

    c. Target market

    d. Pricing

3. **Marketing decision makers in a firm must constantly monitor competitors' activities-their products, prices, distribution, and promotional efforts-because**

    a. The competitors may be violating the law and can be reported to the authorities

    b. The actions of competitors may threaten the monopoly position of the firm in its industry

    c. The actions of competitors may create an oligopoly within an industry

    d. New product offerings by a competitor with the resulting competitive variations may require adjustments to one or more components of the firm's marketing mix

4. **Political campaigns are generally examples of---**

    a. Cause marketing

    b. Organization marketing

    c. Event marketing

    d. Person marketing

5. **_____ is the collection and interpretation of information about forces, events, and relationships that may affect the organization.**

    a. Environmental scanning

    b. Stakeholder analysis

    c. Market sampling

    d. Opportunity analysis

REVIEW QUESTIONS

1. How to choose marketing and promotional tactics for event marketing?
2. Determine a timeline sample for event marketing.
3. Examine the useful steps to create a great marketing plan for the event.
4. How to win at event marketing? Explain.
5. Which types of strategies need that will drive demand to your events?

Answer to Multiple Choice Questions

1. (d)   2. (c)   3. (d)   4. (d)   5. (a)

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PROMOTION: INTEGRATED MARKETING COMMUNICATION FOR EVENTS

"Plenty of men can do good work for a spurt and with immediate promotion in mind, but for promotion you want a man in whom good work has become a habit."

-Henry Latham Doherty

INTRODUCTION

Marketing of Products, Services and Events has started posing much challenges to marketers because of a saturated market condition, overwhelming availability of substitutes and the diminishing opportunities for differentiation. Event marketing, in particular has more challenges to be faced. The challenges are more in terms of creating awareness for a particular event, when a series of events take place in a city at the same time, creating a brand identity for an event, having companies to sponsor events, when each of them has a wide collection of similar

LEARNING OBJECTIVES

After studying this chapter, you will be able to:

1. Discuss about event promotion, advertising, and public relations
2. Explain the link of event planning
3. Focus on event analysis and strategic planning
4. learn about project planning and development

events they can sponsor and finally to attract the targeted audience for the event. Hence Event marketers have to find ways of differentiating their marketing mix compared with other event marketers. When marketers attempt to differentiate their marketing mix, the role and support of the promotions mix is quintessential. Integrating your promotions mix is vital for differentiating the positioning of your event compared with others. Accordingly, it is important to understand how Integrated Marketing communications mix can be used to market events of strategic importance.

7.1 EVENT PROMOTION, ADVERTISING, AND PUBLIC RELATIONS

Promotion is a necessity for any event as the means of informing interested people that an event will take place. Promotion requires a focused application of organization, branding and outreach, and is dependent upon defining an interested demography. Proper promotion also relies on correct information about the event and the event sponsors.

Since promotion is the domain of the marketing expert, the event must provide a distinct benefit that makes people want to attend, that marketing efforts may promise, with reasonable surety, a large enough audience to make the event a success.

Promotion cannot be overlooked when planning an event that appeals to a diverse audience gathering together for a common interest. Attracting attention prior to the event is invaluable for bolstering ticket sales, increasing interest in a cause, or highlighting accomplishments. Promotion requires the use of advertising for stimulating the interest of the target demographic, by arranging appearances for event spokespersons on talk shows and radio programs, or by circulating information at related industry events or through other media.

Promotion also takes the Internet stage, providing web sites, or links to web sites relating to the event, industry or cause. Attention is paid to writing press releases, optimizing search engine content, and spreading the word through social media. Promotional tasks might also include writing blogs or conducting email programs to pave the way for subsequent information-gathering by prospective guests. Not to be overlooked are the writing talents needed for developing direct-mail materials and invitations, as well as printing resources for the production of posters, fliers or brochures. In some instances, retaining event promotion personnel to distribute promotional materials at festivals or to man booths at other events offer keys to opening additional doors of interest in an upcoming event.

Good promotion imparts a sense of anticipation about an event. Often, to accomplish this, promotions revolve around a chosen theme that becomes the springboard for the

entire event, affecting the choice of music, color, décor, food and even the dress of event participants. Effective promotion brings with it the energy of enticement, is the harbinger of excitement, and offers a promise of things to come.

7.1.1 The Promotion Mix: Marketing Communication Methods

The *promotion mix* refers to how marketers combine a range of marketing communication methods to execute their marketing activities. Different methods of marketing communication have distinct advantages and complexities, and it requires skill and experience to deploy them effectively. Not surprisingly, marketing communication methods evolve over time as new communication tools and capabilities become available to marketers and the people they target.

Seven common methods of marketing communication are described below:

- **Advertising:** Any paid form of presenting ideas, goods, or services by an identified sponsor. Historically, advertising messages have been tailored to

a group and employ mass media such as radio, television, newspaper, and magazines. Advertising may also target individuals according to their profile characteristics or behavior; examples are the weekly ads mailed by supermarkets to local residents or online banner ads targeted to individuals based on the sites they visit or their Internet search terms.

■ **Public relations (PR):** The purpose of public relations is to create goodwill between an organization (or the things it promotes) and the "public" or target segments it is trying to reach. This happens through unpaid or earned promotional opportunities: articles, press and media coverage, winning awards, giving presentations at conferences and events, and otherwise getting favorable attention through vehicles not paid for by the sponsor. Although organizations earn rather than pay for the PR attention they receive, they may spend significant resources on the activities, events, and people who generate this attention.

■ **Personal selling:** Personal selling uses people to develop relationships with target audiences for the purpose of selling products and services. Personal selling puts an emphasis on face-to-face interaction, understanding the customer's needs, and demonstrating how the product or service provides value.

■ **Sales promotion:** Sales promotions are marketing activities that aim to temporarily boost sales of a product or service by adding to the basic value offered, such as "buy one get one free" offers to consumers or "buy twelve cases and get a 10 percent discount" to wholesalers, retailers, or distributors.

■ **Direct marketing:** This method aims to sell products or services directly to consumers rather than going through retailer. Catalogs, telemarketing, mailed brochures, or promotional materials and television home shopping channels are all common traditional direct marketing tools. Email and mobile marketing are two next-generation direct marketing channels.

■ **Digital marketing:** Digital marketing covers a lot of ground, from Web sites to search-engine, content, and social media marketing. Digital marketing tools and techniques evolve rapidly with technological advances, but this umbrella term covers all of the ways in which digital technologies are used to market and sell organizations, products, services, ideas, and experiences.

■ **Guerrilla marketing:** This newer category of marketing communication involves unconventional, innovative, and usually low-cost marketing tactics to engage consumers in the marketing activity, generate attention and achieve maximum exposure for an organization, its products, and/or services. Generally guerrilla marketing is experiential: it creates a novel situation or memorable experience consumers connect to a product or brand.

Most marketing initiatives today incorporate multiple methods: hence the need for IMC. Each of these marketing communication methods.

7.1.2 The Objectives of Marketing Communication

The basic objectives of all marketing communication methods are (1) to communicate, (2) to compete, and (3) to convince. In order to be effective, organizations should ensure that whatever information they communicate is clear, accurate, truthful, and useful to the stakeholders involved. In fact, being truthful and accurate in marketing communications is more than a matter of integrity; it's also a matter of legality, since fraudulent marketing communications can end in lawsuits and even the criminal justice system.

Marketing communication is key to competing effectively, particularly in markets where competitors sell essentially the same product at the same price in the same outlets. Only through marketing communications may an organization find ways to appeal to certain segments, differentiate its product, and create enduring brand loyalty. Remaining more appealing or convincing than competitors' messages is an ongoing challenge.

Ideally, marketing communication is convincing: it should present ideas, products, or services in such a compelling way that target segments are led to take a desired action. The ability to persuade and convince is essential to winning new business, but it may also be necessary to reconvince and retain many consumers and customers. Just because a customer buys a particular brand once or a dozen times, or even for a dozen years, there is no guarantee that the person will stick with the original product. That is why marketers want to make sure he or she is constantly reminded of the product's unique benefits.

7.1.3 Marketing Campaigns and IMC: The Marketing Campaign

Determining which marketing communication methods and tools to use and how best to combine them is a challenge for any marketer planning a promotional strategy. To aid the planning process, marketing managers often use a campaign approach. A *campaign* is a planned, coordinated series of marketing communication efforts built around a single theme or idea and designed to reach a particular goal. For years, the term "campaign" has been used in connection with advertising, and this term applies equally well to the entire IMC program.

Organizations may conduct many types of IMC campaigns, and several may be run concurrently. Geographically, a firm may have a local, regional, or national campaign, depending upon the available funds, objectives, and market scope. One campaign may be aimed at consumers and another at wholesalers and retailers. Different marketing campaigns might target different segments simultaneously, delivering messages and using communication tools tailored to each segment. Marketers use a marketing plan (sometimes called an IMC plan) to track and execute a set of campaigns over a given period of time.

A campaign revolves around a theme, a central idea, focal point, or purpose. This theme permeates all IMC efforts and works to unify the campaign. The theme may refer to the campaign's goals—for example, KCRW "Capital Campaign" launched by the popular Los Angeles-based public radio station KCRW to raise $48 million to build a new state-of-the-art media facility for its operations. The theme may also refer to the shift in customer attitudes or behavior that a campaign focuses on—such as new-member campaigns launched by numerous member organizations, from professional associations to school parent-teacher organizations. A theme might take the form of a slogan, such as Coca-Cola's "Taste the Feeling" campaign or DeBeers' "A diamond is forever."

Clear Channel is a marketing company that specializes in outdoor advertising. For their latest advertising campaign in Switzerland, they created a slogan-based theme, "Where Brands Meet People," and asked their clients to participate in dramatizing it. Dozens of Swiss companies gave their logo to be used as individual "tiles" in three colorful mosaic portraits.

7.1.4 Trends and Challenges

Regardless of the nature of your event, its success will largely depend on promotion. Promotion is vital in creating awareness of the event, a desire to participate, and a feeling by the potential participant that the investment of time and money validates the benefits the event offers. As the economy and our society are transformed, we can identify many new challenges to our promotional strategies. Among them are:

When you're throwing an event, having the proper promotional strategy in place can be vital to success. With an objective of getting as many of the desired customers and clients at the event as possible, a solid promotional strategy will help you get there. There are certain steps you can take to increase the success of your event and make your promotion the buzz of the industry.

