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FACULTY OF AGRICULTURAL SCIENCES

Department of Agricultural Economics and Extension

Programme: Hospitality and Tourism Management

COURSE CODE: HMT 313

COURSE TITLE: EVENT MANAGEMENT

COURSE UNITS: 2 UNITS

HMT 313
EVENT MANAGEMENT

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HMT 313 COURSE GUIDE

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Introduction

The course, Event management is a core course, which carries two (2) credit units. It is prepared and made available to all degree course students offering Hospitality and Tourism related Programme in the Faculty of Agricultural Sciences, Department Economics and Extension at the Nation Open University of Nigeria.

Event Management is the application of management principles to the operations of the event and tourism and hospitality industry. This course material is useful in your academic pursuit as well as in your workplace as managers and administrators.

What You will Learn in this Course

This course consists of five modules which are sub-divided into 25 units. This course guide tells you what the course is all about. What course materials you will be using and also suggests some general guidelines for the amount of time you are likely to spend on each unit of the course in order to complete it on schedule.

It also gives you guidance in respect of your Tutor Marked Assignment (TMA) which will be made available in the assignment file. Please attend those tutorial sessions. The course will introduce you to the rudiments of event management.

Course Aim

The main aim of this course is to arm you with adequate information on the concept and nature of event as well as event management life cycle. The course also aims at making you have a greater understanding of the fundamentals of event marketing, budgeting, risk management, legal compliance, crowd management and medical care in events management. This will prepare the student for a future career in event management.

Course Objectives

To achieve the aim set out, the course has a set of objectives which are set out as specific objectives under each unit. You should read these objectives before you study the unit. After going through this course, you should be able to:

- understand the definition, meaning and the basic concept of event and event management
- understand the characteristics and impacts/significance of event
- analyze the various categories / types of events in terms of their range/size, purpose, scope, etc
- discuss the pros and cons of In-person and virtual events
- discuss events as a product brand and events as a tool to create or strengthen brands;
- understand the importance of brands from both the consumers' and producers' perspectives;
- relate to event positioning
- discuss the importance and the procedure for event feasibility study
- analyze the event planning process and prepare an event management plan
- discuss the budget needs, components and preparation procedure as well as financial control system
- write on the utilities of event management
- discuss the meaning and process of designing event Organizational Structure
- discuss the meaning and the need for staffing in event management
- explain the role and skills of an event manager
- discuss the importance of marketing in event management
- analyze the different types of event marketing strategies,
- discuss what event promotion is, as well as the general features and aim of event promotion
- evaluate the different categories and elements of advertising and the disadvantages and advantages.
- write about the roles of public relations in event promotion and the different channels and media used in promoting event
- discuss meaning and types of venue for staging event as well as the various venue pricing options available
- evaluate the procedures and criteria for event venue hiring, the various task involved in event venue layout and the various utilities required at event venue
- discuss the meaning, basic principles, the element and approaches to event design
- discuss what event decoration is, its importance, types and styles of event decoration.
- analyze the role of the event planner in coordinating accommodations and travel arrangements.
- discuss the meaning and importance, the different stages of scheduling and time management,
- discuss the meaning legal compliance in event through the analysis of various laws, regulations,

- licenses and permissions required during event execution;
- write on the definition and meaning of event risk and risk management through risk analysis and ranking procedures
- evaluate the key considerations in event safety and security as well as the safety Strategies and Operations to be adopted in event
- discuss the meaning of crowd and crowd management and crowd control in event
- write on the objectives and emergency planning process, the different Levels of Medical Services needed on-site and procedure to follow for transportation of event patient to the hospital.
- discuss the meaning, importance and reasons for evaluation and the event evaluation approaches

Working through the Course

This course involves that you devote a lot of time to read and study the contents. Each unit contains self-assessment exercises for this course and at certain points in the course you would be required to submit assignments for assessment purposes. At the end of this course, there is a final examination. I would therefore advice that you attend the tutorial sessions where you would have the opportunity of comparing knowledge with your colleagues.

Course Materials

You will be provided with the following materials

- Course guide
- Study units
- References
- Assignments
- Presentation schedule

STUDY UNITS

There are five modules of 20 units in this course, which should be studied carefully.

Module 1 Introduction to Event and Event Management

Unit 1: Definition, Need and Importance of Events

Unit 2: Nature's and types of events,

Unit 3: Introduction to Event Management

Unit 4: Event Branding and Positioning

Module 2 Event Feasibility, Planning and Budgeting

Unit 1: Event Feasibility and Planning

Unit 2: Event Budgeting

Unit 3: Organization and staffing of events

Unit 4: Strategies and tactics for conference planning

Module 3 Event Marketing, Promotion and Sponsorship

Unit 1: Introduction to Event marketing and Event marketing Planning

Unit 2: Event Marketing Strategies

Unit 3: Event Promotion, Advertising and Public Relations

Unit 4: Event Sponsorship

Module 4 Legal Issues, Venue management and Event Logistics

Unit 1: Venue Management

Unit 2: Event Design and Decoration

Unit 3: Accommodation, Transportation and Time management in event

Unit 4: Laws, Permits and Licenses in Event Management

Module 5 Risk and Safety management, Medical care and Event Evaluation

Unit 1: Event Risk Assessment and Management

Unit 2: Safety issues and Crowd Management in Events

Unit 3: Emergency Management and Medical cover in Event

Unit 4: Event Evaluation

Assessment

There are two components of assessment for this course:

- The Tutor Marked Assignment (TMA)
- The end of course examination.

Tutor-Marked Assignment

The TMA is the continuous assessment component of your course. It accounts for 30% of the total score. You will be given four TMA's by your facilitator to answer before you can sit for the final examination.

Final Examination and Grading

This examination concludes the assessment for the course. The examination will account for 70% of total score. You will be informed of the time for the examination.

Summary

This course intends to provide you with underlying knowledge of event management principles for the study of Hospitality Management and Tourism.

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HMT 313: EVENT MANAGEMENT

Module 1: Introduction to Event and Event Management

Unit 1: The Event Concept and Idea

Unit 2: Types of event,

Unit 3: Event Management Process

Unit 4: Event as products

Unit 1: The Event Concept and Idea

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 The Meaning and Concept of Event
 - 1.3.1 Definitions of Events
 - 1.3.2 Meaning of Events
 - 1.3.3 The Event Concept and Idea
 - 1.3.3.1 The Event Concept
 - 1.3.3.2 The event idea to event concept
 - 1.3.3.3 Event Development
 - 1.3.4 Relationship of Event industry with other tourism sector
- 1.4 Needs and Significance of Event
 - 1.4.1 Reasons for hosting events
 - 1.4.2 Motivations for attending events
 - 1.4.3 Significance/impact of Event
 - 1.4.3.1 Cultural impact
 - 1.4.3.2 Economic Significance
 - 1.4.3.3 Strategic Significance
 - 1.4.3.4 Environmental impact
- 1.5 Event Characteristics and event Stakeholders
 - 1.5.1 Event Characteristics

- 1.5.2 Event Stakeholders
- 1.6 Summary
- 1.7 Glossary
- 1.8 References/Further Readings
- 1.9 Possible Answers to Self-Assessment Exercise(s) within the content



1.1 Introduction

On a regular basis, many communities, groups, enterprises and organizations hold and organize events. People may connect with an area through attending events that allow them to spend time together, enjoy and experience the diversity of cultures, and stimulate creativity and innovation. This unit focuses on how events can be used as a tool in bringing a town to life and allow a location to promote its tourism experience while also increasing economic activity.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Define and explain the meaning of event
- Discuss the concept of event and event management
- Analyze the needs and benefits of event
- Discuss the characteristics of event and
- Know the Importance/significance of Events



1.3 The Meaning and Concept of Event

1.3.1 Definition of Event

There is no generally accepted definition of an event. Many authors have explored how events are defined and the many terminologies are used to describe them. Below are few of such definitions.

- According to a thorough definition of multimedia, an event is a multimedia package that is executed with a preconceived concept, customized or modified to achieve the client's goal of engaging and effectively influencing the specifically targeted audience by offering a fully immersive experience and a channel for two-way communication.
- According to Bowdin (2006), the term event describes specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives.
- Event is defined as a targeted public gathering or celebration that goes above and beyond consistent experiences and choices for leisure and social rendezvous (Berridge, 2007)

1.3.2 **Meaning of Events**

Event is a celebration of an idea that is conceptualized keeping in mind the target audience with whom live interaction takes place to achieve the desired impact. According to Silvers (2004), an event is all about the people who come together to plan, carry out and take part in it. Essential ingredients of an event are time, place, people, activities, drama and showmanship. Even though events may include physical aspects like food, drinks, or other things that are sold or given away, Anderson and Weslan (2000) noted that events are basically services since they are made up of fleeting intangible experiences that take place in a momentarily controlled environment.

The word "event" is used to describe a variety of activities with a range of objectives. These pursuits range from the creative art to sport, social and tourism activities. Many businesses, famous people, nonprofits, and interest groups organize events to market their products, forge business relationships, generate funds, or to honor achievements.

The goal of the event, the level of participation, the facilities and equipment needed, and the significance of the event in terms of community interest all influence the scope of the events.

1.3.3 **The Event Concept and Idea**

1.3.3.1 The event idea and event title

- **Event idea:** This describe the event in the simplest of terms defining what the event is planned to achieve, for example an outdoor summer blues festival at a local winery.
- **Event title:** Give the idea a name. This is a component that will help you with the event design process. A good title gives an event more promotional power and establishes a theme. For example, Eyo festival in Lagos.

1.3.3.2 The Event Concept Development

The event concept development process involves conceptualizing an event idea and then exploring how the idea intersect with the needs of the internal and external environments. When the event concept is developed into more expansive contexts, it becomes the main focus of the extensive event design and coordination process. However, the concept must align with the event purpose and expectations of the client and stakeholders.

In establishing an event concept, there are several factors/elements that must be taken into account. They consist of the event's goal or purpose, its topic, its location, its target audience, its timing, its resources, and the event team's expertise. These elements can be explained by the 5'W's: WHO, WHAT, WHY, WHEN and WHERE?

The 5'W's are a tool for transforming an idea into a concept. Goldblatt, (2001) explains the importance of the five Ws as a method for developing an idea into a concept and to know if the proposed event idea is feasible, viable and sustainable.

- **WHO:** events bring people together to deliver an event experience, the people who will support an event include types of audience, suppliers, colleagues, industry links and other internal as well as external stakeholders? Stakeholders enhance the WHO dimension of an event concept.
- **WHAT:** what the event content or product is (A Christmas party). Specific objectives and requirements are determined by developing a mission statement. The mission statements determine the event's overall objectives and assist in establishing the event in the wider external contexts.
- **WHY:** make a simple statement as to why the event is happening in the first place (Celebrate Christmas with friends); what lies at the heart of the idea: what constitutes the idea's core? What is the purpose behind the event being created? Whether it's a political conference, music festival, sailing competition, or book launch, every event has a goal.

- **WHEN:** event timing is a critical factor to the success of an event (26th December at 12.00 noon). In the design and development process, timescales for planning, including research, funding promotion and design, will be considered. In the event delivery process, venue availability, production timelines, performers, client and participant requirements, competing events and supplier availability need to be considered.
- **WHERE:** the location of an event (in the school friendship hall) (global, local and venue choices) places the event in the public context. All events, with the exception of virtual events, have a site that has been selected to fulfill the event's needs, including its purpose, its stakeholders, and its design components. The choice of location frequently represents a compromise between the demands of the organization and audience attraction. The location must be able to meet particular production and technical requirements while staying under the allocated budget.

1.3.4 Relationship of Event industry with other Tourism Sector

Events stimulate tourism, boosts hospitality and improve the economy. They lead to increased demand for transportation and leisure services both inside and between cities. There may be a particularly high demand for accommodation, catering, and entertainment during such events. The model in figure 1 indicates the interdependent relationships between the leisure, tourism, sport and hospitality industries, and the impacts large event will have on all the sectors.