Plan it out

The first step in any successful event promotion is planning out what you want to accomplish. This includes everything from the event itself, to the market you're targeting and what type of tactics you are going to use to get them there. Choosing a location, what the event is going to consist of (food, entertainment, etc.), how you are going to staff it, and contingency plans for weather are all important factors to consider. In this initial stage, creating a concept or theme around the event that you can use to drive marketing is another key consideration.

Create Tactical Vehicles

A tactical vehicle is the combination of two things: the tactics you want to use and the vehicles that you want to disseminate your promotional content with. If you chose local media as a tactic, you'd then need to decide what types of local media would work best for your event, whether that's newspaper, radio or television. The types of local media you land upon are your vehicles. How you communicate, or promote, your event depends as much on who your market is and on your budget. Figure out what your target market uses to get their information, whether its e-mail or social media, and develop your tactics and vehicles accordingly.

Invitations

For events with a well-defined target audience, an invitation can be a highly effective way of getting an event on your audience's calendar. Aim to create an invite that is strategic as well as creative. With today's technology, invitations no longer need to be a major expense. The internet has made it easy to reach large groups of people with

targeted promotional vehicles designed to capture attention and get a positive response. One important thing to remember is to include a date, a time and contact information.

Guerrilla Tactics

When you are throwing an event that deals with a younger, sporadic, or a crowd that may be hard to reach utilizing traditional tactics, doing something unexpected might be another option to consider. Flyers placed strategically in the area of the event in the days preceding can draw a crowd. Using plane banners or creating publicity through the local news channels and in the newspaper is another way to draw attention to your event, and that publicity is, often times, free.

7.1.5 Costs of Travel and Accommodations

As we enter a new era of corporate mergers and turnovers in the hospitality and travel industry, we are seeing the costs of travel to certain locations increase. For example, the clear trend is toward more hospitality properties owned and managed by fewer corporations, often lessening the flexibility of host properties to negotiate favorable rates and dates. The increase in airline mergers and the expansion of "hub" destinations have created the same scenario of higher rates, fewer destination/timing options for your guests, and more limited direct-travel service to certain destinations. These and other economic trends become major considerations in promotional positioning strategies. Marketing executives are increasingly sensitive to regionalization in their planning.

The dramatic growth in construction of event and meeting facilities, hotels, and conference centers in so-called "second-tier" and even "third-tier" cities is yet another factor feeding the growth of regional events. For example, whereas Baton Rouge, Louisiana, was a day trip for New Orleans conventioneers in the past, the addition of new conference facilities and hotels has now transformed it into a major competitor and attractive alternative to its more famous neighbor, New Orleans, to the south. The advantages of lower costs and new experiences are assets the creative event marketer can use effectively to draw attendance.

Duration of Stay

People have more to do, and less time in which to do it. Many events suffer the loss of attendance on the last day, as attendees get an early start back to the office, the factory floor, or home. There is nothing more deflating than to see a half-full room during the final session or closing banquet of your event because of early departures. Promoters should coordinate with planners to ensure that the closing of an event is equal to the grand opening. There is an old saying related to the theater industry: "Have

a great opening and a fabulous close, and the middle will take care of itself." While not literally true, the principle is that if attendees understand through marketing that they are going to see a slam-bang opening and a knock-your-socks-off close, they will arrive on time and stay through the final curtain. In your marketing and promotion, stress the benefits of staying until the end with closing event features.

Marketers should take a proactive role in creating the special features that will fulfill the mission of the event from beginning to end. Let your imagination be unrestrained and lobby your event sponsor to try those things that will attract interest, loyalty, excitement, and increased attendance.

7.1.6 Event Sponsorship

Sponsorships involve the acquisition of rights to affiliate or associate with a product, event, or organization for the purpose of deriving related benefits.

Professionals describe how firms can succeed at sponsorship. Organizations must have a clear idea of what they want to accomplish. Sponsorships are a "lever" used by marketers to engage customers.

While the sponsorship literature has grown in recent years, scholars have only begun to assess the strategic implications of sponsorships. Thus far, the research offers insights into four key issues;

Relatedness

Consumers better recall a sponsor's product when that product is related to the sponsor.

Target Market

Research has helped identify those consumers who are most apt to respond to

sponsorships. Lower income, older consumers indicate that they have more of a sponsors' product than do other consumers.

Attitude toward Sponsors

Consumers have better recall of a sponsor's product when they had a preference for that product prior to the sponsorship.

Managers' News of Sponsorships

Managers generally have positive opinions about the impact of sponsorships there is unprecedented growth in sponsorships in recent years.

7.1.7 Internet Event Marketing

Internet marketing, or online marketing, refers to advertising and marketing efforts that use the Web and e-mail to drive direct sales via e-commerce as well as sales leads from Web sites or emails. Internet marketing and online advertising efforts are typically used in conjunction with traditional types of advertising like radio, television, newspapers and magazines.

Internet marketing can also be broken down into more specialized areas such as Web marketing, email marketing and social media marketing:

- Web marketing includes e-commerce Web sites, affiliate marketing Web sites, promotional or informative Web sites, online advertising on search engines, and organic search engine results via search engine optimization (SEO)
- Email marketing involves both advertising and promotional marketing efforts via e-mail messages to current and prospective customers.
- Social media marketing involves both advertising and marketing (including viral marketing) efforts via social networking sites like Facebook, Twitter, YouTube and Digg.

7.1.8 Importance of Advertising

One of the most predominant and traditional event promotion techniques is advertising. While most think of advertising in print form, involving newspapers or magazines, it may come in many forms that we see every day. Advances in electronic and broadcast technologies provide a platform for advertising on television and radio, over the Internet through "banner" ads and other inserts, and even on the big screen in movie theaters. Marketers must be circumspect in selecting advertising media, because some

may be controversial. Billboards are considered an intrusion on the environment by many, as are promotional posters attached to power poles, lining community streets, or stuffed into mailboxes.

Even Internet advertising has come under severe scrutiny. Its greatest weakness may be what was initially proclaimed as its greatest strength: the ability to precisely track the number of viewers and those who were interested enough to buy the product. For many, this was cutting-edge technology and an exciting approach to marketing products and services. But, in many cases, Web surfers did not respond as predicted (they were more casual in their surfing habits than advertisers anticipated as they eagerly used the new electronic frontier). Even online companies themselves, which were expected to advertise their services on the Internet, have become much more selective in their advertising media selections. The result has been the failure of hundreds of dot-com enterprises whose advertisers could quickly and precisely conduct their own evaluations and research, enabling them to analyze the exact number of "hits" they were receiving or, even more critical to the equation, not receiving for their investment. The dollar volume of sales resulting directly from Internet advertising vis à vis the expenditures to advertise became an easy comparison to track.

Print advertising pervades our daily lives. As we have observed in the previous section, the images of event advertising come to us on the sides of buses, in our newspapers and magazines, on posters stapled to telephone poles, and on roadside signs, ranging from small neighborhood notices about a yard sale to huge billboards along our highways. Association membership directories are often financed through advertising, as are community news organs, school yearbooks, association meeting brochures, and even church and synagogue bulletins. Event marketers should analyze the audience of any publication in order to determine the potential effectiveness of that investment. The Institute of Food Technologists (IFT) realized substantial gains by creating new advertising opportunities for exhibitors and other supporters. Its program book was 400 pages long, which constituted a huge expense item in the budget. In a short period of time, IFT was able to recover the cost of the program book and generate a 40 percent profit through the sale of ads to exhibitors, sponsors, and supporting organizations. How do you decide on the right advertising instrument for your event needs? First, identify the audience you wish to attract. Then investigate the demographics reached by the advertising media you wish to consider. For example, marketing executives for larger events may consider broadcast media, which may reach a regional or even a national or international audience. More localized events will likely be promoted through community newspapers, local flyers or brochures, posters, and co-promotion with supporting groups and facilities.

Media sales representatives are equipped to demonstrate the demographics of their readers, listeners, and viewers. You should ask if the demographic data have been verified by an independent auditing firm. Ask when that audit was performed, and investigate the following criteria, among others of particular interest to you:

- Age
- Income range
- Trade or profession
- Gender
- Geographic location
- Race
- Marital status and family size

Psychographic Data

Event marketers should also analyze the psychographic profiles of their audience, namely, the values, attitudes, and lifestyles of the target market. An effective method for determining attitudes is through an attitude survey. This instrument will ask respondents to indicate preferences for a range of issues, from personal interests to educational needs to locations and timing of events. Attitude surveys may be conducted with quantitative or qualitative strategies or a combination of both. The purpose of the attitude survey is to gain an open and objective insight into the feelings of past, present, and potential attendees. You will want to construct the questions to address only those issues that are pertinent to your marketing efforts, inasmuch as the length of the survey will impact the number of responses (the longer the survey instrument, the fewer responses you may expect to receive).

A typical attitude survey will include questions such as the following:

- Have you attended our event in the past? Please check the years (list years).
- How many miles did you travel to attend?
- How would you rate the event? (Indicate Excellent,

Good, Fair, Poor, or a numerical scale for rating.)

- Are you a member of the association?
- Did you register in advance or on site?
- Do you feel the registration fee is commensurate with the value of the event?
- Did you attend as a single participant, or with spouse, friend, or family? If not with family, why not?
- Please list the five educational programs you felt were most valuable. (List sessions by name, with check boxes.)
- Are the spring dates convenient for you? If not, please indicate which month fits your schedule best.

Obviously, the questions are as open ended as your need to know for the particular event you are marketing. Bear in mind, however, that while many commercially oriented surveys are off putting too many, opinion and attitude surveys are more warmly received. People often enjoy having their opinions queried, and heard. You may not like the answers, but you can be assured they will guide a much more effective marketing campaign in the future.

Specialty Advertising

Creative marketers will find that advertising is not limited to magazines, newsletters, and brochures, but rather to virtually any item that will accept print. We all have seen coffee mugs, refrigerator magnets, calendars, and note pads with advertising messages that the user sees daily.

We even buy (often at inflated prices) shirts, caps, and other apparel bearing the logos and slogans of the manufacturer or a sports team. We pay for the privilege of becoming walking billboards! At your event itself, many opportunities exist for the marketing of the event and its sponsoring organization, creating not just a helpful item but also a memento of the event for the attendee to enjoy far beyond the final gavel. Tote bags may be imprinted with the name of the event and the sponsoring advertiser. This is an effective cross-promotion, which is often granted not just for an advertising fee but also to cover the cost of producing the bags themselves.

Directional and identification signs may carry the logo and name of the sign sponsor. Key rings, golf balls, alarm clocks, badge stickers, playing cards, and specially designed chocolate bars the vehicles of specialty advertising are limited only by the imagination. Many specialty advertising production companies exist with catalogs of pre-produced advertising products designed to be imprinted with your logo, organization name, and a short message or slogan. The per unit cost of these imprinted specialty items will decrease as the quantity of your order increases. Advertising approaches should be

tested in advance for effectiveness. Many professionals use a "split approach," mailing a limited amount of advertising pieces featuring different colors, design, and paper weight to two control groups and then evaluating the response. Focus groups are also an effective way to judge messages, design, and positive acceptance.

7.1.9 Tools of Promotion

A multifaceted approach to marketing, promotion could be defined as the stirring up of interest in the enterprise. The promotional campaign may include a wide range of marketing tools, or as few as one, depending on products and needs. Promotional techniques for event marketing may include advertising, public relations, cross-promotions (partnership marketing), street promotions, stunts, and public service "cause-related" events, among others.

We may find a promotional campaign for a national association convention or corporate meeting, for example, to include brochures, prepared speeches for chapter presidents and franchise leaders to deliver to home audiences, direct mailings, offers of prizes and vacation trips, and telemarketing efforts. On the other hand, a promotion for a local fundraiser may be limited to personal phone calls to potential benefactors and community leaders, enlisting their support for the event. The parade itself; it also included the posters, press releases, advertising, requests for press coverage, press kits, and advance publicists that called attention to the entire enterprise.

There are many tools to be considered for use in a promotional campaign, among them:

- Letters
- Flyers
- Brochures
- Mailing inserts
- Advertising
- Posters
- Speeches
- Postcards
- Street demonstrations
- Radio and television commercials in host venue
- Public service announcements
- E-mail, list serves, and e-commerce
- Tent cards at host facility

- Bus and subway signage
- Press kits

These and other types of promotions should be selected on the basis of how to define market or event. In addition, the amount budgeted to fund the effort will assist in making that decision. Because the full range of promotional tools can be enticing to marketing executives, it is essential to conduct market research to determine which of these tools will be most cost effective and generate the greatest return on investment.

7.2 LINK OF EVENT PLANNING

Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony, (link is external) team building activity, party, or convention. Event planning includes budgeting, establishing timelines, selecting and reserving the event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging for activities, selecting speakers and keynotes, arranging for equipment and facilities, managing risk, and developing contingency plans.

Event Planning consists of coordinating every detail of meetings and conventions, from the speakers and meeting location to arranging for printed materials and audio-visual equipment.

Event planning begins with determining the objective that the sponsoring organization wants to achieve. Planners choose speakers, entertainment, and content, and arrange the program to present the organization's information in the most effective way. Meeting planners are responsible for selecting meeting sites, prospective attendees and how to get them to the meeting.

7.2.1 Role of Public Relations

Unlike advertising, public relations is the promotional discipline of forming what the audience thinks or feels about the value of an enterprise and, even more important, about the organization as a whole. It is a broader, more time consuming approach to building continuing allegiance to cause and participation in the events. The goals of a public relations campaign may vary significantly, ranging from creating awareness of the event in its early stages of development, to continuing such awareness over a period of time, to offsetting negative publicity or controversies about the company or association that sponsors the event. Regardless, there are certain principles of public relations that will be employed. The first step should be to examine previous public relations efforts and their relative effectiveness in promoting greater participation or in mitigating challenges. Were the responses positive or negative? Attitude surveys, focus groups, and analysis of attendance trends are helpful in public relations.

Public relations has become much more of a sophisticated marketing tool than the old days, when press agents tried to grab the lapels of newspaper reporters and gain a few column inches of coverage. Today, public relations professionals consider virtually all communications outlets in order to disseminate the message.

Newspapers remain a staple outlet, as do radio and television broadcasters, magazines, newsletters, the Internet, and other online services. Related associations and corporations must also be considered as public relations resources, especially for their support of the event and their understanding of its purpose and their potential roles and mutual benefits. One of the greatest rewards of a positive public relations campaign is the discovery of partner marketers who will support the efforts in return for support of theirs. In other words, an effective press release, personal approach, or media kit may result in editorial coverage in a newspaper.

7.2.2 Press Materials

There are a number of tools available for the public relations effort: Press releases, press kits, media alerts ("requests for coverage"), organizational and event "fact sheets," specialty advertising items, flyers (also called "single sheets"), photos, and brochures.

Every press release should be designed according to the following format and with all the information outlined and in this order:

- Organizational letterhead or news release form.
- Name, address, phone number, fax number, and e-mail address.
- Flush left: A date for release to the public, or
- The boldfaced phrase "for immediate release"
- Flush right: (For More Information: name of contact person and phone number).
- Short headline in bold capital letters.
- Leading the first paragraph, begin with release date and location of release. The first paragraph should clearly de- fine the five W's of the event, with additional background and information in subsequent paragraphs.
- Information should be double-spaced and printed on one side only.
- If the release is more than one page, signify by writing more at the bottom of the page. Begin the next page with the page number and the identification of the event or organization and continue with each succeeding page.

A press kit is a more comprehensive tool used to relay as much information about an event and its purpose as possible, packaged in an attractive folder or portfolio imprinted with the name of the sponsoring organization, the event, a logo, and other

pertinent information. Typically, press kits may contain:

- Press releases
- Photos
- Media alerts
- Requests for coverage
- Press conference announcements and invitations
- Speeches
- Background news stories
- Videotapes
- CDs or DVDs
- Organizational information
- Biographies
- Folders, brochures, postcards
- Advertising specialty items

Internal and External Event Public Relations

Smaller, individualized promotions such as advertising, remote broadcasts, stunts, and gift or prize give a ways are becoming an increasingly popular technique to be used for bringing attention to a more generalized product, service, or event.

Here is a more recent example. A local "oldies but goodies" radio station, WBIG, arranged with a major shopping center to have a Valentine's Day celebration in the mall to be broadcast live. The features would be a remote broadcast center, amplifiers, a stage, and a disc jockey to attract the crowd. The key draw was the hiring of a calligrapher who had designed several original Valentine's cards and who would be on stage to hand-letter special inscriptions for all of those wanting a special handcrafted Valentine's message to take home to loved ones.

The station promoted the event liberally over its airwaves and advertised in local papers. At the event, the music, the awarding of prizes through a roulette game relating to music, and the personalized work of the calligrapher drew huge crowds to the mall, which translated into additional listeners for, and awareness of, the station. Internal and external public relations are often a blend of seemingly unrelated disciplines and interests to create a common bond. In this case, the marketing directors of both the station and the mall were integral to coordinating the success of the event.

This example also illustrates the value of cross-promotion, in this case the radio station, the shopping mall, the stores in the mall, and the calligrapher herself. Additional traffic—additional sales.

7.2.3 Event Strategic Planning

Businesses can draw attention to themselves and introduce their products or services to large numbers of potential new customers by hosting or participating in special events. These can include grand openings, trade shows, street fairs, major sales and holiday events. In each case, strategic planning can help business leaders get the most publicity and value out of the event.

It is vital that the convention programme meets and the overall event objectives. Each event will of course vary within content, location, delegate makeup, duration, style etc. There is however a trend toward a more business focus in addition to a learning, participatory focus.

Seasonal Timing

One example of strategic event planning is the decision to hold a special event during a given season. Study accounting records to determine the months or seasons with traditionally high or low sales, and create events that correspond to these trends. *For example*, a retail business that sees its sales increase during the December holidays could hold a large sales event with live music and steep discounts in early November to extend its holiday business by another month. Likewise, a business that sees its sales slump in the summer could hold a Memorial Day or Independence Day barbecue with free food to entice customers to stop in during the slow summer months.

Market Targeting

Businesses get the most for their advertising dollars when they market to target demographics, which consist of the most likely customers in a general population. Strategic event planning can incorporate market targeting by including activities that appeal to certain types of customers.

For example, a business that sells luxury cars might see its target market as wealthy, older professionals. Such a business might strategically include jazz music at its events, while an auto dealer that sells entry-level vehicles to young buyers would employ the same strategy by hiring a pop singer who appeals to a younger audience for its event booth or dealership grand opening.

Event Themes

An event with a distinct theme is easier for customers to understand and remember to attend. Event themes can play into seasonal timing or demographic targeting, or they can simply help an event stand out from those at competing businesses. For example, a computer retailer that offers a sales event in the spring could use the nearby tax due date to create a theme, suggesting that customers use their tax refunds to buy new computers and giving away vouchers for free tax preparation software for the next year.

An event manager is generally supported by a team which grows exponentially as the event draws near. A planning team of 12 that works together for a year can explode into a team of 500 for the short period of the event. This phenomenon has been termed the 'pulsing organization,' the term to describe organisations that expand and contract in size.

Backward Planning

Strategic event planning takes time and effort, which means part of the strategy, should be to organize the event efficiently and within a budget. One way to strategically lay out an event involves backward planning. Begin with the event date, and gradually work backward to produce a timeline. The first items on the plan include last-minute deliveries and advertising, while the last items on the list represent steps in the near future.

Management of Human Resources and Time Challenges of Teamwork

Human resource management for events is the first text to cover management of human resources in the event environment.

Various types of event in which human resource management is keys, such as:

- *Business Events*: A vast sector including events people who manage conferences, exhibitions, incentive trips and individual business travel.
- *Sporting Events*: This sector includes sporting events ranging from the Olympic Games, Rugby World Cup, Soccer World Cup, Tour de France, Grand Prix to many smaller, local sporting events.
- *Arts and Entertainment*: The logistics, risk and financial issues facing entertainment events are leading to the development of more sophisticated operational skills for this sector. Music festivals are increasingly popular.
- *Public Events*: Civic ceremonies, parades, celebrations, festivals and protests all fall within the scope of public events. Planning, approval and risk management are increasingly on the agenda for all levels of government.