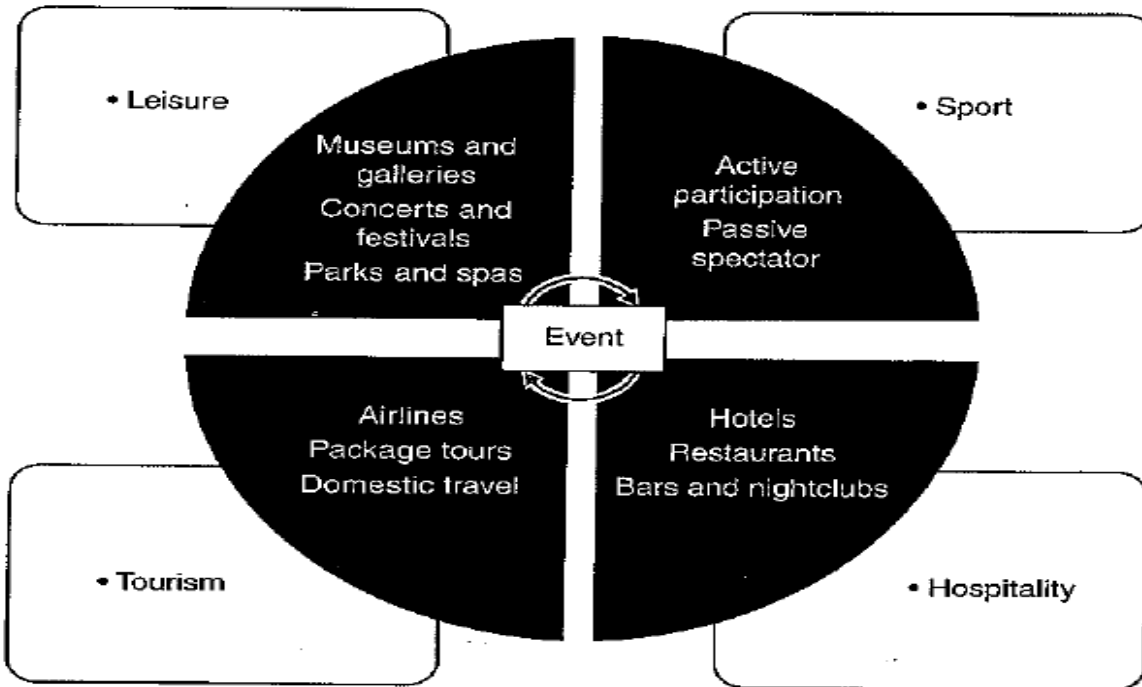


Figure 1: Interdependent sector relationship (Adapted from Alison Booth)

In the process of attending an event, visitors may support all four industry sectors and have significant impact on the local as well as national economy. Visitors will support hospitality industry by staying in hotels, eating in restaurants and frequenting bars and clubs. They may support the leisure industry by attending a concert, museum, park or local festivals. They may attend sport event or participate in one. They may book a package tour, rent a car or visit a tourist destination. All these will have a direct and indirect impact upon the economy. This is known as the multiplier effect.

Self-Assessment Exercises 1

1. Give the definition of event as defined by Bowdin (2006)
2. What are the essential ingredients of an event?

1.4 The Needs/Motivations and Significance of Event

1.4.1 Needs/Reasons/Purpose/motivations for hosting events

The staging of an event should be clear and concise up front. There might be a variety of reasons for holding an event as follows:

1. To inform and educate people about a cause
2. To obtain media coverage for an activity or organisation
3. To raise funds/generate revenue
4. To celebrate a community's strength, local identity and cohesiveness/ to reinforce their bond
5. To give awards
6. To entertain, socialize and recreate

1.4.2 Motivations for Attending Events

According to Douglas *et al.* (2001) any or all of the following common reasons may make people decide to partake in any event.

- i. Entertainment or nostalgia,
- ii. Relaxation and recreation,
- iii. Escape from routines,
- iv. Socializing,
- v. Learning,
- vi. Observation and participation.

1.4.3 Significance/ Impacts of Event

Events affect communities and stakeholders in a variety of ways, both positively and negatively (Allen *et al.* 2011: 61). The event manager needs to always identify and predict these impacts, and then manage them to bring about an overall positive impact from the event. Impacts on the social, economic, cultural, environmental and political framework of the destination should be carefully assessed as a critical planning tool to events.

1.4.3.1 Socio-Cultural Significance/Impacts

The potential positive socio-cultural significance/impacts of events include:

- Crossing cultural boundaries e.g.: Olympics
- Bringing generations together e.g.: Ogun festival in Ondo State.
- Celebrations of cultural diversity and enrichment eg Durbar festival in the north
- Taking part in a shared experience;

- Revitalising traditions;
- Building community pride;
- Validating community groups;
- Increasing community participation;
- Introducing new and challenging ideas; and
- Expanding cultural perspectives.

The negative socio-cultural impacts of events which must be considered include:

- Community alienation;
- Manipulation of community;
- Negative community image;
- Bad behaviour;
- Substance abuse;
- Social dislocation; and
- Loss of amenity for local people.

1.4.3.2 Economic Significance

The potential economic significance/impacts of events include:

Short term economic impacts include;

- The direct impact of the event itself
- The multiplier effects
- Increased tourism before and after the event

Long term economic impacts include;

- Increase in the profile of the host cities/communities as a tourist destination
- Attract overseas investment
- Increase in infrastructure in host cities.
- Sometimes impacts that are not considered become apparent after the event.

1.4.3.3 Strategic Significance

The potential strategic significance of events includes:

Government and the commercial sector can use events to support a number of strategic agendas

- Community event at a local level
- Promotion of tourism at the state and federal levels

- Corporate conferences to develop networks and stimulate innovation
- Trade events, sales campaigns, and exhibitions to boost business
- Gatherings and events where cutting-edge information is shared

1.4.3.4 Environmental impact

The most serious results of the negative impacts of events on the environment are:

- pollution,
- the over-use or wastage of water and energy,
- waste disposal issues and
- increased Green House Gas (GHG) emissions

There is potential for positive outcomes too such as

- Events offer the opportunity to showcase best environmental practice, and to promote behaviour change,
- Events can be a catalyst for communities to take pride in their local environment
- Some event (festivals) can help in biodiversity conservation through preservation of gene pool.

Self-Assessment Exercises 2

1. What are the motives behind staging and attending an event
2. Highlight the socio-cultural impacts of event on the host community

1.5 Event Characteristics and event Stakeholders

1.5.1 Event Characteristics

Shone & Parry. (2004) listed some of the characteristics of events to include the following: uniqueness, perishability, labor-intensiveness, fix timescales, intangibility, personal contact and interaction, ambience and services, as well as ritual or ceremony.

Uniqueness of event

Every event has a distinctive and originality characteristics that give the audience a lasting experience. This is undoubtedly one of the most important aspects of any event, regardless of its objective. However, event planners and coordinators should keep in mind that the participants, environment, attendees, planning and organization, as well as good packaging and marketing, all play a role in making an event distinctive. For example, Olympic Games and the World Cup are both sporting event but they both have their unique characteristics that gives the audience satisfaction.

Perishability of events

The term "perishability" relates to the concept that events should not be reproduced in the same way every time. In reality, despite the fact that events are repeated, a diverse variety of activities must be provided to avoid boredom and draw more attention. The use of facilities and services for events is also linked to perishability.

Intangibility of event

Tangibility relates to something that can be seen or handled, whereas intangibility pertains to mental values. When people attend an event, they want intangible benefits such as enjoyment, memories, and so on. Intangibility has a significant influence in service industries and activities. However, event planners and coordinators should strive to make an intangible experience more palpable by providing more tangible things such as keepsakes (postcards, hand band, chocolates, cakes, etc) to participants, visitors, and guests.

Ritual and ceremony

Rituals, symbols, and artefacts all play a role in events, and they all have different meanings. Ritual and ceremony were evidently of enormous importance in the past and should not be overlooked because they both represent a nation's identities, lifestyle, traditions, and so on. Modern events, on the other hand, may not be bound by past customs and formalities but have element of ceremonies. Most festivals today combines ritual and ceremony eg Eyo festival, Osun Osogbo festival.

Ambience and services

Ambience is without a doubt one of the most crucial and determining factors in the outcome of an event. The atmosphere determines whether an event is a major success or a terrible flop. The surroundings, attendees, food services, and other aspects of the event all contribute to the

atmosphere. Guest speakers, decoration, and technology, for example, might all be considered atmosphere at a conference. Figure 2 depicts the aspects of ambiance for clearer understanding.



Figure 2: Elements in Ambience. Adapted from Shone & Parry (2004)

Personal contact and interaction

Events give an opportunity for participants to engage effectively. The quality of the service, atmosphere, experience, and so on is determined by human contact and interaction. The tone of the event will be determined by attendees, who will also judge whether or not the event was effectively arranged. At a conference, for example, guest speakers are the ones who get to engage with attendees, and attendees have helped to create the mood for interaction by asking guest speakers questions. Participants will have the opportunity to converse with other participants while guest speakers can also interact with other guest speakers.

Labour-intensiveness

The amount of labor-intensiveness is determined by the event's intricacy as well as its uniqueness. The labor-intensiveness is only necessary if the event is particularly intricate and unique. This will determine the staffing needs during events.

Fixed time-scale

People are eager to spend for "quality time" with their friends and family. It is critical that events take place on a fixed time-scale. A fixed time-scale can provide a sense of order and accomplishment. A fixed time-scale clearly identifies particular intervals during which certain chores must be completed. A fascinating event automatically grabs the attention of all

participants, visitors, and others. As a result, a good time scale is required, and a good time scale allows event managers to separate one event into many sections rather than having all of the sections occur at the same time.

1.5.2 Stakeholders and event

Event stakeholders are people that are directly or indirectly involve in the event planning, organization, execution and evaluation. Without stakeholder support, creating a successful event may be problematic. Stakeholders add life and value to events. In the setting of events on generic basis, primary stakeholders are employees, volunteers, sponsors, spectators, attendees, suppliers and participants, whereas secondary stakeholders are: government agency, host community, emergency service providers, media, general business and tourism organization.

Event stakeholders as shown in Table 1 are divided into seven general relationship categories: host organization, host community, sponsor, media, co-worker, participant and audience. A successful event depends on stakeholders having a good relationship, which increases the value of the event.

Table 1: Event Stakeholders relationship (Modified from Bowdin et al. 2006, p, 98)

Stakeholders	Value to Stakeholders	Value to Event
Host organization	Participation	Participation
Host community,	Impact	Content
Sponsor and funding agents	Acknowledgement/promotion	Financial support (cash/kind)
Media	Promotion	Editorial and advertising
Event staff	Payment/reward	Labour support
Participant and audience	Entertainment/reward new experience	Participation/support
Government agencies	Legal guidance and tax	Ensure compliance with laws thereby bring about safety

Self-Assessment Exercises 3

- 1 Highlight the characteristics of event
- 2 In a tabular form explain the event stakeholders relationship

1.6 Summary

In this unit you have been introduced to the basic definitions, characteristics, and needs for hosting and attending events and also to know that events have economic, cultural and other significance.

Essential Ingredients of an event are time, place, people, activities, drama and showmanship. The event characteristics includes: uniqueness, perishability, labor-intensiveness, fix timescales, intangibility, personal contact and interaction, Ambience and services, as well as ritual or ceremony. A successful event depends on stakeholders having a good relationship. Event stakeholders are divided into six general relationship categories: host organization, host community, sponsor, media, co-worker, participant and audience.

1.7 Glossary (See unit 4)

1.8 References/Further Readings

- Allen, J., O'Toole, W., Harris, R. and McDonnell, I. (2011) *Festival and Special Event Management*, Anderson, M, Wesslau, A (2000) "Organizing for Event Marketing in Order to Change Brand Image and Increase Sales" International Management, Master Thesis, School of Economic and Commercial Law. Goteborg University.
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1.9 Possible Answers to SAEs

Answers to SAEs 1

1. According to Bowdin (2006) the term event describes specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives.
2. The essential ingredients of an event are time, place, people, activities, drama and showmanship.

Answers to SAEs 2

1. The reasons for hosting event include: To inform and educate people about a cause, to obtain media coverage for an activity or organization, to raise funds/generate revenue, to celebrate a community's strength, local identity and cohesiveness/ to reinforce their bond, to give awards and to entertain, socialize and recreate

The motive for attending event includes: Entertainment or nostalgia, Relaxation and recreation, Escape from routines, Socializing, Learning and Observation and participation.

2. The potential positive socio-cultural significance/impacts of events include: Crossing cultural boundaries, Celebrations of cultural diversity and enrichment, Taking part in a shared experience, revitalising traditions; Building community pride; validating community groups; Increasing community participation; Introducing new and challenging ideas; and Expanding cultural perspectives.

The negative socio-cultural impacts of events which must be considered include: Community alienation; Manipulation of community; Negative community image; Bad behaviour; Substance abuse; Social dislocation; and Loss of amenity for local people.