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The particular challenges provided by such events are varied. The size of the workforce explodes at the time of the event to include the event management team, many paid staff, hundreds of volunteers and multiple contractors, such as food vendors and cleaning teams. Everyone working on the site comes into the scope of the event workforce. Little time is available for training and motivation plays a key role in retention and customer service. Decision making occurs on the run and the event is over before anyone can think about **performance appraisal**. The environment is further characterised by a fast pace, high stress levels and many workers are fatigued by the bump in period before the event audience pours through the gates to add yet another level of pressure. These features of the human resources environment are quite different to those of the traditional workforce.

Human resource management for events is vital reading for both students and practitioners involved in this crucially important aspect of event management.

7.2.3 Developing and Implementing the Design for Event

When organizing an event, you are confronted by many decisions. However, choosing a venue is the one decision that will have the largest impact on your event. Critical planning information, such as the date for the event, is dependent on the venue you select. Understandably, making this choice can be a bit intimidating as it can be hard to know what to look for when selecting a venue.

The first step is selecting venue -this decision will shape all of the decisions that follow:

- *Creating event's logo*: We have created a unified system for logos, so they all retain the same look and feel.
- *Selecting a venue*: We want to select a venue that matches the audience building event for implementing. Invite a group of work colleagues? Or a larger, public audience?
- *Creating the program*: The stage programs develop is the heart of event.

Keyword

A **performance appraisal** is a regular review of an employee's job performance and overall contribution to a company.

- *Inviting guests*: Curating attendees is just as important as Curating event's on-stage content: guests have the power to carry "ideas worth spreading" out into the world.

- *Playing Talks*: All events must include pre-recorded talks.

- *Playing Talks with subtitles*: If attendees speak a non-English language, we may want to play events pre-recorded talks videos with subtitles.

- *Inviting + preparing speakers*: Having live speakers at event is not required, but they add powerful, unforgettable, unique moments to event.

- *Great presentation design*: Encourage speakers to follow these tips so the powerful ideas behind their presentations sing.

- *Managing multimedia*: Getting the technical details of event set in advance will save time, give speakers confidence in their presentations -- and make sure everyone can give a fantastic talk.

- *Recording talks*: If event will feature live talks, must capture them on video.

- *Great stage design*: Great stage design is critical to how live talks turn out, both for live audience and for those who view videos on the web.

- *The job of the onstage host*: The onstage host emcee is responsible for introducing all of original content, keeping program on schedule and representing the vision for event.

- *Greening event*: Follow these suggestions to keep the environmental impact of event as low as possible.

This approach involves identifying a single group and designing an event to meet their needs. All promotional activities will be aimed at attracting people from this group.

For example, some festivals primarily target young people and their pricing structure and programming reflect this. The Vans Warped Tour offers 'distractions' for young people (11 years of age upward) such as a surf film festival, BMX biking, skate boarding and extreme music. Other examples include business events such as exhibitions and conferences that target specific groups (e.g. Medical Specialist conferences), special interest events such as woodworking fairs.

7.2.4 Contractors

An event contractors (also known as a meeting and/or convention planner) is someone who coordinates all aspects of professional meetings and events. They often choose meeting locations, arrange transportation, and coordinate other details.

An event planner will typically do the following:

■ Meet with clients to understand the purpose of the meeting or event

■ Plan the scope of the event, including time, location, program, and cost

■ Solicit bids from places and service providers (for example, florists or photographers)

■ Work with the client to choose where to hold the event and whom to contract for services

■ Inspect places to ensure they meet the client's requirements

■ Coordinate event services such as rooms, transportation, and food service

■ Confer with on-site staff to coordinate details

■ Monitor event activities to ensure the client and event attendees are satisfied

■ Review event bills and approve payment

Whether it is a wedding, educational conference, or business convention, meetings and events bring people together for a common purpose. Meeting, convention, and event planners work to ensure that this purpose is achieved seamlessly. They coordinate every detail of events, from beginning to end. Before a meeting, for example, planners will meet with clients to estimate attendance and determine the meeting's purpose. During the meeting, they handle meeting logistics such as registering guests and setting up audio/visual equipment for speakers. After the meeting, they survey attendees to find out what topics interested them the most.

Event planners also search for potential meeting sites, such as hotels and convention centres. They consider the lodging and services that the facility can provide, how easy it will be for people to get there, and the attractions that the surrounding area has to offer. More recently, planners also consider whether an online meeting can achieve the same objectives as a face-to-face meeting.

Once a location is selected, planners arrange meeting space and support services. For example, they negotiate contracts with suppliers to provide meals for attendees and coordinate plans with on-site staff. They organize speakers, entertainment, and activities. They also oversee the finances of meetings and conventions. On the day of the event, planners may register attendees, coordinate transportation, and make sure meeting rooms are set up properly.

It is important to note that the event manager typically works with a number of contractors.

These could include any or all of the following:

■ Venue managers

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- Stage managers
- Lighting, audio and video companies
- Decorators and florists
- Entertainers
- Employment agencies
- Rental companies
- Public relations and marketing consultants
- Security companies
- Catering companies
- Cleaning companies
- Ticketing operations
- Printers.

For most events, the manager is also required to liaise with government agencies at a range of levels, from local government through to federal government. Local officials deal with event planning and approval; state governments provide approvals for traffic and policing; and the federal government gives advice on protocol for international dignitaries.
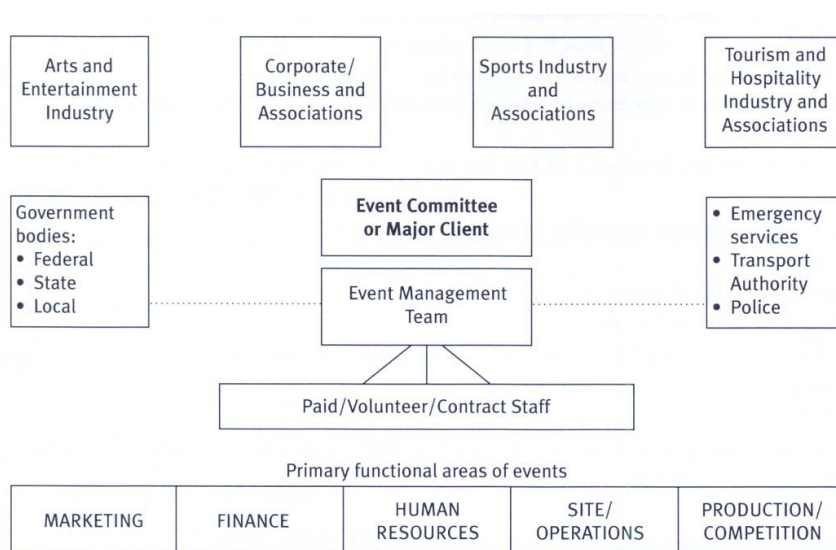
Figure 1. The various relationships that exist within the event business, although this is very hard to characterise due to the diversity of events and the functional responsibilities required staging them.

Catering Coordinator

Ensure that all caterers have been licensed by their local authority and that they will be sensibly positioned such as away from children's activity areas and near to water supplies etc. Provide a list of all food providers to the environmental health service. Adequate space should be left between catering facilities to prevent any risk of fire spread. Obtain evidence that caterers' are registered, with the Local authority where the vehicle or stall is kept. May wish to obtain a list of their menu and charges to ensure their prices are reasonable

7.2.5 Event Technology

The scope of technology used for events is diverse, ranging from generic project management software to specialised logistics systems. Security systems are becoming increasingly complex and even banquet chefs employ computerised cooking and refrigeration processes.

The main technology solutions used by the industry include:

- Project planning software (Gantt charts and PERT charts used for critical path analysis)
- Venue booking systems (for leasing and contracting venues and services)
- Audience reservation and registration systems (used for concert ticketing, conference bookings, races and competitions)
- Identification and accreditation systems (to capture data about individuals attending exhibitions or race officials working in the field of play)
- Employee records and police checks
- Security systems (for managing assets, checking inventory, monitoring crowd movements)
- CAD systems (for designing stages, stands and venues)
- Timing and scoring systems
- Broadcasting systems (for example, big screen replays, closed circuit for judging)
- Communications systems (for example, radio)

Given the wide range of applications used at a major event, a sophisticated IT team is needed for installation of computer networks, customisation of software and integration of the tasks performed by the software packages.

Technical Services provides equipment and services across the campus. Extensive inventory includes sound systems from a mic and podium to a concert PA. Audio-visual equipment includes digital portable projectors to good old fashioned slide

projectors. We even have portable power distribution systems available in many West Campus locations and can arrange for large power portable systems when necessary. Professional staff can deliver, set-up, and operate the equipment for event.

Ethical Issues

As with all modern professions, the presence of a code of ethics can enhance the reputations of those involved, and can assist the customer to feel confident in their choice of event manager, supplier or contractor. Ethical issues for the event business that may emerge include gifts or kickbacks associated with commission procedures, bookings at venues and subcontracting. Other issues of concern include confidentiality of information, including client databases and information about celebrities, overbooking and overpricing.

The International special events society (ISES) has the following 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 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 credit to the profession.

- Maintain adequate and appropriate insurance coverage for all business activities.

- Maintain industry standard of safety and sanitation.

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

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

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

- Subscribe to the ISES Principles of Professional Conduct and Ethics, and abide by ISES By-laws and Policies.

7.2.6 Conducting and Analysing

Context analysis is a method to analyse the environment in which an event operates. Environmental scanning mainly focuses on the macro environment of an event. But context analysis considers the entire environment of an event, its internal and external environment. This is an important aspect of event planning. One kind of context analysis, called SWOT analysis, allows the event to gain an insight into their strengths and weaknesses and also the opportunities and threats posed by the market within which they operate. The main goal of a context analysis, SWOT or otherwise, is to analyse the environment in order to develop a strategic plan of action for the event.

Site Selection and Design

Selecting the right venue and site for the event will involve achieving a balance between the aesthetic and operational needs of the event. Choosing an existing venue with adequate staging and facilities may simplify the organisation and logistics of the event. However, choosing an unusual venue and providing staging and facilities may be more costly and demanding but can contribute to the overall uniqueness, atmosphere and success of the event.

The basic steps in developing a site plan are:

- Deciding on the site requirements of the event
- Identifying possible sites or venues and comparing them with the event site requirements
- Selecting the site or venue that best matches the event requirements
- Obtaining or preparing a site plan to scale
- Deciding on placement of event activities and facilities
- Refining the site plan based upon the needs of event stakeholders
- Using the site plan as a key planning and communication tool.

Keyword

Context analysis is a method to analyze **the environment in which a business operates.**

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Site (or venue) plans or maps are necessary for any event. They serve as a tool to help calculate the capacity and maximise the effectiveness of the site/venue in the planning stages. They also act as a communication tool between everyone involved during build-up and the live event.

How to stage an event?

- Decide on the program of performers, speakers etc. that want to use
- Arrange the items in program for maximum contrast and effect
- Consider the stage decorations that want to use to dress the stage for event. These may include banners, sets, props etc.
- Decide whether the event is large enough to need the services of a stage manager. If so, consult with them on the following steps, or have the stage manager implement them under direction
- Consider the individual staging needs of each of the acts. A band will usually be able to provide a specifications sheet, detailing their stage set-up, and sound and/or lighting requirements. Dancers may need a certain amount of clear space and a particular surface to dance on, as well as a tape deck or provision of live music. Compere or speaker may require a speaker's stand with a microphone, or a lapel microphone
- Draw up a stage plan that accommodates the needs of all acts. It may be necessary to 'strike' or clear the stage between acts, but be aware that a band can take some time to set up and to move. The flow of props and equipment on stage may affect the order of the program
- From the stage plan will know the size stage required. If we are using a venue with an existing stage compare this with requirements. If it is not large enough, consider extending it or amending the stage plan. If the venue has no stage, proceed to obtain quotes from hire companies. From the stage plan and specifications, we can now obtain quotes also for sound and lighting. Make sure the needs of all the performers are thoroughly covered and clarified if there is any doubt
- If any additional equipment is required, obtain quotes from specialist suppliers. This may include audio-visual equipment such as computers, data projectors, video projectors, slide projectors and projection screens, or special effects such as pyrotechnics or lasers. Back up equipment such as a generator may also be required.

7.2.7 Determining the Production Schedule

There are some steps to find the production schedule:

Steps involved in producing an event are:

- *Step 1*: Do event analysis.
- *Step 2*: Prepare an event plan.
- *Step 3*: Exhaustively test market event plan
- Discuss event plan with other people to know their opinions and suggestions.
- *Step 4*: Get organizers, sponsors, partners and clients for event.
- *Step 5*: Prepare an event calendar.

An event calendar 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.

Steps involved in preparing an event calendar are:

- *Step 1*: Create a list of pre-event, at-event and post event activities.
- *Step 2*: Set deadlines for each event activity.
- *Step 3*: Assign event activities to individual team members.

7.2.8 Anticipating and Resolving Operational Conflicts

It is almost inevitable that conflicts will arise at some time during an event producer's career. Although theory abounds on conflict resolution, it does not always work during a real-life event setup or execution due to the necessity for an urgent solution. It must start with a recommendation to event producers to "pick their battles."

The conflicts that arise while the production team is onsite usually involve two or more team members (one could be the producer), a team member and a non-team member (e.g. typically venue staff), or a team member and the client. Let us see how this may happen by considering some of these priorities.

- *Maintaining organization and personal reputation*: Perhaps the producer and the producer's organization have a reputation for fair dealing, or for being hard-nosed, or for being ethical all else. How the producer wants to be seen in the industry may very well affect the conflict resolution outcome and deliberations.
- *Preserving the integrity of the event*: Perhaps the producer is so committed to the contract and to the vision of the event, that he/she will do anything to preserve it and to make it happen regardless of the effect that decision may

have on relationships or reputation.

■ *Preserving relationships*: Regardless of the outcome of the event and the reputation of the producer's organization, conflict resolution decisions may be influenced by a producer who values relationships over other options.

For example, if there is a conflict between the producer and a Catering Manager in a venue, the producer may opt to agree with the Catering Manager because the preservation of that relationship is worth more than keeping a client or team member happy. Perhaps the Catering Manager sends the producer's organization $75,000 worth of business every year and the client for the present event is one-time only and difficult to deal with. It would not be hard for most producers to opt for a decision that favours preserving the relationship with the venue over satisfying the client. Ethically wrong? Maybe, depending on the circumstances. Smart business? Definitely. A little humble pie eaten with business survival in mind is not necessarily bad – or stupid.

Most producers will, without knowing it, have a priority list similar to the one, at the back of their minds during any event setup and execution, and will react in a manner that reflects that list in a conflict situation.

7.3 EVENT ANALYSIS AND STRATEGIC PLANNING

Strategic event planning is about data and analytics. It's about creating goals that will tell you if your event served the purpose it was meant to serve or if it flopped. You need to understand the data you can gather at your events and whether or not you're tracking what you need to track.

DID YOU KNOW ❓

In the 21st century, communications objectives focus on more customized messages, targeting customer groups or individuals to create high responses and greater brand interaction.

360° Review and Analysis

When it comes to measuring success and determining next steps for an event, it is easy to get caught up in small details and lose sight of the larger picture.

Organizations have told us they struggle with finding the time and resources to do a comprehensive review of event results. Your organization may be missing important data points and insight to determine if there are significant trends, risks and opportunities that can positively and negatively impact your event. Without good analysis, leadership can't make confident decisions and event teams end up implementing the same strategies year after year with disappointing results.

Even if your organization conducts event reviews, the analysis usually covers only one year of data and could be biased. Analyzing multiple years of event data can uncover issues and opportunities that may otherwise be missed. EAG can help organizations to break out of the status quo mode with an unbiased and thorough review & analysis.

Our process includes:

■   EAG begins by collaborating with clients to identify "SMART" event goals that are:
  -   Specific
  -   Measurable
  -   Attainable
  -   Relevant
  -   Time Bound

- We discover the challenges and issues facing your organization and event team, including internal (staff capabilities, available resources, etc.) and external (market trends, industry consolidation, etc.). We also want to understand the organization's culture and decision-making process, so our recommendations are aligned with your organization's goals, vision and change management capabilities.

- EAG works with leadership to understand the goals and financial targets needed and the organization's comfort level for investing in event growth.

- Once goals and challenges are determined, our team completes a comprehensive and unbiased review of the event(s), examining up to three years of historical data (both empirical and statistical), available market, competitive information, marketing and lead generation samples and other data provided.

- We interview key stakeholders to ensure our analysis is on point and recommendations satisfy the event department and organization's goals and vision. Where possible, we attend to observe the event first-hand and interview attendees and exhibitors.

- Once our review and analysis is complete, we develop a findings report that helps to shape our recommendations to improve event performance. We then develop the recommendations, or the 'art of the possible' for your event.

- The final *360° Review & Analysis* **package includes the findings, recommended strategies and ideas, financial projections, industry benchmarks and best practices to measure success, and a timeline prioritizing initiatives.**

Our process is completed in approximately 90 to 120 days, providing valuable insight and strategies so leadership can make informed decisions and the event team can begin implementing new ideas and initiatives that can start to improve performance immediately and set the stage for long-term success.

7.3.1 Event Planning

It's one thing to have insight and data to make informed decisions about your event. But, how does your event team know which new strategies to implement, the right messaging that will resonate with new target attendees and exhibitors, how to identify and implement the best technology, and other actions necessary to achieve desired results?

Business and strategic planning is important for any business. Without a clear plan, organizations may as well just throw a dart on a dart board to determine what to implement and goals to achieve.

Business Operating Plan (BOP): A detailed plan that provides the road map for your event team to successfully implement the next event. Each plan is customized based on the organization's requirements and objectives. Ideally, the BOP should be done at least 30 days before the event has concluded, providing ample time for the team to implement new initiatives, programs and technology for the next event.

Clients will benefit by having:

- Financial targets based on reasonable goals and ones that align with the organization's objectives
- Strategies that can improve financial results, build brand value and industry thought leadership and maximize budget and resources
- Clear and detailed sales, marketing and operations plans that the event team can successfully execute on-time and within budget
- Event metrics and milestones to measure ongoing success
- Effective technologies and tools to successfully implement initiatives
- Clear staff responsibilities and schedule to help the event team effectively execute the plan

Strategic Planning & Facilitation: This plan provides a long-term vision of what your event could look like three to five years in the future. The plan includes new strategies, programs and ideas to reimagine, revitalize or increase results for your event based on the organization's objectives and goals. The plan also includes risks and competitive threats that could impede success.

EAG can also provide event experts to facilitate the strategic planning process with all stakeholders (leadership, staff, board members, vendors, etc.) to generate collaborative recommendations and strategic initiatives that move the needle forward. We typically conduct our 360° Review and Analysis before the meeting to gain a better understanding of the event, financial and attendance performance, stakeholder goals and other key areas and provide our initial findings and recommendations that can be used during the planning meeting for discussion.

Clients will benefit by having:

- A clear long-term vision and mission for the event
- Strong brand identity and positioning against competitors
- Realistic financial and attendance growth goals to keep the team motivated
- Investment and resources required to achieve financial targets and event objectives
- Strategies and ideas to grow revenues and attendance / exhibitor participation

each year and improve engagement and satisfaction for all participants

- New opportunities to expand in the market to attract new groups of attendees and exhibitors

- Technology platform needed to improve performance and overcome data and reporting challenges

- Event metrics, milestones and industry benchmarks to effectively measure on-going progress and ensure annual goals and objectives are met

- Opportunities to leverage the event/ to achieve organization enterprise objectives

Analysis and planning can help your organization to adapt for the future and be ready for transformational change. Organizations should incorporate analysis and planning year-round to adjust plans and continually look for areas of improvement.

7.3.2 Strategy Event

An event is any organised presentation or activity that is consciously planned and conducted to achieve specific goals or objectives. Thus a market to attract more customers to town is staging an event as is a festival to engender pride in a community.

The event organization has the creative skills to successfully design and manage all aspects of the strategic planning for organization's events. Production designers consider every detail from lighting to flower arrangements, floor plans to menus. Strategic planning is essential to any special event so that all guests' senses are catered to. What will guests see, hear, feel, taste, and smell? All of these elements are crucial to a successful event. Trust the event organization, with our years of industry experience, to create just the right atmosphere for corporate event.

Strategic event marketing planning is vital to important corporate events. Event design team will seamlessly blend images, buzz words, key players, and more into the theme that will come to symbolize event in the minds of target attendees. Whatever the size of event is sure not to underestimate the value of coordinated strategic event marketing planning– the success of event depends on it.