Answers to SAEs 3

1. Shone & Parry. (2004) listed some of the characteristics of events to include the following: uniqueness, perishability, labor-intensiveness, fix timescales, intangibility, personal contact and interaction, Ambience and services, as well as ritual or ceremony
2. Table 1: Event Stakeholders relationship (Adapted from Bowdin et al. 2006, p, 98)

Stakeholders	Value to Stakeholders	Value to Event
Host organization	Participation	Participation

Host community,	Impact	Content
Sponsor and funding agents	Acknowledgement/promotion	Financial support (cash/kind)
Media	Promotion	Editorial and advertising
Event staff	Payment/reward	Labour support
Participant and audience	Entertainment/reward new experience	Participation/support
Government agencies	Legal guidance and tax	Ensure compliance with laws thereby bring about safety

Unit 2: Types of Event

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Event Classifications
 - 2.3.1 Factors used in event Classification
 - 2.3.2 Classification based on their purpose and objectives,
 - 2.3.3 Classification based on their size/scale,
 - 2.3.4 Classification based on the context of the event.
 - 2.3.5. Classification based on the scope of the event
 - 2.3.6. Classification based on the mode of presentation/operation/audience participation
- 2.4 The general Types of Event
 - 2.4.1 Description of the general types of event
- 2.5 In-person, Virtual and Hybrid Events
 - 2.5.1 In-person/ Physical event
 - 2.5.2 Virtual event
 - 2.5.3 Hybrid event
- 2.6 Summary
- 2.7 Glossary
- 2.8 References/Further Readings
- 2.9 Possible Answers to Self-Assessment Exercise(s) within the content



2.1 Introduction

Events have significant impact on the community and the environment as well as the economy. In the last unit, we discussed the concept, purpose, benefits and characteristics of event in the classroom. This unit focuses on the nature and types of events. We will be learning about the

different types of events falling under some major categories. More particular, under the appropriate categorizations, you will find multiple instances of various types of events in this unit.



2.2 Learning Outcomes

After completing this unit, you will be able to:

- Distinguish between the various categories / types of events;
- Analyse events in terms of their range/size, purpose, scope etc
- Write on the different types of events
- Discuss the pros and cons of In-person and virtual events



2.3 Classification/ Categorisation of Events

2.3.1 Factors used in event categorization

The following factors can be used to classified or categorized Events. These include:

- i. Categorization based on event purpose and objectives,
- ii. Categorization based on event size/scale,
- iii. Categorization based on the context of the event.
- iv. Categorization based on the scope of the event

2.3.2 Classification based on event purpose and objectives,

Raj et al. (2009) classified events into eight different types based on purpose of the events as follows.

- i. Cultural celebrations (festivals, carnivals, parades and heritage commemorations)
- ii. Art/entertainment events (concerts, exhibitions, award ceremonies and others)
- iii. Corporate/Business/trade events (fairs, consumers and trade shows, expositions, meetings and conferences, publicity events and fund-raising events)
- iv. Religious events (pilgrimages, retreat, etc)
- v. Sport/recreational events (professional and amateur games etc)
- vi. Educational and scientific events (seminars, conferences, workshop, congress etc)

- vii. Political events (rallies, campaign, inaugurations, investitures etc)
- viii. Private/personal events (wedding, birthday, burial, reunion etc)

Shone and Parry (2004) classified Events into four broad categories based on their purpose and objective:

1. **Leisure events** e.g., leisure, sport, music, recreation.
2. **Cultural/religious events** e.g., cultural festivals/ceremonies, religious, art, heritage, and folklore.
3. **Personal/Private events** e.g., weddings, birthdays, naming, house warming.
4. **Organizational/institutional events** e.g., commercial, political, charitable, sales, product launch, expo, conferences, awards, and honors dinners.

2.3.3 Classification based on size of event

This refers to the scale of events. Event Education, (2013) classified events on the basis of their size into four broad categories as follows:

- i. Mega events, (Large scale),
- ii. Hallmark events, (Large scale),
- iii. Major events (Large scale),
- iv. Minor/Local/community events (small scale).

i. Mega events

Mega events are named for their scale in terms of attendance, target market, public financial participation, political implications, media coverage, facility development, and influence on the host community's economic and social fabric (Allen et al., 2011). Mega events are events having international appeal and truly global reach. Such events have the ability to operate as catalysts for local development, providing a variety of economic, socio-cultural, environmental, and other advantages such as image, branding, and economic expansion, to mention a few.

Mega events, as the largest and most visible of all events, inevitably need the most extensive and complex infrastructure construction, are often the most expensive to host, and take the longest time from conception to delivery due to the competitive bidding process. They also have the longest lasting legacy. Example: Olympic Games, FIFA World Cup,

ii. Hallmark events

Ritchie defined 'Hallmark' events as those events that are either one-time events or recurring events of limited duration and enhance the awareness, appeal and profitability of a tourism destination in short term / long term. Such events rely on their distinctiveness, status, or current importance to spark interest and get attention in order to succeed. These are the events with the highest level of program quality.

Hallmark events are so closely associated with a host community's heart and soul that they become synonymous with the location's name, gaining global recognition and knowledge. Hallmark events are significant and appealing to both participants and tourists because they draw large crowds, add to the destination's image, and preserve and reinvigorate tradition. Every time it is held in the same area, and it becomes associated with the location. Examples include: Arugungu fishing festival, the Osun Osogbo festival, the Ojude-Oba festival, and the Eyo festival. The Tour de France, the Oktoberfest in Munich, Germany, and the Edinburgh festival in Scotland are other examples.

iii. Major events

A major event is a large-scale event that attracts a lot of attention and media coverage. Major events draw enormous crowds and enable event organizers achieve strong financial returns. In the profession of event management, these events are frequently sports-oriented, have a worldwide reputation, and a well-defined competitive structure. Can generate a significant amount of media attention, economic advantages, and tourists. Examples are, the Formula One Grand Prix or Trade Fair Exhibitions.

iv. Minor/local/community events

A local event is one that is primarily intended for local audiences and is performed for its social, pleasure, and entertainment value. These activities frequently provide a variety of advantages, including fostering communal pride, increasing a sense of belonging, and establishing a sense of place. They may also aid in introducing individuals to new ideas and experiences, as well as encouraging engagement in sports and cultural activities, as well as promoting tolerance and diversity. Local community activities usually have social, cultural, or entertainment goals.

For instance, the Yam Festival, school inter house sports competitions, and so forth.

2.3.3.1 Characteristics of Large-scale events

Large-scale events are defined as those that include at least some of the following:

- i. Audiences and personnel that maximize the site or venue's capacity – this is about crowd control and safety.
- ii. Audiences and personnel that maximize the site or venue's capacity – this is about crowd control and safety.
- iii. A single location with many or major activities or attractions
- iv. Significant influence on local infrastructure, including roadways, parking, public transportation, and local businesses, among others.

2.3.3.2 Characteristics of Small-scale events

Small-scale events are defined as those that include at least some of the following:

- i. Audiences and employees that do not exceed the site or venue's capacity - safe and easy entrance and egress
- ii. Audiences and employees that do not exceed the site or venue's capacity - safe and easy entrance and egress
- iii. Small, local or community events or a single attraction
- iv. Minimal influence on local infrastructure, such as roadways, parking, public transportation, local businesses, and so on.

2.3.4 Classification based on the context of the event

Events can be categorised under the following heads based on the context: These event categories are: private, corporate, religious and charity.

i. Private Events

Private events are used for individual's ceremony such as: Wedding, wedding receptions, birthday parties, naming ceremony etc. Private events may have a guest list to ensure the venue is not open to the public.

ii. Corporate Events

A corporate or institutional event is a live multimedia package with a pre-conceived idea that is customized or adjusted to fulfill the business' goals of reaching out. It aids in influencing the target audience by delivering a two-way sensory experience. It's a package designed to facilitate

live contact between the target audience and the customer in order to accomplish the intended result.

Corporate events, such as MICE (Meetings, Incentives, Conferences, Exhibitions), team building exercises, business dinners, networking events, seminars, and product launches, are used by businesses to promote their brands and goods. Corporate and business events assist business objectives such as managerial functions, corporate communications, and improving company morale and business operations in order to boost profitability and revenue.

Businesses of all sizes may utilize corporate events to solicit new business, establish a corporate or brand image, and maintain and build loyalty with current suppliers and consumers. They can also be used to extract information from vendors and consumers. They may also be used to motivate staff to perform at their best and foster friendship and collaboration among coworkers.

iii. Charity/Fundraising Events

Many organisations look towards fund-raising events to raise awareness on social problems, and to generate funds for charity / their operational budgets. These social welfare events employ concepts from other events such as music concerts, dance performances and movie premiere shows, indicating cause-oriented needs. Individuals can generate money for a charity of their choice by attending events such as society balls, sporting events, and charitable auctions. Some charity events may request sponsors for those participating in a fundraising event. Sponsored running, sponsored cycling, sponsored skydiving, sponsored walks, and many more events are among them.

iv. Religious Events

These are events that appeal to people's religious sensibilities, promote belief systems, and demonstrate unity with one's own religion and religious activities. Christians make pilgrimages to Jerusalem, Muslims make pilgrimages to Mecca, crusades, conventions, festivals and so on.

2.3.5. Classification based on the scope of the event

The scope of an event is defined by the coverage or breadth of the audience or participants at the event. This is divided into four (4) categories as follows:

- i. Local events: Wedding, Naming ceremony, School event, local football derby etc.
- ii. National events: National sport festival

iii. Regional events: WAFU cup competition

iv. International/global events: All African game, World cup, Olympic Games etc.

Self-Assessment Exercises 1

1. Classify events using Shone and Parry (2004) classification
2. What are the characteristics of large scale and small scale events?

2.4 The General Types of Event

2.4.1 Description of the general types of events

Understanding the various structured event forms is crucial for a greater comprehension of events. A particular category or type of event highlights its core concept. Some of the general event types are explained below

1. Religious Events

These are events that appeal to people's religious sensibilities, promote belief systems, and demonstrate unity with one's own religion and religious activities. For example, Christians make the pilgrimage to Jerusalem, Muslims do the Haj pilgrimage, and so on.

2. Social Events

This is a social gathering that represents a sense of belonging and connection. These are frequently held to commemorate significant life events or religious rituals. Weddings, anniversaries, gala dinners, and other events are examples.

3. Political Events

They include any activity or gathering organized by a political group or candidate solely for the aim of advancing and promoting political goals. These are events when individuals with similar political opinions get together to listen to speakers, offer support, and boost morale. For instance, political rallies and conventions.

4. Networking Events

Networking is the practice of meeting people, developing contacts, and forming relationships with the goal of obtaining business-related advantages such as recommendations, ideas, business

leads, and career guidance. Professional groups or community centers frequently organize these activities, which might be official or casual.

5. Entertainment Events

There are many different forms of entertainment events that create the most exposure and viewership among target populations. These can be live events such as musical concerts or dance/dramatic performances, as well as recorded and televised events such as the Oscars, Golden Globes, or Film fare Awards.

6. Awareness building Events

These are events that aim to raise public awareness of specific causes or social duties that are important for the general welfare of the people. Rallies, candlelight marches, marathons, and other similar events are examples. Such events include charitable events aimed at generating funds for a certain cause.

7. Sporting Events

A sport event is any event held to promote sporting activity, whether indoors or outside. Today, sports activities are collaborating with the entertainment business, resulting in greater acceptability and appeal than ever before. This sort of event might be small/local, such as on a school or community size, but it can also be national or international in scope. A sporting event is unique in that it can run anywhere from a few hours to many days, depending on its scale.

The Olympic Games and FIFA World Cup, are the greatest examples.

8. Education/Academic Events

Academic events are gatherings of students, academics, and industry leaders to address educational issues. The purpose is to address the three stakeholders' perspectives in education through an interchange of ideas and experiences. Such events include seminars, workshops, and conferences.

i. Seminars

In appearance, seminars resemble conferences a lot. The greatest distinction is that seminars are solely focused on training and education. Because they're academic in nature, and help businesses connect with attendees by giving them practical information, tools, and skills to achieve their own personal goals.

ii. **Conferences**

A conference is an event that focuses on a central theme or industry that is typically held over multiple days. This event type features speakers, exhibits, competitions, networking opportunities, as well as more social gatherings before and after the conference.

9. Business Events

Meetings, conferences, workshops, presentations, and other types of events are hosted by corporations/companies to achieve the goals and objectives of their organisation. Although some events in this category are formal and include a small gathering, such as board meetings of directors, others, such as business dinners and banquets, may entail a huge crowd and be formal or casual.

i. Company parties

Company parties bring employees together to celebrate shared victories, acknowledge milestones, boost morale, facilitate interdepartmental mingling, improve company culture and enjoy holidays. Event planners can still establish and meet specific goals for their coworkers even though the primary objectives of this type of event are typically enjoyment and relaxation.

ii. Product launch

Product releases assist in formally promoting a new brand, alliance, good/service, or promotional offer. These in-person events generate buzz, help attendees get to know your company better, increase sales, improve brand recognition, and connect more intimately with fans

10. Crafts and Creativity Events/ Trade fairs or exhibitions

Exhibitions, fairs, and expos are occasionally held to display arts and crafts, as well as other creative items and handicrafts. Such gatherings aid in the discovery of one-of-a-kind skills and items that may be sold for a profit or a good cause. A trade show or expo is held over many days. The goal of this sort of event is to promote a whole industry sector.