Event analysis provides analysis of alarm events and configuration, as well as enforcement actions of alarm configuration manager if used at the customer site. Alarm and event analysis (AEA) supports periodic generation and notification via e-mail of scheduled reports to assure visibility of the alarm system performance by key plant personnel. When the site needs to find out more information, AEA provides interactive access to analyses with the ability to select the way that information is viewed, such as for individual consoles, specific shifts, selected alarm types or priorities, etc. This supports identification of problem alarms requiring corrective action.

7.3.3 Significant Event Analysis (SEA)

Significant Events Analysis (SEA) is related to tool/technique. The SEA has long since been recognized as an established quality management technique. This technique has been used for some time across healthcare sectors, as a qualitative method for clinical audit. One of its great strengths is that it requires the sort of reflective practice, which is central to the requirements of care quality regulators as it promotes reflective learning which can be applied for the ongoing development of safe, high quality health care services, by managing healthcare risk, and enhancing patient safety.

The SEA technique can add value to a range of management activities for which analyzing events is a core activity such as:

■ Staff appraisal

■ Clinical governance

■ Policy and procedures development

■ Care quality compliance

There is a growing acceptance of the need for verifiable evidence of performance, especially with regard to care quality compliance.

The SEA is a team learning activity. Even in the best run practices from time to time something will happen that must not be allowed to happen again. To prevent reoccurrences the team needs a detailed understanding of:

■ What happened

■ How it came about

■ Who was involved

■ What if any remedial action is needed

It is important to stress at this point that significant events are not solely confined to remedying short falls. In fact, is it just as important to ask the same questions to analyze events that went well, and exceeded expectations. The objective of a SEA is to determine if the event was an everyday occurrence, or a rare event stimulated by unusual circumstances. In this way formal reflection on the event will ultimately result in safe, high quality patient care.

Using Significant Event Analysis (SEA) as a Quality Development Tool

As with all aspects of management the best results are achieved when the appropriate skills are in place and accountability has been allocated. As with all areas of care quality compliance these is a strong recommendation the a team member is allocated the role of lead for SEA and made responsible for ensuring the process is carried out

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effectively; and the results are used for quality development . The lead would then be ready to develop robust record keeping processes to demonstrate the process and the learning from reflective practice. They will need to be able to demonstrate how the leaning has been used and the results of amended practice, in line with the quality management spiral.

When conduction a significant event analysis determine:

- What actually happened?
- What was the impact?
- How could the event have been avoided?
- What could be done to stop /promote re-occurrences?
- Who will be responsible for implementation?
- What record keeping protocols have been followed?

When using this technique it is essential to remain solution focused and ensure discussion of negative events is forward looking, rather than backward looking and blame focused.

As with any management techniques its application must take account of the emotions its will stimulate. Regular users of the techniques are aware of the potential to raise tensions when asking an individual to explore their shortcoming in a practice team environment. Some people are wary of sharing these events, sometimes because they find it too personally upsetting. They experience strong emotions such as **vulnerability**, guilt or blame for what happened and are reticent about exposing their professionalism to immediate colleagues and other team members.

It is to be hoped that team colleagues will empathize with this emotional position. However it must be observed that there are some significant events that I most of us, would be wary of bringing to a group and will probably select what they bring on the basis due to not wanting to lay them self-open to criticism. However research reveals that a solution focused SEA can be a cathartic event, leading to the **empowerment** that arises from understanding what has happened and knowing how to prevent recurrences.

7.3.4 Seven Steps to Analyze a Significant Event

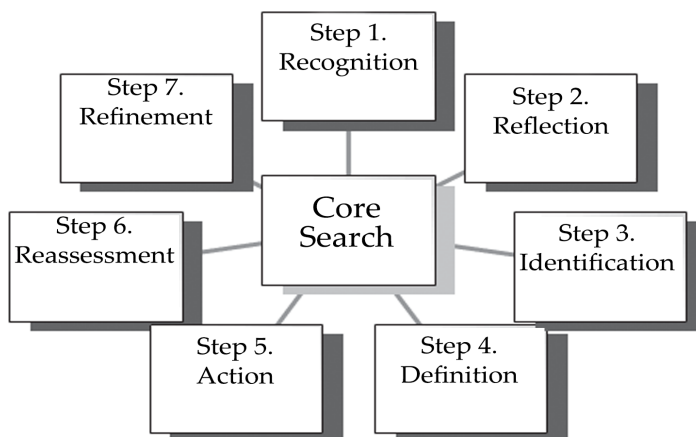The steps to analysis a significant event are given below:

Figure 2. Seven steps to analyzing a significant event.

Step One

Identify and record significant events for analysis and highlight these at a suitable forum e.g. dedicated SEA or team meetings. Enable staff to routinely record significant events using a log book or a special pro-forma.

Step Two

Collect and collate as much factual information as possible for an event including written and electronic records, and the thoughts and opinions of those directly and indirectly involved in the event. This may include patients or relatives or health care professionals based outside the practice.

Step Three

Convene a meeting to discuss and analyze the events with all relevant members of the team. The meeting should be conducted in an open, fair, honest and non-threatening atmosphere. A note of the meeting should be taken and circulated.

However, for some practices, the dynamic in this forum may not be conducive to analyzing significant events, and it may be more productive to hold dedicated meetings. The person chooses to facilitate a significant event meeting or to take responsibility for an event analysis again depends on practice dynamics and staff confidence. One suggestion is for the individual with the greatest knowledge of the event to assume this role if they are happy to do this. This may be straight forward for many experienced medical staff, but daunting for other members of the practice. The practice manager could facilitate the process initially, especially for administrative events, and then support and encourage other staff to take charge of future analyses. It may also be an idea for some purely clinical significant events to be discussed amongst the clinical staff only as these may not be of direct interest to the rest of the practice team.

Step Four

Undertake a structured analysis of the significant event. The focus of the meeting should be on establishing exactly what happened and why it happened, with the main emphasis being on learning from the event and changing behaviors, practices, or systems, where appropriate. If this is the case, the purpose of the analysis is to minimize or prevent the chances of the event recurring.

One method which is suggested for analyzing a significant event in a structured manner is by answering in-depth the following four questions:

What happened?

Gather all the facts relating to the significant event (including relevant dates, times, and people or organizations involved) from those directly and indirectly involved, so we can establish a clear and full picture of what happened. It is important to also consider what the impact or potential impact was for the patient, the team and/or others. You should gather as much of this information as possible before the event is discussed at the meeting. But time and staff availability are factors here, and

REMEMBER

Meetings should be held routinely, perhaps as part of monthly team meetings, when all events of interest can be highlighted, discussed, and analyzed with all relevant people present and with the opportunity for others to offer their thoughts and suggestions.

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it is not always immediately clear why an event happened, so we may need to tease this out at the meeting.

Why did it happen?

At the meeting, establish all of the main and underlying reasons why the event occurred. Consider, for instance, the professionalism of the team, the lack of a practice system or a failing in an existing system, lack of knowledge or the complexity associated with the event.

What have you learnt?

Highlight any learning issues and the practice experience. We should be able to demonstrate that reflection and learning have taken place on an individual or team basis.

For example, it may be related to a training need or to personal learning issues concerned with therapeutics, disease management, or administrative procedures. It could also reflect a learning experience (good or bad) in dealing with patients, colleagues, or other organizations.

What have you changed?

With many significant events, we will need to make a change to improve the provision of care or minimize the risk that a similar event will occur, or both. Consider, for instance, if an existing protocol needs to be updated or a new one developed, or if members of staff require additional training. If so, we need to ensure that affirmative action is to be taken rather than simply discussing what changes we would like to see implemented or documenting a wish list of actions that have no real prospect of being carried out. A member of staff should be designated to lead on the change and report back on progress at future meetings. On some occasions it may not be possible to implement change.

the likelihood of the event happening again may be very small, or change may be out of control. If so, clearly document why we have not taken action.

Step Five

Monitor progress of all actions that are agreed and implemented by the team.

For example, if the head receptionist agrees to design and introduce a new protocol for taking telephone messages then progress on this new practice development should be reported back as an agenda item at a future meeting.

Step Six

Write-up the event analysis once changes has been agreed and implemented. This provides documentary evidence that the event has been dealt with. It is good practice to attach any additional evidence (e.g. a copy of a letter or an amended protocol) to the report. The report should be written-up by the individual who has the greatest knowledge of the event or who led on the event analysis.

We suggest the following report template based on the aforementioned approach for a structured event analysis:

- Date of event
- Date of meeting
- Lead investigator

It is good practice to keep the report anonymous so that individuals and other organizations cannot be identified.

Step Seven

Seek educational feedback on the standard of the event analysis undertaken once it has been written-up. This is because research has repeatedly shown that around one third of event analyses are considered to be unsatisfactory, mainly because the team has failed to fully understand why the event happened or failed to take necessary or appropriate action to prevent recurrence. By sharing the event analysis with others such as a GP Appraiser, a GP Trainers' Group, a Practice Managers' Forum, or a Clinical Governance Lead this provides an opportunity for them to comment on event analysis and also learn from what we done. Alternatively or other colleagues may wish to apply a structured SEA peer review and feedback instrument as a way of reflecting on the 'quality' of written event analysis.

7.3.4 Market Research for Event Analysis

Before organizing an event, find out whether there is a market (i.e. audience) for

intended event or not. *For example*, we want to organize a fashion show in Oman. If people there have little or no interest in fashion shows, then it is not a good idea to organize such event there. The event will fail for sure.

Market Analysis

Market analysis means finding information about target audience. Find out who are target audience i.e. their age group, sex, qualification, profession, knowledge level, income, status, likings, disliking, personality, customs, traditions, religion, lifestyle etc. Knowing target audience's customs, traditions and religion is very important so that we do not hurt their customs and religion unknowingly through our event.

In this way we can cut down advertising and marketing cost tremendously. Find out what are the desires and expectations of target audience from intended event. Find out when (i.e. date and time) and where (i.e. venue) they want the intended event to take place .For this we will have to do survey. All this information will help in developing a better event plan.

One of first tasks is to determine the market limits or trading area of business. These limits will vary depending upon the type of event planning service offer.