Trade shows are good for firms or freelancers, but they are also available/open to the general public in some situations. This sort of fair is frequently highly popular, attracting thousands of people. Furthermore, trade shows are an excellent area for businesses to network, since they are a great method to expand your contact list and meet new people. It's also an excellent strategy to boost your reputation and exposure as an exhibitor. The idea is to be on a show with a similar theme to your company.

11. Promotional Events

Promotional events are those that assist a company stand out from the competition. Promotional campaigns are required for the launch of a new product, inventive applications of a product, and so forth.

12. Competitive Events

Competitive events are any events in which two or more persons or teams compete against one other. They may be used to assess the participants' physical, mental, and endurance, as well as their skill. These events might be sporting, cultural, or scholarly in nature. The above-mentioned occurrences may occur in combination rather than in isolation.

13 Festivals

Festivals are often culturally dominant. Festivals of music or film are among them, and they are the most common. The celebration is intended to be social and joyful, and it occasionally has charity intentions. Festivals which are mostly arranged in open spaces are at a greater risk. For this, a sizable area will be taken over. At this point, there are already issues present and crowding has taken place. When in such a situation, the weather goes bad, it becomes hard for the merchants and the crowd to move themselves and their belongings to safety.

Self-Assessment Exercises 2

1. Explain education/Academic events
2. Explain art/creativity events

2.5 In-person, Virtual and Hybrid Events

2.5.1. In-person/physical events

This is a situation in which event activities are staged in a physical environment that provides the framework in which activities and interactions occur (Ferdinand & Williams, 2018).

2.5.1.1 Features/Attributes of Physical/In-person Event

Infrastructure: No special technical support needed. The event is located in building or outdoor venue which can be equipped with a projector and computer/laptop devices if needed

Flexibility: Physical events have a strict timeline, location and both attendees and speakers need to follow it accordingly, thus this format of the event is less flexible.

Participation: The speakers and attendees will participate physically

Number of attendees: The number of attendees depend on the capacity of the venue

Logistics: Transportation and accommodation of speakers and attendees during the event causes additional costs, thus if all of them attend the event live the cost is bigger and the organization of it is harder.

Organising Committee: While organising a physical event, the OC shall consist of sufficient number of members in order to have a proper task division and have a successfully organised event.

Data tracking and Protection: Tracking mass data in person is much more challenging and requires more engagement of the OC in order to have successfully organised the event.

Engagement, Networking and Social Interaction: The engagement is high. Face-to-face interactions and physical meetings hold its own value as they add value in building relationships when attendees and speakers are able to meet in person. Social aspect of the event is easy to develop while meeting physically.

2.5.2 Virtual /online Events

Virtual /online Events: An event is considered to be "digital" if some or all of the attendees are connected via a common digital environment but are not all physically present at the same location. A virtual event is one where individuals experience the event and its content online rather than gathering in-person. A webinar online, a meeting using a video conferencing tool, a conference from the comfort of your desk are all examples of virtual events.

1.5.2.1 Features/ Attributes of Virtual Events

Infrastructure: Require the use of virtual platforms (e.g., Facebook, Zoom, ClickMeeting, GoogleMeet etc)

Participation: Speakers and attendees can only be virtually present.

Number of attendees: Considerably large number of attendees, depending on the platform.

Logistics: Only virtual logistics can be used, usually free of cost.

Organising Committee: There is no need for many OC members, however organisers need to be sufficiently familiar with the use of technology

Engagement, Networking and Social Interaction: Not as engaging as hybrid events (let alone physical events). OC will have to provide opportunities for interaction between attendees and speakers via virtual platforms.

Flexibility: Virtual events allow connecting speakers and participants from different time zones and locations. The possibility to record the ongoing sessions brings even more flexibility for attendees that are not able to attend the event or connect live.

Data tracking and Protection: It is easier to track mass data such as comments, registrations, clicks, views, interactions, questions, answers...via virtual platforms and different surveys. All the data helps to evaluate the success of the project.

2.5.3 Hybrid Event

Hybrid Event: An event which takes place in a physical location but is simultaneously broadcast online. The speakers, experts, panelists are mainly at the physical location but may also attend from online. The important thing to remember is, that for an event to truly be a Hybrid Event, a certain set of prerequisites must be present: the event must include participants both online and on-site in a way that is immersive and allows both to fully take part in the entire event or at least significant parts of it. Thanks to modern technology and digital components, the audience is equally able to partake and interact on site or online. Hybrid Events can then mean many types of events, such as meetings, panel discussions, conferences or online lectures (Chodor and Cyranski, 2020).

2.5.3.1 Features/Attributes of Hybrid Events

Infrastructure and Equipment: Require physical infrastructure and equipment/platform for live transmission. Technical support for organization needed (microphone, camera, computer/laptop devices, projector, high-quality virtual event platform like ClickMeeting or Zoom etc) located in a hall

Participation: Speakers and attendees can participate either physically or virtually.

Number of attendees: More participants can attend the event, given that there will be extra places offered for physically-participating attendees in addition to the already large number of online attendees, depending on the platform.

Logistics: Both actual and virtual logistics (transportation, accommodation, supplies etc) need to be provided, thus increasing both the cost and the workload of the VP in charge of Marketing

Organizing Committee: There is no need for many OC members, however organisers need to be sufficiently familiar with the use of technology

Engagement, Networking and Social Interaction: Non-physical participants cannot be as actively engaged as physical participants. This can be improved upon by placing special attention to making the virtual platform more interactive. OC will have to provide opportunities for interaction between attendees and speakers via virtual platforms as well as enable interactions for those attending in person.

Flexibility: Hybrid events allow connecting speakers and participants from different time zones and locations. The possibility to record the ongoing sessions brings even more flexibility for attendees that are not able to attend the event or connect live.

Data tracking and Protection: While organising hybrid events various data is collected both in-person as well as virtually in the registration process. It is easier to track mass data such as comments, registrations, clicks, views, interactions, questions, answers...via virtual platforms and different surveys. All that data helps to evaluate the success of the project.

Self-Assessment Exercises 3

- 1 Briefly explain Virtual and Hybrid events
- 2 State the difference between physical, virtual and hybrid events in terms of participation.

2.6 Summary

Events have been categorised on the basis of: their size, the purpose / sector to which they belong and the key services provided. Categories based on size include mega-events, major events, hallmark events, regional events and minor events. The second category of events, based on the purpose or sector to which they belong are: sporting events, corporate / business and trade events, cultural events including festivals and fairs, charitable and fundraising events, educational and

Career events, entertainment and art events, social and personal / life cycle events and other events. The third categorization is based on scope such as local, national, regional and global events. Events can also be categorized based on mode of participation into: In-person, virtual and hybrid events

2.7 Glossary (See unit 4)

2.8 References/Further Readings

Further Readings

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2.8 Possible Answers to SAEs

Answers to SAEs 1

1. Shone and Parry (2004) classified Events into four broad categories based on their purpose and objective:

- i. **Leisure events** e.g., leisure, sport, music, recreation.
- ii. **Cultural/religious events** e.g., cultural festivals/ceremonies, religious, art, heritage, and folklore.
- iii. **Personal/Private events** e.g., weddings, birthdays, naming, house warming.
- iv. **Organizational/institutional events** e.g., commercial, political, charitable, sales, product launch, expo, conferences, awards, and honors dinners.

2. Characteristics of Large-scale events

Large-scale events are defined as those that include at least some of the following:

- i. Audiences and personnel that maximize the site or venue's capacity – this is about crowd control and safety.
- ii. Audiences and personnel that maximize the site or venue's capacity – this is about crowd control and safety.
- iii. A single location with many or major activities or attractions
- iv. Significant influence on local infrastructure, including roadways, parking, public transportation, and local businesses, among others.

Characteristics of Small-scale events

Small-scale events are defined as those that include at least some of the following:

- i. Audiences and employees that do not exceed the site or venue's capacity - safe and easy entrance and egress
- ii. Audiences and employees that do not exceed the site or venue's capacity - safe and easy entrance and egress
- iii. Small, local or community events or a single attraction
- iv. Minimal influence on local infrastructure, such as roadways, parking, public transportation, local businesses, and so on.

Answers to SAEs 2

1 Education/Academic Events

Academic events are gatherings of students, academics, and industry leaders to address educational issues. The purpose is to address the three stakeholders' perspectives in education through an interchange of ideas and experiences. Such events include seminars, workshops, and conferences.

i. Seminars

In appearance, seminars resemble conferences a lot. The greatest distinction is that seminars are solely focused on training and education. Because they're academic in nature, and help businesses connect with attendees by giving them practical information, tools, and skills to achieve their own personal goals.

ii. Conferences

A conference is an event that focuses on a central theme or industry that is typically held over multiple days. This event type features speakers, exhibits, competitions, networking opportunities, as well as more social gatherings before and after the conference.

2 Crafts and Creativity Events/ Trade fairs or exhibitions

Exhibitions, fairs, and expos are occasionally held to display arts and crafts, as well as other creative items and handicrafts. Such gatherings aid in the discovery of one-of-a-kind skills and items that may be sold for a profit or a good cause. A trade show or expo is held over many days. The goal of this sort of event is to promote a whole industry sector.

Trade shows are good for firms or freelancers, but they are also available/open to the general public in some situations. This sort of fair is frequently highly popular, attracting thousands of people. Furthermore, trade shows are an excellent area for businesses to network, since they are a great method to expand your contact list and meet new people. It's also an excellent strategy to boost your reputation and exposure as an exhibitor. The idea is to be on a show with a similar theme to your company.

Answers to SAEs 3

1. Hybrid Event: An event which takes place in a physical location but is simultaneously broadcast online. The speakers, experts, panelists are mainly at the physical location but may also attend from online. The important thing to remember is, that for an event to truly be a Hybrid Event, a certain set of prerequisites must be present: the event must include participants both online and on-site in a way that is immersive and allows both to fully take part in the entire event or at least significant parts of it. Thanks to modern technology and digital components, the audience is equally able to partake and interact on site or online. Hybrid Events can then mean many types of events, such as meetings, panel discussions, conferences or online lectures.

Virtual /online Events: An event is considered to be "digital" if some or all of the attendees are connected via a common digital environment but are not all physically present at the same location. A virtual event is one where individuals experience the event and its content online rather than gathering in-person. A webinar online, a meeting using a video conferencing tool, a conference from the comfort of your desk are all examples of virtual events.

2. Participation: The speakers and attendees will participate physically at In-person event

Participation: Speakers and attendees can only be virtually present during virtual event

Participation: Speakers and attendees can participate either physically or virtually during hybrid event.

Unit 3: Introduction to Event Management

Unit Structure

3.1 Introduction

3.2 Learning Outcomes

3.3 Meaning, definition and Concept of event management

3.3.1 Definition of event management

3.3.2 Meaning of event management

3.3.3 The Five Cs of Event Management

3.3.4 Activities in Event Management

3.3.5 Key Elements of Event Management

3.4 Event Management Process

3.4.1 Event Management Process Lifecycle

3.4.2 Event Management Utilities

3.4.3 Computer Aided Event Management

3.4.3.1 Importance of Computer Aided Event Management

3.4.3.2 Benefits of Computer aided management:

3.5 Analysis of Events

3.5.1 SWOT Analysis in Event Management

3.5.1.1 Strengths and Weaknesses

3.5.1.2 Opportunities and Threats

- 3.5.2 SWOT Analysis procedure
 - 3.5.2.1 The steps involved in SWOT Analysis
- 3.6 Summary
- 3.7 Glossary
- 3.8 References/Further Readings
- 3.9 Possible Answers to Self-Assessment Exercise(s) within the content



3.1 Introduction

In the last unit, we discussed the nature and types of events in the classroom. This unit focuses on the event management process and event analysis. Event management has become a thriving area of the tourist and leisure sectors. As the number of events grows, more people are realizing the importance of continuing to train event management experts who can plan, organize, and manage events. Knowledge of event management is critical for event sustainability.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- Explain the meaning and concept of event management
- Analyse the role of creativity in event management process
- Write on the utilities of event management
- Explain the role and skills of an event manager
- Describe how an event manager works with event team and gets the best out of them;



3.3 Meaning and Definition of event management

3.3.1 Definition of Event Management

- Event management is the way to plan, organise and manage resources in a systematic manner to create successful events, reduces risk and uncertainty associated with the running of events as well as helping to ensure that potential benefits are realised.
- According to Ramsborg, et al. (2008), “Event management involves studying the intricacies of the brand, identifying the target audience, establishing the event concept, setting up the logistics, and coordinating the technical components before the ethics of the proposed event are really carried out.

3.3.2 Meaning of Event Management

The term "management" refers to the practice of using both people and material resources to achieve predefined objectives. Planning, organizing, directing, coordinating, and controlling are all involved. These managerial responsibilities need to be clearly defined and brought together in order for an event to be successfully hosted.

The production of an event is referred to as event management. Event management involves doing background research on the brand, identifying the target audience, coming up with an event concept, setting up the logistics, and coordinating the technological aspects before the event ever starts. It is carried out by a group of persons with various expertise and tasks. People and their obligations interact in a significant way. It includes all aspects of planning, organizing, staffing, leading, executing, Strong organizational communication, negotiating, budgeting, creative abilities and assessment/evaluation.

3.3.3 The Five Cs of Event Management

The five Cs of event management includes: Conceptualizing, costing, Canvassing, Customising and Carrying Out, Culmination and Control. They are explained below.

1. Conceptualizing

This is the first "C" attributed to event management. The client provides the event manager with particular information about why an event is being scheduled. This gives the crew the opportunity to develop an appropriate theme or concept for the event. The theme should be developed with the event's goal, target audience, potential venue, media to be used, etc. in mind.

2. Costing

Costing includes creating budgets, cost predictions, and funding sources. Additionally, there is a provision for managing risk and uncertainty.

3. Canvassing

Canvassing operations include networking and advertising to drive the necessary attendance for the event's success, with the ultimate goal of raising money and securing sponsorships for the event's execution.

4. Customising

Customisation of an event focuses on client satisfaction. Reinforcing client requirements in the direction of objective fulfillment and guaranteeing that it combines innovation and applicability to match clients' shifting trends and tastes. Involves a customized strategy that is created especially for an event in order to successfully engage the target audience and meet the client's needs.

5. Carrying Out, Culmination and Control

This phase involves the actual execution of plans. It entails the entirety of the series of tasks and actions that result in the execution of the event and achievement of the event's goal.

3.3.4 Activities in Event Management

Activities usually vary with the category of event being organised. The sequential flow of how event management actually happens, generally consist of three stages:

a. Pre-event activities (activities before the event takes place)

- i. Working in accordance with the goal and objectives of the event
- ii. Ensuring financial prudence (budgeting)
- iii. Reserving a location for an event (venue selection)
- iv. Coordinating outside vendors
- v. Developing a parking plan
- vi. Designing emergency contingency plans
- vii. Ensuring compliance with health and safety standards
- viii. Recruiting staff responsible for each function
- ix. Marketing and promoting event
- x. Risk assessment

b. During-event activities (activities while the event is taking place)

- xi. Overseeing execution of an event
- xii. Monitoring of the event
- xiii. Resolving event situations on site
- xiv. Ensuring that Event Managers and Event Planners work together

c. Post-event activities (activities after the event has been executed).

- xiv. Getting feedback on the event through event evaluation

According to this approach, management duties include planning, organizing, staffing, leading, and controlling.

3.3.5 Key Elements of Event Management

Without collaboration and input from the major elements of events, no event can be effectively accomplished. These key elements include **event infrastructure, target audience, sponsors, event organizers, venue, and media,**

1. Event Infrastructure

As the name implies, event infrastructure refers to the key components that make an event possible. These are: **The core concept, core people, core skill, and core structure** are the important ingredients. The infrastructure changes depending on the type of event and the number of events.

i.. Core Concept

The phrase "core concept" may be used to describe the essential ethos and evolution of different key categories of events. That is, what distinguishes and demarcates the various categories' borders between themselves. Each of the event categories may thus be used to create a whole event family.

ii. Core People

These are the individuals who are performing, acting, or engaging in the process of influencing the audience in order to make a desired impression in the audience's thinking in terms of a positive stance for the clients' brand. When the event begins, they are the folks who command attention and command the stage.

The audience comes to experience such essential people's competence, charm, and knowledge, as well as to interact with them. The primary personnel who will be employed at an event should have the same personality as the brand.

iii. Core Skill/Talent

The essential personnel for each event category must have a certain specialty, reputation, or knowledge. The audience is drawn to and influenced by the key talent. The varieties of audience that attend a music concert are determined by the ability of the musician.

As a result, the core talent assists in the creation of variants in any event category. In music, for example, whether the event is a classical or pop music, performance is determined by the type of instrument used and the piece performed.

In a competitive event such as sports, core skill is game specific, for example, the ability necessary to play cricket differs from the talent required to play basketball or football.

iv. Core Structure

The organizational structure for efficient management has been denoted as the core structure.

It is necessary to have a formal or informal structure to handle the event category as a whole in order for it to be profitable from a marketing standpoint.

The more formal and organized an event is, the more profitable it is since it is easier to run and advertise. By being more formal and organized, we mean that there is a suitable organizational structure in place with clearly defined duties and responsibilities for different members of the organization, as well as adequate delegation of power to carry out these functions.

2. Target Audience

The target audience is the group of customers that are the focus of the event. The event design is determined by the demographic profile of the target audience as well as the quantity of people who will attend.

The event's image and budget are determined by these parameters. The target audience determines whether the event will be a mega-event or a theme party, as well as which artists will play and where the event will be hosted. As a result, the whole process, from the original conceptualization to the execution of the event, takes into account the characteristics and behavior of the target audience groups.

3. Clients

Clients are individuals or organizations who act as event sponsors. They fund the events because they see them as a more effective marketing communication tool for establishing a desirable position in the target audience's thinking.

They contribute finances to make an event affordable for the intended audience, either whole or partially. As will be addressed later, an event's risk rating rises if sufficient funds from sponsors are not provided, putting the event's organizers at danger.

Self-Assessment Exercises 1

1. Highlight the five Cs of event management
2. State the components of event infrastructure

3.4 Event Management Process

3.4.1 Event Management Process Lifecycle

The event management lifecycle involves five stages, Initiation, planning, implementation, execution and closure/evaluation as recommended by Joe Goldblatt.

a. Initiation

Initiation is the first phase in the event lifecycle. In order to gain commitment from other individuals and organisations that would be involved in the event, you need to have a clear understanding of the scope, needs and expected outcome of this proposed event. Simply put, you should be able to determine the mission, nature and objectives of this event. This requires you to establish and communicate a shared vision of the event from the perspective of each stakeholder. This can be achieved as explained below.

i. Determine the mission, goals, and objectives of the event

Every event has a reason why it should take place, this reason is known as a purpose. This purpose is the basis for the mission statement, which is the foundation for the event's strategic plan. In order to successfully meet the mission, goals and objective of the event, you should know why the event is happening in the first place.

ii. Research historical data, feasibility, and constraints

Analyzing the likelihood that the event will achieve its aims and objectives and conducting historical research on previous or comparable events are crucial actions.

iii. Specify concept, scope and expected outcome

Specifying the concept, scope and expected outcome is done through the clear descriptions of the event, which is obtained from the need assessment. The assessment determines the 5W's of events, (Who, what, when, where and why) that is, who the event is for, what the event includes, when will the event take place, where will the event take place and why is it taking place.

iv. Prepare proposal and obtain acceptance

Once the above steps have been followed, it will be time for you to compile a proposal or strategic plan. This proposal would specify what is to be accomplished in the event, i.e. the deliverables and provide strong justification for the event. Following that, you will offer this to your customer or the hosting organization to get their approval. Acceptance will allow you to proceed to the planning stage.

b. Planning

This phase entails the creation of the road map on how to develop the event from an idea or concept to its completion. The actions (what should happen) and the manner in which they are to be carried out should be explicitly stated in an event plan.

Additionally, you must include the dates and any mission-critical deliverables. Timelines are also created at the planning stage based on a critical route, or what needs to be done and when. This is accomplished by decomposing the activity into separate tasks and delegating roles and responsibilities. The planning phase should result in the event plan that can direct the stakeholders on what to do.

c. Implementation

Sometimes referred to as the action phase, once you have created the event plan, it is time to execute the planned activities., the emphasis throughout this phase is on monitoring and controlling the event's scope, timelines, expenses, risk, communications, and procurement to ensure that the event is proceeding as planned.

Plans are developed as a backup in case partners and suppliers are unable to complete their contracts. Coordinating the logistical and physical needs of the suppliers and vendors will also be

crucial. This includes their activities, products, services, and other event elements that will be at the event will require time and space to install and set up their contribution. Moreover, this phase requires you to establish a communication infrastructure (verbal and written methods) to enable all parties involved to communicate clearly for the event to be successful.

d. The Event/execution


When this stage starts, it's important to pay close attention to what's occurring on the ground. The execution phase involves keeping an eye on service delivery and while simultaneously carrying out damage control throughout as appropriate. During the event, it's critical to spot unforeseen problems and address them as soon as they arise. Every member of the event team should be monitoring their area of responsibility for potentially adverse situations so that they can be timely handled. This may include implementing contingency plans.





e. Closure/Evaluation

This phase focuses on four primary areas: feedback, assessment, knowledge transfer, and appreciation. Once the event is over, the event site should be returned to its original condition, all payment must be made and received by the relevant parties, and paperwork must be completed. Examples of documentation include letters of gratitude to sponsors and volunteers and assessment reports for service providers and other parties involved. The feedback process frequently includes post-event debriefings with the customer, staff, volunteers, suppliers, and other stakeholders. The feedback, combined with the reviewed event plan, would provide clear recommendations for the next event. Evaluation concerns with collecting and analysing data (facts, figures and statistics) to rate the overall success of the event. The lessons learned can be used to improve on policies, performance, quality, procedures and practices for upcoming events.

Table 2 summarizes the complete lifetime and lists each phase's output along with its associated stages.

Table 2: Summary of Event management lifecycle

Major Functions		Performance Elements
Initiation		<ul style="list-style-type: none"> • Determine mission, objectives, and goals • Feasibility and constraints
Output		Proposal
Planning		<ul style="list-style-type: none"> • Specify concept, scope, and outcomes • Prepare proposal and gain acceptance • Determine resource requirements • Develop standard specifications

Output		Project Plan	<ul style="list-style-type: none"> • Determine tactics • Establish modification policies and procedures
Implementation			<ul style="list-style-type: none"> • Procure goods, services and human resources
Output		Action Plan	<ul style="list-style-type: none"> • Coordinate logistical requirements • Establish communication infrastructure • Inspect and monitor service delivery • Direct on-site logistics operations
The event			
Output		Event Production	<ul style="list-style-type: none"> • React to changes and problems • Implement contingency plans as necessary • Supervise event shutdown and obligation fulfillment
Closure			
Output		Event Report	<ul style="list-style-type: none"> • Collect data feedback • Analyse and evaluate outcomes • Compile final report

3.4.2 Event Management Utilities

1. FIRE BRIGADE:

The fire brigade utilizes both manual and automated operations to put out the fire.

- Fire safety needs to be included in event management from the beginning of the planning process in order to minimize the damage a fire causes and quickly save lives.
- Fire brigades can be on standby at large events. Circus activities or daredevil displays necessitate an evaluation of the events' nature, potential for accidents, and methods for prevention.
- Maintaining appropriate exit signs and fire exits. Exit signs pointing there that will still work if the power goes out.
- Adhering to electrical regulations in order to avoid overheating, overloading wiring, conductors, or other electrical hazards
- Installation of fire alarm systems for fire detection and warning.

2. AMBULANCE SERVICES:

- Events like marathons, sporting events may require more than one ambulance on stands by unlike other events like movie Screenings, Collage or School festivals.
- In addition to providing first aid, ambulance services make sure that patients who are extremely ill or injured receive prompt paramedic level care and are transported to hospitals as needed.

- All event organizers are responsible for the well-being and safety of all participants and spectators and hence must take all necessary precautions by having ambulance services.
- When accidents or illness occur at events it helps to have emergency services upfront that help prevent further harm and save lives.
- They should have a crew of paramedics / Doctors that are well qualified and skilled to handle emergency situations.
- The ambulance must also be well equipped with latest equipment including oxygen therapy kit, defibrillators, Carry chairs and stretchers.
- The ambulance and crew should be also be connected with close by hospitals or emergency

3. CATERING SERVICES

Catering service refers to the activity of providing food, refreshments and food service at events.

1. Catering for weddings: Caterers play a very important role at weddings. From the special guests to bride and groom, one needs to make sure everyone eats well. Catering requirements depend on the nature of weddings.

2. Catering for corporate: from the small meeting and training to large regional events, the ability to have great food delivered on site saves time and Money. Continental breakfast, box lunches and buffets are all popular for corporate catering.