To conduct a market analysis, need to ask and answer the following questions:

■   Is the population base large enough to support event planning service?
■   Does the community have a stable economic base that will provide a healthy environment for business?
■   Are the area's demographic characteristics compatible with the market wish to serve?

Many chambers of commerce have offices that track their area's economic development. These offices are usually called either office of economic development or economic development council. Find an office in area, and look for the above information. In addition, look at reports and studies conducted by trade associations.

If we will be planning corporate events, we also need to know the number of corporations in service area that hold regular conventions and meetings, the size of these companies, their budgets for these events, and if they are using outside services. As we conduct market research, memberships in industry-related associations can be well worth the investment. Associations usually offer networking opportunities and a wealth of industry-specific information, such as market statistics, member lists, books, and reference materials. They may also offer discounts on purchases from certain suppliers. There are several associations specific to the event planning industry, including the international special events society and meeting professionals international.

Dimensions of a market analysis are as follows:

- Market size (current and future)
- Market growth rate
- Market profitability
- Industry cost structure
- Distribution channels
- Market trends
- Key success factors

Market Size

The size of the market can be evaluated based on present sales and on potential sales if the use of the product were expanded.

The following are some information sources for determining market size:

- Government data
- Trade associations
- Financial data from major players
- Customer surveys

Market Growth Rate

A simple means of forecasting the market growth rate is to extrapolate historical data into the future. While this method may provide a first-order estimate, it does not predict important turning points. A better method is to study growth drivers such as demographic information and sales growth in complementary products. Such drivers serve as leading indicators that are more accurate than simply extrapolating historical data. Important inflection points in the market growth rate sometimes can be predicted by constructing a product diffusion curve. The shape of the curve can be estimated by studying the characteristics of the adoption rate of a similar product in the past. Ultimately, the maturity and decline stages of the product life cycle will be reached. Some leading indicators of the decline phase include price pressure caused by competition, a decrease in brand loyalty, and the emergence of substitute products, market saturation, and the lack of growth drivers.

Market Profitability

While different firms in a market will have different levels of profitability, the average

profit potential for a market can be used as a guideline for knowing how difficult it is to make money in the market.

Industry Cost Structure

The cost structure is important for identifying key factors for success. The cost structure also is helpful for formulating strategies to develop a competitive advantage.

For example, in some environments the experience curve effect can be used to develop a cost advantage over competitors.

Distribution Channels

The following aspects of the distribution system are useful in a market analysis:

- Existing distribution channels can be described by how direct they are to the customer.
- Trends and emerging channels new channels can offer the opportunity to develop a competitive advantage.
- Channel power structure for example, in the case of a product having little brand equity, retailers have negotiating power over manufacturers and can capture more margins.

Market Trends

Changes in the market are important because they often are the source of new opportunities and threats. The relevant trends are industry-dependent, but some examples include changes in price sensitivity, demand for variety, and level of emphasis on service and support. Regional trends also may be relevant.

Key Success Factors

The key success factors are those elements that are necessary in order for the firm to achieve its marketing objectives.

A few examples of such factors include:

- Access to essential unique resources
- Ability to achieve economies of scale
- Access to distribution channels
- Technological progress

It is important to consider that key success factors may change over time, especially as the product progresses through its life cycle.

7.3.5 Competitors' Analysis

It means finding information about competitors. Find out who are competitors .i.e. their age, sex, qualifications, knowledge level, experience in organizing events, turnover, market value, PR (media and corporate contacts) and market share. Find out how they promote and execute their events. What they do in there events? Why people come to their events? For this we will have to attend each and every event organized by competitors and then create an event report.

The event report will contain things like:

- Seating and light arrangements
- Promotional materials used
- Blueprint of the whole venue
- Program and food menu
- Contact details of sponsors, partners, clients (for whom the event is organized)
- Service providers like DJs, anchors, makeup artist, performers, photographers, videographers, decorator, florist etc.

For competitors' analysis also find:

- Who are your competitors?
- Where they live?
- What are their employee base (i.e. number of employees)
- Client base (i.e. number of clients)
- Market value (i.e. what is their reputation in the market)
- Market share (i.e. how much business they have occupied)
- Turnover (i.e. annual sales)?
- How many events they organize in a year?
- Why people attend their events?
- What is so special about their events?
- How do they get clients and sponsors for their events?

All this will help in developing a better business plan for event management company.

7.3.6 SWOT Analysis in Event Planning

Situation analysis in which internal strengths and weaknesses of an organization, and external opportunities and threats faced by it are closely examined to chart a strategy. SWOT stands for strengths, weaknesses, opportunities, and threats.

Figure 3. SWOT analyses.

Products/Services Research

If we are organizing a corporate event then it is necessary for us as an event manager to do research of the products/ services promoted and sold by corporate client.

Find out how the company promotes its products:

- How the company wants to build/enhance the image associated with its product (also known as the brand image)?
- What is the market value and market share of the company and its products?
- Who are the customers of the product?
- What are the features of the product?
- What are the advantages and disadvantages of the product in comparison to competitors' products?

All this research will later help in making an effecting promotional campaign for corporate event.

SWOT Analysis

In SWOT Analysis:

- **'S'** stands for Strengths
- **'W'** stands for Weaknesses
- **'O'** stands for Opportunities
- **'T'** stands for Threats

It is a strategic planning tool which is used to identify and analyze the strengths, weaknesses, opportunities and threats involved in project. SWOT analysis can also be done on organization.

Strengths

These are the attributes of project/organization which are helpful in achieving project's objectives. *For example*, experienced event team, high motivation level, excellent PR, good market share etc.

Weaknesses

These are those attributes of project/organization which are harmful in achieving project's objectives. *For example*, social loafing, lack of funds, inexperienced event team, low energy level, lack of media and corporate contacts etc.

Opportunities

These are those external factors which are helpful in achieving the project's objectives.

For example, little competition, favorable economic conditions, support from the local authorities, availability of the state of the art infrastructure etc.

Threats

These are those external factors which are harmful in achieving the project's objectives.

For example, high competitions, little or no support from local authorities, bad weather, poor infrastructure, high lab our rate, unavailability of raw material etc. It is very important that we conduct SWOT analysis before developing an event plan to develop a strategy which maximizes the potential of strengths and opportunities of project and at the same time, minimizes the impact of the weaknesses and threats.

Analysis Report

After conducting market, competitors, product/service research and SWOT analysis, create a report which contain details of all the research work done by us. Documentation of research work is important, later for event evaluation. Analysis report will also help in getting sponsorship for event.

7.4 PROJECT PLANNING AND DEVELOPMENT

Project planning involves a series of steps that determine how to achieve a particular community or organizational goal or set of related goals. This goal can be identified in a community plan or a strategic plan. Project plans can also be based on community goals or action strategies developed through community meetings and gatherings, tribal council or board meetings, or other planning processes. The planning process occurs before we write application and submit it for funding.
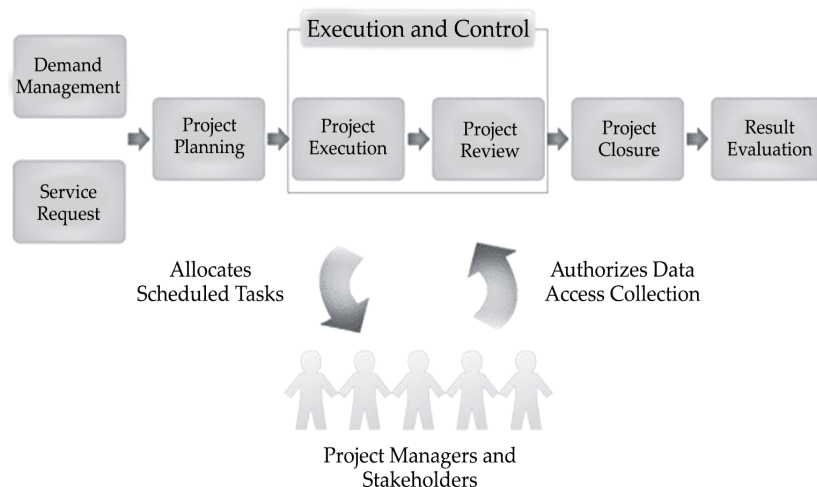
Figure 4. Schematic of project planning.

Project Planning

- Identifies specific community problems that stand in the way of meeting community goals.
- Creates a work plan for addressing those problems and attaining the goals.
- Describes measurable beneficial impacts to the community that result from the project's implementation
- Determines the level of resources or funding necessary to implement the project.

7.4.1 Importance of Project Planning

The success and sustainability of a project is very closely tied to its planning process. Projects often fail due to poor planning, many times because they do not define the problems well or take important factors into consideration such as the needs and views of everyone involved in and affected by the project. Effective planning provides detail and structure to project work plans and establishes a way to continue the project after the grant funding ends, meaning it is sustainable.

Project planning helps us to:

- Think ahead and prepare for the future
- Clarify goals and develop a vision
- Identify issues that will need to be addressed
- Choose between options
- Consider whether a project is possible
- Make the best use of resources
- Motivate staff and the community
- Assign resources and responsibilities
- Achieve the best results

7.4.2 Development of Project Plan

One of the critical factors for project success is having a well-developed project plan. It is provides a 10-step approach to creating the project plan, not only showing how it provides a roadmap for project managers to follow, but also exploring why it is the project manager's premier communications and control tool throughout the project.

Step 1: Explain the project plan to key stakeholders and discuss its key components

One of the most misunderstood terms in project management, the project plan is a set of living documents that can be expected to change over the life of the project. Like a roadmap, it provides the direction for the project. And like the traveler, the project manager needs to set the course for the project, which in project management terms means creating the project plan. Just as a driver may encounter road construction or new routes to the final destination, the project manager may need to correct the project course as well.

The project plan is the major work product from the entire planning process, so it contains all the planning documents for the project.

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Typically many of the project's key stakeholders, that are those affected by both the project and the project's end result, do not fully understand the nature of the project plan. Since one of the most important and difficult aspects of project management is getting commitment and buying, the first step is to explain the planning process and the project plan to all key stakeholders. It is essential for them to understand the importance of this set of documents and to be familiar with its content, since they will be asked to review and approve the documents that pertain to them.