3. Catering for social Events: from the birth day and retirement parties to social events cover a wide range of vents. Social events range from weddings, birthday parties and wedding anniversaries to gatherings such as New Year bash.

4. Mobile catering: Mobile catering is gaining popularity these days such as caterers move from one place to place in van or truck designed to carry food and equipment.

4. ELECTRICITY

Event organizers, contractors and others using electrical equipment must do all that is reasonably practicable to ensure that electrical installations and equipment at an event are properly selected, installed and maintained.

The following elements should be considered by event organizers.

- Power requirements, Details of power supply
- Emergency power requirements, Environmental conditions, Event time table for power requirements.

- Use of power generators, special power supplies for some equipment, portable tools.
- Electrical requirement for emergency lighting and exit signs.
- Power supplies for catering equipment, first aid points, incident control room, CCTV cameras etc.
- Power supplies for heating and air conditioning.

5. WATER

Events must have sufficient supply of freely available or at nominal charge, potable water and clear directional signage to water.

- Drinking dispensers.
- Water bottles
- Disposal of Waste water
- Water management
- Water testing.

3.4.3 Computer Aided Event Management

Computer aided event management can be defined as the process of making use of information technology and computers for conducting and organizing events.

Event management Information System (EMIS) is the software that monitors servers, workstations and network devices for routine and non-routine events.

3.4.3.1 Importance of Computer Aided Event Management

1. Registrations online: Online registration enables attendees and participants to register online and make and secure payments online. It is simple to set up customers' registration forms, promotions, send mail invitations and manage cancellations.
2. Online map location: With the advent of I phones, androids and smart phones applications have become next Gen platform for event management.
3. Promotion through social network: Social networking sites like face book and twitter have completely altered the way we think about event promotion. Letters are antiquated and emails are outdated.

4. Live meetings and interactions: The live meetings are newest venues for the events world over. Planners and event managers are going all out to accommodate to their eager attendees, wherever they may be.
5. Achieve strategic event goals: Focus on completely integrating chosen event technologies into live events, demos, training, entertainment and networking in order to efficiency, cut costs and improved performance.
6. Create Powerful Brand Connections: Event marketing technology can be outstanding catalyst for action. Attendees who find it easy to share information, begin conversations and engage with the brand through entertainment.
7. Reduction of cost:
8. Data base collection: Enables immediate access to the wealth of relevant information about your audience desires, interests and habits. It is possible to interact with the customers online and maintain long term relationships.

3.4.3.2 Benefits of Computer aided management

1. Easier data management
2. Increased efficiency
3. Reduces cost
4. Reduces workload
5. Faster payment
6. Improved quality
7. Expense tracking
8. Easy to generate report
9. Automatic event reminders
10. Online registration/cancellation.

Self-Assessment Exercises 2

- | |
|---|
| <ol style="list-style-type: none">1. Summarise the event management life cycle in a tabular form2. Highlight the potential benefits of computer aided event management process |
|---|

3.5 Analysis of Events

3.5.1 SWOT Analysis in Event Management

A Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT Analysis) is a strategic planning tool/ technique used to identify and analyse the strengths, weaknesses, opportunities and threats involved in events before deciding on a new strategy. The goal is to compile insightful data in each category that can give you a competitive edge.

SWOT analysis helps to pinpoint the internal and external factors that could prevent the event from succeeding to its maximum success. It should be noted that, in making a decision to proceed with event planning, your goal is to identify more opportunities than threats. All threats should be considered carefully, and experts should be consulted to determine ways in which threats may be contained, reduced, or eliminated.

SWOT analysis is often used before you start arranging an event to guide your decision-making.

3.5.1.1 Strengths and Weaknesses

The main factors that may be identified prior to an event's actual occurrence are its strengths and weaknesses.

Strengths: These are the characteristics of the project or organization that aid in the accomplishment of the project's goals. For example, experienced event team, high motivation levels, excellent PR, good market share etc.

Weaknesses: These are the attributes of the project / organisation which are harmful in achieving the project objectives. For example, social loafing, lack of funds, inexperienced event team, low energy levels, lack of media and corporate contacts etc.

Typical strengths and weaknesses of many events are shown in Table 3.

Table 3: Strengths and Weaknesses of event

Strengths	Weaknesses
-----------	------------

Strong funding	Weak funding
Good potential for sponsors	No or poor potential for sponsors
Well-trained staff and volunteers	Poorly trained staff and volunteers
Good media relations	Poor media relations
Excellent site/location	Poor/bad site/location
Interactive activities	High tax structure

3.5.1.2 Opportunities and Threats

Opportunities and threats are two key factors that generally present themselves either during an event or after it has occurred. However, during the research process, these factors should be considered seriously, as they may spell potential disaster for the event.

Opportunities are actions that might help an event without requiring a lot of money from your company. One instance is choosing a year to host an event that also happens to be your community's or industry's 100th anniversary. Your event may benefit from additional funding, publicity, and other important resources simply by aligning yourself with this hallmark event. Opportunities include additional, perhaps indirect, positive effects, such as the possibility to improve the political standing of the event's host.

Threats are activities that prevent you from maximizing the potential of an event. The most obvious threat is weather; however, political threats may be just as devastating. Local political leaders must buy in to your civic event to ensure cooperation with all agencies. Political infighting may quickly destroy your planning. A modern threat is that of terrorism. People may choose not to attend an event if there is a risk of violence breaking out there. A celebrity person's cancellation or absence might also make a significant impact.

Typical threats and opportunities of many events are presented in Table 4.

Table 4: Common threats and opportunities for an event.

Opportunities	Threats
Civic anniversary	Disaster

Chamber of Commerce promotion	Political infighting
Developing more loyal employees	Violence from terrorism
New opportunities/markets	Drug and alcohol consumption
New sponsors/acquisitions	Venue in bad neighborhood
Support from local authority	Celebrity cancelling or not attending

3.5.2 SWOT Analysis procedure

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

3.5.2.1 The steps involved in SWOT Analysis

The steps involved in SWOT Analysis are explained below

Step 1: Select events for analysis

The event manager must decide which events he wants to analyze initially after choosing the required collection of event concepts. He must rank the occurrences in order of importance if there have been several. However, if the event is particularly significant, the event manager must assign a special team to do a thorough examination of that particular event.

Step 2: Collect and collate information

Once the event manager has chosen which event to analyze, he or she must thoroughly compile all the information pertinent to that event in order to begin planning for that specific event analysis.

Step 3: Organize the Analysis Meeting

Prior to the event analysis, the event manager must make sure that he schedules regular meetings. He can also invite others from outside the gathering who might have more details about the occasion.

Step 4: Set frameworks and rules for the analysis

The event manager must ensure that he establishes ground rules for his meeting when it is held to do analysis. He will set the regulations, and they must be in line with the event's principal goal. Additionally, the meeting's conversation must center on attaining these goals.

Step 5: Conduct the Analysis

The event manager then conducts the analysis to see whether any issues exist and what efforts may be done to prevent them.

Step 6: Implement Changes and Follow Up

The event manager can make any modifications that are necessary and follow them up if he learns about them during the meeting.

Here are some sample questions you may make about your event to determine your competitive edge.

Strengths

What are our best *organizational* assets (valuable resources you own or control)?

What do we do better than other organizations (our unique selling proposition)?

What are our best *event* assets?

What does our event do better than others?

What do customers/members/competitors say are our event's strengths?

Weakness

What does our organization do worse than other organizations or what do other organizations do better than us?

What elements of our business add little or no value?

What elements of our events add little or no value?

What are the most common complaints about our event?

What do customers/members/competitors say are our event's weaknesses?

Opportunities

What current or emerging trends might positively affect our event?

Is there an unmet need in our industry that we could meet?

Is there a gap in the market or a niche we're not currently targeting?

Is there something our customers/members are asking for we're not offering?

Do our competitor's events have a weakness we can take advantage of?

Threats

What current or emerging trends might negatively affect our event?

What obstacles does our event face?

What natural or man-made crisis might threaten our event?

What are our competitors doing or planning that could negatively impact us?
Who is not a current competitor but might be one in the future?



3.6 Summary

This unit discussed the meaning and event management life cycle as the practice of using both people and material resources to achieve predefined objectives involving planning, organizing, directing, coordinating, controlling, execution and evaluation. The importance of the five Cs (Conceptualizing, Costing, Canvassing, Customizing and Carrying Out, Culmination and Control) of event management was also discussed. We also learn about the key elements (event infrastructure, target audience, sponsors, event organizers, venue, and media) of event management. The event management utilities and the use of computer in event management was analysed. Finally, the use of SWOT analysis as a tool in event management was emphasized.

3.7 Glossary (See unit 4)



3.8 References/Further Readings

Further Readings

Getz, D (2007) *Event studies; Theory, research and policy for planned events*.

Goldblatt, Joe (2002). *Special Events: Twenty-first Century Global Event Management*. New York: John Wiley & Sons.

Goldblatt, Joe (2014). *Special Events: Creating and Sustaining a New World for Celebration (The Wiley Event Management Series)*. New Jersey: John Wiley & Sons.



3.9 Possible Answers to SAEs

Answers to SAEs 1

1. The five Cs of event management includes: Conceptualizing, costing, Canvassing, Customising and Carrying Out, Culmination and Control.
2. The components/Ingredients of event infrastructure are: The core concept, core people, core skill, and core structure

Answers to SAEs 2

1. **Performance Elements of Initiation phase:** • Determine mission, objectives, and goals; • Feasibility and constraints; • Specify concept, scope, and outcomes; • Prepare proposal and gain acceptance
Performance Elements of The event/execution phase: • Inspect and monitor service delivery; • Direct on-site logistics operations; • React to changes and problems; • Implement contingency plans as necessary
2. The benefits of computer aided event management process includes: (i) Easier data management, (ii) Increased efficiency (iii) Reduces cost (iv) Reduces workload (v) Faster payment (vi) Improved quality (vii) Expense tracking (viii) Easy to generate report (ix) Automatic event reminders (x) Online registration/cancellation.

Unit 4: Events Branding and Positioning

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Meaning and Significance of Event Branding
 - 4.3.1 Definition and Meaning of Brand
 - 4.3.2 Significance of Brand
 - 4.3.3 Event as a Product Brand
 - 4.3.3.1 Event as a Tool for Building Brand Image
- 4.4 Brand Value and Brand Development Strategy
 - 4.4.1 Components of Brand Value
 - 4.4.2 Brand Development Strategy
- 4.5 Event Positioning
 - 4.5.1 Meaning of Event Positioning
 - 4.5.2 How to position event
- 4.6 Summary
- 4.7 Glossary
- 4.8 References/Further Readings
- 4.9 Possible Answers to Self-Assessment Exercise(s) within the content



4.1 Introduction

Effective management action is important in event sustainability. In the last unit we discussed event management process. This unit focuses on event as a product brand. It is not possible to manage what does not have identity. Consumers can identify and bond with products or services (event) based on branding. As a result, a brand should be formed or an existing brand should be enhanced to meet the consumer's demands.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning of branding
- Discuss events as a product brand and events as a tool to create or strengthen brands;
- Understand the importance of brands from both the consumers' and producers' perspectives;
- Relate to event positioning



4.3 Meaning, concept and Significance of Event Branding

4.3.1 Definition and Meaning of Brand

4.3.1.1 Definition

As defined by Chernatony and McDonald, “a brand is a product, service, person or place to which, with the buyer or consumer in mind, relevant, unique, symbolic values have been added and are closely related to the needs of the consumer”.

An event brand is purely and simply a marketing practice in which a company or organization develops a name, symbols, colors, messaging, and imagery to distinguish a distinct identity for an event.

4.3.1.2 Meaning of Brand

Brands in form of a name, logo, symbol, sign, or word, theme, website, app, marketing materials, stage design, speakers, sponsors, and event swag are used to differentiate the items of one vendor from those of another. The main goal is to come up with a unique name for the item in the marketplace so that its uniqueness may be recognized. To make the event memorable to its target audience, the event brand should stand out from the crowd.

It's important to note that a brand is more than simply a product; it also encompasses consumer thoughts and sentiments about the product's overall features. In other words, a brand should be in sync with customer requirements.

Many events are brands, just as many commodities are brands. We've all had experiences where a product or service helps us meet a need, but a branded product or service goes above and above. It promises happiness, satisfies a desire for certainty, and removes the difficulty of choice. The key to having a successful event is to make your branding consistent and recognizable, as

consistent brand presentation has been shown to increase revenue by 33%. Aside from a well-thought-out branding strategy, you must promote the event, create memorable moments for attendees, and understand how to measure success.

Branded events, such as Dreamforce, INBOUND, or 29Rooms, are distinct from the companies that host them. This is possible through the use of both onsite branding (banners, booths, stage design, and swag) and digital branding (i.e., website, imagery, and marketing).

4.3.2 Advantages of Branding

- a. It helps in brand building that is, creating awareness about the launch of new products/brands.
- b. To highlight the added features of the product/services.
- c. It helps in rejuvenating brands during different stages of product life cycle.
- d. Helping in communicating the repositioning of brands/products.
- e. Associating the brand personality of clients with the personality of target market.
- f. It helps in creating and maintaining brand identity.

4.3.3 Brand Concept

Brand concepts can be better explained by looking at the three major elements of brand which are: brand identity, brand-added value and brand equity

i. Brand Identity

Brand identity refers to the tangible and intangible images that are connected with a brand. Marketers frequently use design, color, quality, and lifestyle appropriateness to build enticing images around their products.

A company's brand identity is the overall promise it offers to its customers. A brand can be thought of as a product, a personality, a set of values, or a place in the minds of customers. All that an organization wants its brand to be known for is its identity. It's a characteristic associated with a certain corporation product, service, or person. It is a method of conveying a brand to the outside world. In addition, a brand includes consumer perception and feelings about a product's attributes as a whole. Hence brand identity is a collection of mental and functional associations with the brand. An association does not give us the reason to buy the product but makes us familiar with the product and also helps in product differentiation. These associations can include signature tune

(for example, Britannia's 'ting-ting-ta-ding'), trademark colours (for example the trademark purple colour with Cadbury), logo (for example Lacoste), tagline (for example 'think different' is Apple's tagline) etc. An organization communicates its identity to the consumers through its branding and marketing strategies.

The components of brand identity include: Brand vision, Brand culture, Positioning, Personality, Relationships, and Presentations.

ii. Brand-added Value

The additional price a consumer is willing to pay when purchasing a brand is known as brand-added value. This concept works when deciding between a branded object 'with' a brand name and the identical thing 'without' a brand name, based on the difference in preference. It is feasible to determine how much a person is willing to spend using this notion. For example, English Premier League or Spanish La Liga may charge 30-65 percent more as entry tickets for matches than the Nigerian Premier League.

Consumers are offered functions by brands at various times. These functions might be identification-related, assurance-related, or symbolic in nature. During the orientation and purchasing stages, the identification and assurance functions are important, but the symbolic function is important after the purchase.

iii. Brand Equity

The financial worth of a brand that is represented in its organization is known as brand equity. It's about how the brand's creator anticipates a stronger balance sheet as a result of brand development. When it comes to customers, brand equity arises when they are more aware of a certain brand and have strong positive brand connotations in their minds. If brand identity refers to the additional values that a customer associates with a particular brand, brand equity refers to how they value the brand in comparison to other brands. Customer-based brand equity refers to the impact of brand knowledge on consumer response to the marketing of one brand vs another. Brand equity refers to the certainty of a brand's choosing.

A strong brand has a devoted following of customers and visitors who spread the word about it. A strong brand provides some assurance that it will find consumers. A greater price can be demanded for branded items and services than for non-branded products and services due to the consumer's privileged position.

4.3.4 Determinants of Brand Management

Companies, popular culture, influencers, and customers are the four major categories of drivers for brands.

a. Firms/Companies: The event management company shapes the brand via all of its product-related activities that aid in consumer connection. To develop an image in the minds of potential consumers, all aspects of the marketing mix: product, communication channels, and price policies are used.

b. Popular Culture: Different forms of events are a big part of the world we live in. As a result, they are regularly promoted in movies, television shows, books, magazines, the Internet, and other forms of mass communication. Brands can be influenced significantly by these representations. Companies have worked to control how their brands are depicted in the media for over a century through public relations and financial sponsorships. This entails enlisting the help of celebrities and important figures in society to represent the company. Many companies in Nigeria, for example, has a prominent film star or footballer or social crusader as their events/products brand ambassador.

c. Customers: As the customers consume the product, they determine the efficiency of the brand culture. Also, they are a component of the event's operation. As they interface with various stakeholders during the event process, they generate event experience narratives that they frequently share with friends and others involved in the event process

d. Influencers: Non-customer opinions are significant in several sectors. These viewpoints help to place an event management company in the minds of the general public. Various media companies offer coverage to most high profile events, creating an impression about the event.

4.3.5 Event as a Product Brand and a Tool for Building Brand Image

4.3.5.1 Event as a Product Brand

There are some events that have become brands in and of themselves. For example, the Olympics, Arugungu fishing Festival, All African Games, FIFA World Cup, Eyo Festival, Osun Osogbo Festival, Nations Cup, and so on are well-known brand names as well as well-known event names locally and internationally. For all of the above events, the customer is more likely to remember the event itself than the firm that organized it. So, this is about the event as a product brand, or an event with a distinct identity.

The products/services that the event comprises of are the first thing that comes to mind for customers or buyers. As a result, while the events themselves are powerful brand names, the general public has no idea who is organizing them.

4.3.5.2 Event as a Tool for building brand Image

A brand image refers to a person's views of a brand based on brand associations stored in their memory. It takes time to grow. Brand building is the process of creating or strengthening a brand image. Building a brand via events means putting yourself in your audience's shoes, connecting with them, managing them, and distancing yourself from them at the appropriate times.

Events are powerful brand identities if they are both the source and the aim. On the other hand, certain events serve as vehicles for reinforcing (strengthening) current brands or establishing new ones. These kinds of events are utilized to develop brands. To put it another way, firms utilize events to promote their brands and emphasize their positioning. For example The Guilder Ultimate Search, Glo Premier League.

Self-Assessment Exercises 1

1. Define event brand
2. What are the components of brand identity?

4.4 Brand Value and Brand Development Strategy

4.4.1 Components of Brand Value

a. Reputation Value: Brands serve event firm reputations from an economic standpoint. Event management includes physical/tangible characteristics such as on-time flights, high-quality meals, and specialized items during trade shows. Customers assume a risk when they buy items, especially those that will be utilized in the future and whose quality cannot be properly assessed by examination prior to purchase. The trademark serves as a signal to buyers that the product will deliver exceptional quality and dependability on critical tasks. The product's achievements

and failures are documented in tales and aggregates that become part of the event firm's brand culture.

b. Relationship Value: Brands also signal that the company that makes the product can be trusted to be a long-term partner who can adapt to changing client requirements. Customer uses and wants cannot be completely anticipated and thus integrated into a contract at the time of purchase for many events, including festivals and fairs. As certain tales, pictures, and connections that circulate around the product become commonplace and accepted, relationship value grows.

c. Brand Cultures: From a psychological standpoint, the brand serves as a perceptual frame that emphasizes certain benefits associated with attending a particular event. This framing directs customers' event choices and molds their product experiences. The brand's heuristic value allows for significant reductions in search costs and the requirement to constantly evaluate information in order to make good decisions. As a result, event management companies frequently try to position their products as being exceptionally good at delivering a major benefit that consumers want. Specific exhibits in the fields of autos and education services, for example, can give all relevant information to target clients among rivals.

d. Symbolic Value: Articulate values and identities Brands also function as actual markers of values and identities by acting as symbols that represent values and identities. A fashion show put on by a renowned event management company is one example of how brands have become potent identifiers to represent statuses, lifestyles, ideologies, and a range of aspirational social identities.

4.4.2 Brand Development Strategy

There are no general standards for establishing brand strategies since various brands, business settings of event management firms, and corporate goals differ so greatly. Instead, a methodical four-step procedure may be utilized to customize tactics to adapt effectively to the context's peculiarities.

Step 1 Determine which objectives branding may help you achieve: When the business aim may be met by increasing perceived product value, brand tactics are applicable. Branding is a long drawn out process since it necessitates modifying shared conventions.

Step 2: Mapping the existing brand culture: Evaluate the present brand culture across the four components of brand value by mapping it out. This assessment necessitates the creation and collection of market research focused on the four main aspects of brand culture. To determine the amount of brand value, a survey, input from event participants, sponsoring organization, and relevant stakeholder are essential.

Step 3: Analyze the competitive environment: Delivering superior brand value to major rivals is one of the most critical drivers of brand strategy. Benchmarking against rivals' brands is required for competitive supremacy in brand value. The most important advancements in brand value are made by finding opportunities in the environment, such as customers, technology, infrastructure, and so on, that rivals have yet to exploit, and then devising a brand strategy to capitalize on these possibilities. For example, new types of event design, facility management, and emerging information and process technologies such as the Internet, customer relationship management, and changing customer preferences can create opportunities for different experiential framing, and shifts in society and culture can create opportunities to deliver new imagery.

Step 4: Design the strategy: A brand strategy describes the movement from the existing to the desired brand culture and the logic for its taking this path. A strategy plan for an event management company should map the present brand culture, define the most promising chances to improve the brand culture, taking into account both environment shifts and competitive benchmarking, and finally detail the specified brand culture.

Step 5: Implementation: A brand strategy requires an action plan that specifies which marketing mix elements are going to be used, how they're going to be used, and the way they're going to be integrated to realize a consistent branding effort. Every firm activity that engages prospective customers is a potential branding tool. Branding is not limited to communications. Rather, all elements of the marketing mix contribute to branding. Therefore, managers should balance branding objectives against other marketing goals.

Self-Assessment Exercises 2

1. Highlight the components of brand value
2. What are the steps involved in brand development

4.5 Event Positioning

4.5.1 Meaning of Event Positioning

Positioning refers to the way in which the event is defined by consumers. According to Kotler et al., positioning represents “the place it occupies in the minds of consumers relative to competing products.” Hence positioning is about creating a congruent relation between what the brand is, what is relevant to buyers, and what distinguishes it from the brands of competitors.

Positioning and branding involve establishing and maintaining the desired image in comparison to competitor events, and other attractions that are competing for participant’s free time and money. When positioning of the brand is used to obtain a sustainable competitive advantage or a unique sales proposition (USP), the consumer will have a convincing reason to buy the branded product.

Just like how branding in marketing is associated with consumer and industrial products, branding of events leads to the creation of events property.

Event property is a very significant method to maintain its desired image in the market and helps in event positioning. Event property is that feature of an event concept that can be organized periodically by using different artists and venues, for different clients and target audiences.

4.5.2 How to position event

Event positioning can be achieved in the following different ways:

- 1) By focusing on the existing reputation or image of event,
- 2) By focusing on event programming,
- 3) By focusing on the performers,
- 4) By focusing on the leader or director with charisma, who directs the event,
- 5) The characteristic of the event,
- 6) The purpose of the event,
- 7) The quality or price of the event,
- 8) A focus on location or facilities,
- 9) Event users,
- 10) Multiple attributes of event.



4.6 Summary

This Unit talks about the concept of branding in the context of events. The power of branding is shown by efforts that event producers put in to create a network of associations about the brand in the minds of people. Events are either brands in themselves or are used as tools in building brand image of a company. The significance of brands can be understood in the light of brand identity, brand added value, and brand equity. Event positioning is very important to establish and maintain its desired image in relation to competitor events. Event property or IP is a very significant method to maintain the desired image in the market and helps in event positioning. The concept of brand building helps largely in the positioning of events. Retaining of event property is equally significant and repositioning of events are done on the basis of changing market requirements.

4.7 Glossary

The internal environment is composed of all those factors, which exist within and has the capability to influence the event's strategic decisions and functions.

The external environment is that part of the business environment consisting of all those factors which do not exist within but can affect the event's operations, decisions, survival, growth and profitability.

The identification function: The consumer recognizes the product, the product variations, the intrinsic (inner) product qualities, and the extrinsic (external) product values while performing the identification function. Colour, picture, design, logo, and holograms all provide signals that aid with recognition.

The assurance function: Along with the identification function, the assurance function provides quality assurance. In the event of failure, the customer does not feel personally accountable.

The symbolic function: After the buyer has acquired the brand, the symbolic function comes into play. This function may be classified into three categories: expressive, socio-adaptive, and impressive.

The 'expressive function' reflects people's personalities and tells what they value in life. The 'socio-adaptive function' causes consumers to join a group of people who use that brand. This also leads to group acceptance or uniformity.

Planning: The planning function is responsible for micro-level event coordinating operations such as liaising with the creative team to discuss, facilitate, and arrange for technical requirements such as sound, light, stages, and sets.

Organizing: In the context of event management, organizing entails describing the activities needed for an event, defining individual and team duties, and delegating responsibility to coordinators. Such activities aid in the development of an intentional structure for role and position clarity.

Staffing: Event management personnel needs defined by functional roles in a project type organization structure. In event management, the necessity of team structure, experience, background, and skill of team members is critical.

Leading and coordination: The basic purpose of coordination is to achieve synergy among individual efforts in order to achieve the team goal. The overall coordinators must be strong leaders with exceptional interpersonal skills. An event manager's leadership characteristics include the ability to detect a bargain and think on one's feet.