Components of the Project Plan Include:

1. *Baseline:* Baselines are sometimes called performance measures, because the performance of the entire project is measured against them. They are the project's three approved starting points and include the scope, schedule, and cost baselines. These provide the 'stakes in the ground.' That is, they are used to determine whether or not the project is on track, during the execution of the project.

2. *Baseline Management Plans:* These plans include documentation on how variances to the baselines will be handled throughout the project. Each project baseline will need to be reviewed and managed. A result of this process may include the need to do additional planning, with the possibility that the baseline(s) will change. Project management plans document what the project team will do when variances to the baselines occur, including what process will be followed, who will be notified, how the changes will be funded, etc.

3. Other work products from the planning process. These include a risk management plan, a quality plan, a procurement plan, a staffing plan, and a communications plan.

Step 2: Define roles and Responsibilities

Not all key stakeholders will review all documents, so it is necessary to determine who on the project needs to approve which parts of the plan.

Some of the key players are:

- *Project Sponsor*: Who owns and funds the entire project. Sponsors need to review and approve all aspects of the plan.

- *Designated Business Experts*: Who will define their requirements for the end product? They need to help develop the scope baseline and approve the documents relating to scope. They will be quite interested in the timeline as well.

- *Project Manager*: Who creates, executes, and controls the project plan. Since

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project managers build the plan, they do not need to approve it.

- *Project Team:* Who build the end product? The team needs to participate in the development of many aspects of the plan, such as identifying risks, quality, and design issues, but the team does not usually approve it.

- *End Users*: Who use the end product? They too, need to participate in the development of the plan, and review the plan, but rarely do they actually need to sign off.

- *Others*: Such as auditors, quality and risk analysts, procurement specialists, and so on may also participate on the project. They may need to approve the parts that pertain to them, such as the quality or Procurement plan.

Step 3: Hold a Kickoff Meeting

The kickoff meeting is an effective way to bring stakeholders together to discuss the project.

It is an effective way to initiate the planning process. It can be used to start building trust among the team members and ensure that everyone's ideas are taken into account. Kickoff meetings also demonstrate commitment from the sponsor for the project.

Here are some of the topics that might be included in a kickoff meeting:

- Business vision and strategy (from sponsor)
- Project vision (from sponsor)
- Roles and responsibilities
- Team building
- Team commitments
- How team makes decisions
- Ground rules
- How large the group should be and whether sub-groups are necessary

Step 4: Develop a Scope Statement

The scope statement is arguably the most important document in the project plan. It is the foundation for the rest of the project. It describes the project and is used to get common agreement among the stakeholders about the scope. The Scope Statement clearly describes what the outcome of the project will be. It is the basis for getting the buy-in and agreement from the sponsor and other stakeholders and decreases the chances of miscommunication. This document will most likely grow and change with the life of the project.

The Scope Statement should include:

- Business need and business problem
- Project objectives, stating what will occur within the project to solve the business problem
- Benefits of completing the project, as well as the project justification
- Project scope, stated as which deliverables will be included and excluded from the project.
- Key milestones, the approach, and other components as dictated by the size and nature of the project.

It can be treated like a contract between the project manager and sponsor, one that can only be changed with sponsor approval.

Step 5: Develop scope Baseline

Once the deliverables are confirmed in the Scope Statement, they need to be developed into a work breakdown structure (WBS), which is a decomposition of all the deliverables in the project.

This deliverable WBS forms the scope baseline and has these elements:

- Identifies all the deliverables produced on the project, and therefore, identifies all the work to be done.
- Takes large deliverables and breaks them into a hierarchy of smaller deliverables. That is, each deliverable starts at a high level and is broken into subsequently lower and lower levels of detail.
- The lowest level is called a "work package" and can be numbered to correspond to activities and tasks.
- The WBS is often thought of as a task breakdown, but activities and tasks are a separate breakdown, identified in the next step.

Step 6: Develop the Schedule and Cost Baselines

Here are the steps involved in developing the schedule and cost baselines:

- Identify activities and tasks needed to produce each of the work packages, creating a WBS of tasks.
- Identify resources for each task, if known.
- Estimate how long it will take to complete each task.
- Estimate cost of each task, using an average hourly rate for each resource.

- Consider resource constraints, or how much time each resource can realistically devoted to this project.

- Determine which tasks are dependent on other tasks, and develop critical path.

- Develop schedule, which is a calendarization of all the tasks and estimates. It shows by chosen time period (week, month, quarter, or year) which resource is doing which tasks, how much time they are expected to spend on each task, and when each task is scheduled to begin and end.

- Develop the cost baseline, which is a time-phased budget, or cost by time period.

This process is not a one-time effort. Throughout the project we will most likely be adding to repeating some or all of these steps.

Step 7: Create Baseline Management Plans

Once the scope, schedule, and cost baselines have been established, we can create the steps the team will take to manage variances to these plans. All these management plans usually include a review and approval process for modifying the baselines. Different approval levels are usually needed for different types of changes. In addition, not all new requests will result in changes to the scope, schedule, or budget, but a process is needed to study all new requests to determine their impact to the project.

Step 8: Develop the Staffing Plan

The staffing plan is a chart that shows the time periods, usually month, quarter, year, that each resource will come onto and leave the project. It is similar to other project management charts, like a **Gantt chart**, but does not show tasks, estimates, begin and end dates, or the critical path. It shows only the time period and resource and the length of time that resource is expected to remain on the project.

Keyword

Gantt chart, commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time.

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Step 9: Analyze Project Quality and Risks

Project Quality

Project quality consists of ensuring that the end product not only meets the customer specifications, but is one that the sponsor and key business experts actually want to use. The emphasis on project quality is on preventing errors, rather than inspecting the product at the end of the project and then eliminating errors. Project quality also recognizes that quality is a management responsibility and needs to be performed throughout the project.

Creating the Quality

Plan involves setting the standards, acceptance criteria, and metrics that will be used throughout the project. The plan, then, becomes the foundation for all the quality reviews and inspections performed during the project and are used throughout project execution.

Project Risks

A risk is an event that may or may not happen, but could have a significant effect on the outcome of a project, if it were to occur.

For example, there may be a 50% chance of a significant change in sponsorship in the next few months. Analyzing risks includes making a determination of both the probability that a specific event may occur and if it does, assessing its impact. The quantification of both the probability and impact will lead to determining which the highest risks that need attention are. Risk management includes not just assessing the risk, but developing risk management plans to understand and communicate how the team will respond to the high-risk events.

Step 10: Communicate

One important aspect of the project plan is the communications plan. This document states such things as:

- Who on the project wants which reports, how often, in what format, and using what media?
- How issues will be escalated and when?
- Where project information will be stored and who can access it?

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For complex projects, a formal communications matrix is a tool that can help determine some of the above criteria. It helps document the project team's agreed-on method for communicating various aspects of the project, such as routine status, problem resolution, decisions, etc.

Once the project plan is complete, it is important not just to communicate the importance of the project plan to the sponsor, but also to communicate its contents once it's created.

This communication should include such things as:

- Review and approval of the project plan.
- Process for changing the contents of the plan.
- Next steps—executing and controlling the project plan and key stakeholder roles/responsibilities in the upcoming phases.

SUMMARY

- Promotion is a necessity for any event as the means of informing interested people that an event will take place. Promotion requires a focused application of organization, branding and outreach, and is dependent upon defining an interested demography.

- The dramatic growth in construction of event and meeting facilities, hotels, and conference centers in so-called "second-tier" and even "third-tier" cities is yet another factor feeding the growth of regional events.

- Internet marketing, or online marketing, refers to advertising and marketing efforts that use the Web and e-mail to drive direct sales via e-commerce as well as sales leads from Web sites or emails.

- An event contractors (also known as a meeting and/or convention planner) is someone who coordinates all aspects of professional meetings and events.

- It is almost inevitable that conflicts will arise at some time during an event producer's career. Although theory abounds on conflict resolution, it does not always work during a real-life event setup or execution due to the necessity for an urgent solution.

- Seek educational feedback on the standard of the event analysis undertaken once it has been written-up.

- One of the most misunderstood terms in project management, the project plan is a set of living documents that can be expected to change over the life of the project.

MULTIPLE CHOICE QUESTIONS

1. **Determining where a special event should be held, what the focus should be, and its location helps answer the event planner's questions during which stage of the event planning process?**

   a. Research

   b. Design

   c. Planning

   d. Coordinating

2. **Budgeting an event, negotiating contracts, arranging the speaker, and organizing audiovisual needs is part of which stage of the event planning process?**

   a. Research

   b. Design

   c. Planning

   d. Coordinating

3. **Which of the following is the most popular type of event site used?**

   a. Hotel/resort

   b. Convention center

   c. Banquet hall

   d. Club

4. **Which three of the following six statements are characteristics of an event?**

   a. They are expressions of one particular culture

   b. They are temporary in nature

   c. They are gatherings of people

   d. They are often displays of ritual

5. **Which sector of the events industry makes the biggest economic contribution to the United Kingdom?**

   a. Corporate events

   b. Cultural events and festivals

   c. Sports events

   d. Outdoor events

REVIEW QUESTIONS

1. Explain event analysis. Discuss the seven steps to analyze a significant event.
2. What is the SWOT analysis in event planning?
3. Define the project planning and development. Explain the importance of project planning.
4. What are the events strategic planning? Explain.
5. Write short notes on:
   a. Market targeting
   b. Backward planning

Answer to Multiple Choice Questions

1. (a)   2. (c)   3. (a)   4. (d)   5. (a)

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Festival and Special Event Management

Festivals are an expressive way to celebrate glorious heritage, culture and traditions. They are meant to rejoice special moments and emotions in our lives with our loved ones. They play an important role to add structure to our social lives, and connect us with our families and backgrounds. Celebrating events and festivals in our school has become an integral part of learning and building a strong cultural belief. Such celebrations bring the students closer to each other's traditions and cultural beliefs and develop respect and understanding for each other's customs and traditions. Globally the business of special events has grown to enormous proportions and now represents a significant contribution to the tourism industry. Festivals and special events have been and will continue to be an important medium for nonprofit and public organizations to carry out their missions, and to be a catalyst for community development. This book looks at the central role of events management in the cultural, tourism and arts industries.

This introductory book presents a comprehensive overview of the theory and procedures associated with managing festivals and special events. The role of marketing and communication, environmental planning, the increasing role of governments over the creation of event strategies, and the different outlooks of event management are all discussed.

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