Controlling: The essence of controlling is the evaluation and rectification of variations in event plans to guarantee conformance with original plans.

Evaluation: An evaluation is a process that aims to determine and quantify the extent to which an event has met its objectives.



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4.9 Possible Answers to SAEs

Answers to SAEs 1

1. An event brand is a practice in which a company or organization develops a name, symbols, colors, messaging, and imagery to distinguish a distinct identity for an event.
2. The components of brand identity include the following:
Brand vision, Brand culture, Positioning, Personality, Relationships, and Presentations.

Answers to SAEs 2

1. (a). Reputation Value, (b). Relationship Value, (c). Brand Cultures, (d). Symbolic Value
2. Step 1 Determine which objectives branding may help you achieve:
Step 2: Mapping the existing brand culture
Step 3: Analyze the competitive environment
Step 4: Design the strategy
Step 5: Implementation

Module 2 Event Feasibility, Planning and Budgeting

Unit 1 Event Feasibility and Event Planning

Unit 2 Event Budgeting

Unit 3 Organization and staffing

Unit 4 Strategies and tactics for conference planning

Unit 1: Event Feasibility and Event Planning

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Event Feasibility
 - 1.3.1 Meaning of Event Feasibility
 - 1.3.2 Scope/Types of Event feasibility
 - 1.3.3 Importance/advantages/benefits of Feasibility Study
- 1.4 Meaning, Importance and stages of Event Planning
 - 1.4.1 Meaning of Event Planning
 - 1.4.2 Importance of Event Planning
 - 1.4.3 The five Ws Concept in Event Planning
 - 1.4.4 Stages of Event Planning
- 1.5 Event Planning Procedure
 - 1.5.1 Components of an Event Plan
 - 1.5.2 Procedure for event Planning
- 1.6 Summary
- 1.7 Glossary
- 1.8 References/Further Readings
- 1.9 Possible Answers to Self-Assessment Exercise(s) within the content



1.1 Introduction

Events are memorable experiences and have positive impacts on the economy if well packaged. In the last module we focused on the concept of event, the event management process lifecycle and the importance of branding and positioning event as a product for the consumers. This unit focuses on event feasibility and event planning process. The chances of successful event hosting largely depend on conducting a research to ascertain the practicability and sustainability as well as how that event is carefully planned and managed.

1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning of event feasibility and planning
- Demonstrate the need and procedures for feasibility study in event management
- Evaluate the importance of Planning in event management
- Discuss the event planning process
- Develop a plan for event

1.3 Event Feasibility

1.3.1 Meaning of Event Feasibility

An event feasibility study is a systematic process for identifying challenges and opportunities, creating objectives, defining success, and weighing various costs and benefits. It is a preliminary study undertaken before the real work of an event starts, to ascertain the potential of the events success.

A feasibility analysis, as the name indicates, is used to establish the viability of a concept, such as guaranteeing that a project is legally, technically, and economically feasible. It informs us if a project is worthwhile—in certain situations, a project may be impossible to accomplish.

A feasibility study examines the resources required and available to execute the event in order to determine its potential for success. In order to determine if the event is feasible, the timeline and the resources which includes human, financial, technological, and operational are all considered.

It also considers any limitations that could exist, such as practical, social, economic, legal, or political difficulties. The feasibility assessment simply examines if the event is possible or has the potential to achieve its objectives, aims, and mission.

1.3.2 Scope/Types of Event feasibility

1. Operational/ Technical Feasibility

This includes quality of inputs e.g. equipment, venue, level of stakeholder support, human resources available etc. The technological resources accessible to the organization are the subject of this analysis. It aids companies in determining whether technical resources are adequate for the task and whether the technical team is capable of turning concepts into operational systems. The technical feasibility of the proposed system's hardware, software, and other requirements is also assessed.

2. Financial/ Economic Feasibility

It is all about the cost of event vs. projected return, financing options, availability of sponsorship etc. This evaluation usually includes a cost-benefit analysis of the project, which aids businesses in determining the project's viability, cost, and benefits before allocating financial resources.

The feasibility study must be able to adequately forecast the event's financial outcomes. This comprises creating a budget that includes a list of all known expenses and anticipated income. It is crucial that prospective organizers estimate potential earnings with a high level of realism. It is crucial to make sure that all expenses are covered, too.

Two common circumstances can be disastrous:

- i. The event continues despite the loss of a significant revenue source, such as less sponsorship than anticipated, a failed government funding application, or just half as many attendees.
- ii. An unexpected cost, such as when venue costs increase, officials' fees are estimated wrongly, or extra equipment has to be acquired at the last minute.

3. Risks Feasibility

Organizing events include risks for the organizers that should be examined and comprehended.

The event's planners must be reasonably certain that:

- The incident won't cause a loss of money.
- The event is planned enough properly to satisfy all stakeholders.

- By organizing the event, the organization's mission will be strengthened.
- Injury risk is reduced as far as feasible
- Plans for emergencies exist to guarantee the wellbeing and safety of all participants.
- There won't be any unforeseen losses or damages to the setting or equipment.
- All parties' good names as event planner including any sponsors, if any will remain untarnished.

Consider insurance: Without insurance, no event can take place; the amount of coverage necessary will be determined by the activities, size, and scale of your event, as well as your attempts to reduce risk factors.

4. Time Feasibility

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

- The ability to book a venue;
- The necessity to give participants an appropriate length of notice, and
- The hosting of the event at an appropriate season or time

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

The second factor is having enough time to promote the event and ensure that competitors can attend. Imagine holding a competition and learning that only a small number of participants would advance. Competitors (and officials) may not be able to book flights or make travel arrangements if not given enough notice. Additionally, they might decide not to go because they have other commitments they can't cancel or because they didn't have enough time to prepare. There must be enough time for planning so that the event date can be entered onto a large number of event calendars. This is especially true if competitors are likely to travel great distances to participate (even from overseas).

5. Staffing Feasibility

The Event Director, staff and volunteers are all part of the human resources needed to plan, organize, and stage an event. It is necessary to assess whether the organisation has or is likely to

have sufficient personnel for all event management tasks. If no one is willing to volunteer to direct the event or if no one with the necessary experience is available at a reasonable price, it must be assumed that the organization will probably struggle to put the event together. Additionally, it's crucial to count, analyze, and comprehend the numerous tasks that must be completed during the feasibility assessment stage in order to determine whether there are enough personnel available. Personnel with little experience can be trained if given enough time.

The questions to be addressed may include the following;

- Will some of the employees be compensated?
- Do you have enough time to arrange the event?
- Is the necessary equipment on hand for the duration of the event?
- Is there any equipment available locally?
- How much preparation is necessary?
- What are the monetary ramifications?
- Do I require expert help?

6. Venue and Equipment Feasibility

Those who are responsible for assessing the feasibility of an event must consider whether there is access to a suitable venue. The venue should meet or exceed the expectations of all participants and other stakeholders. • Will you need to build temporary facilities? • Is there enough room for the projected crowd? • Are there any security concerns? • Does the site have proper access and egress? • Do you have enough parking and/or loading places nearby?

If the organization lacks the necessary equipment to stage an event, it can be purchased, rented, or borrowed as long as the time and money are there. If there is not enough equipment available locally and it is too difficult or expensive to transport equipment from other locations, there may be a problem with feasibility.

7. Environmental Feasibility

Events are staged in a way that generally has some effect on the environment. This could include issues with parking and traffic congestion, as well as environmental harm such as noise, air pollution, waste disposal, trampling etc.

8. Marketing Feasibility

This is done to know the type, extent and viability of markets for the event. This will also determine the marketing strategies that could be adopted. You may need to establish a marketing

strategy if you want the general public to attend your event. This might be anything from neighborhood fliers to radio, television commercials, social media etc.

1.3.3 Importance/advantages/benefits of Feasibility Study

The following are some of the importance/ advantages/ benefits of doing a feasibility study:

- i. Analyses the event concept in depth (clarity, defined objectives and key Stakeholders)
- ii. Improves the attention of project teams
- iii. Discovers fresh possibilities
- iv. Provides useful data for making a "go/no-go" judgment. Determines why not to proceed.
- v. By examining numerous criteria, the success rate is increased.
- vi. Aids in a more informed decisions at a logistical, financial, resources and marketing level
- vii. Reduces the risk of a wasted investment in times of resources and money
- viii. Reduces the planning time for the event
- ix. Platform for seeking financial support

Self-Assessment Exercises 1

1. What is event feasibility?
2. Highlight the types of feasibility study for event

1.4 Meaning, Importance and stages of Event Planning

1.4.1 Meaning of Event Planning

According to Koontz & O'Donnell, Planning is deciding in advance what to do, how to do it and who is to do it. Planning entails determining the future course of action to be taken while looking forward. It is a methodical process that chooses who, when, and how to carry out a certain task. Planning is the process of creating a specific schedule for future actions. It coordinates these elements against SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and objectives, as well as a timeline.

Planning takes into account the organization's current and future physical and human resources in order to achieve effective coordination, contribution, and flawless adjustment. According to

Watt (1998), an event can only happen as a result of precise, systematic, and logical planning, which in his opinion lowers uncertainty, concentrates attention on goals, and enhances operation. Planning is probably the most important phase of organising events, as it is directly linked to the success of the event. Planning may improve collaboration, focus, and foresight. It can also be used to monitor and manage the event's progress and outcome.

1.4.2 Importance of Event Planning

There are a number of reasons why event planning is important; the top 5 are:

- i. Proper planning helps avoid ruining the attendee experience. Every event activity has a schedule that outlines when, who, and how each task is to be completed.
- ii. Event planning helps you stick to the budget thereby saving the event planner from running the event at a loss.
- iii. Proper event planning ensures everyone will be safe and have a good time. Careful planning is necessary to ensure that the event complies with any local laws and health and safety standards.
- iv. Bad planning damages the event brand. The participants can tell when an event is badly prepared. Their opinion of the event and, in turn, the event brand are badly impacted by this.
- v. Events that were poorly prepared might give guests a bad impression of the host city. This is especially true for big-scale events that receive extensive media coverage.
- vi. Additionally, the event plan ensures that the event incorporates new trends (that are applicable to the nature, scale, and budget of the event) that would ensure that the event is moving with the time and relevant.

1.4.3 The five Ws Concept in Event Planning

In the event planning there is the concept of the five Ws. The five Ws are: Why? Who? What? When? and Where? The five Ws concept gives the planner good map on the event. As little as a five questions can be valuable strategy for preliminary planning. It asks the purpose, the audience, activities or programme, timetable and the location. If the planner has an answer to all of the questions for the five Ws he/she has a good base.

Why: asks the planner the reason the event is organised. The planner needs to think about the motives and objectives of the event held.

Who: Who is the target audience? What kind of customer profile the event has?

What: The planner needs to think about the activities and programme of the event. What makes a good event?

When: Is the event held in specific season? The rough plan of date is also planned since the last W is crucial for it too.

Where: The venue is really important for the event. The planner needs to book venue early enough and start to think about the surroundings.

The figure 3 below summarizes the 5 Ws concept.

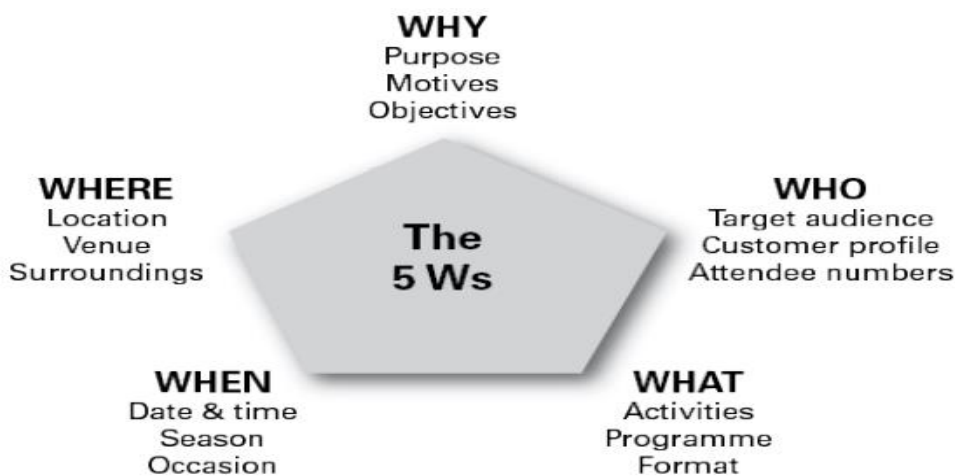


Figure 3: Developing the event planning concept using the Five W s

1.4.4 Stages of Event Planning

Having a clear understanding of the different stages of the event planning process will go a long way at ensuring the success of the event. The figure 4 below explains the stages in event planning clearly.

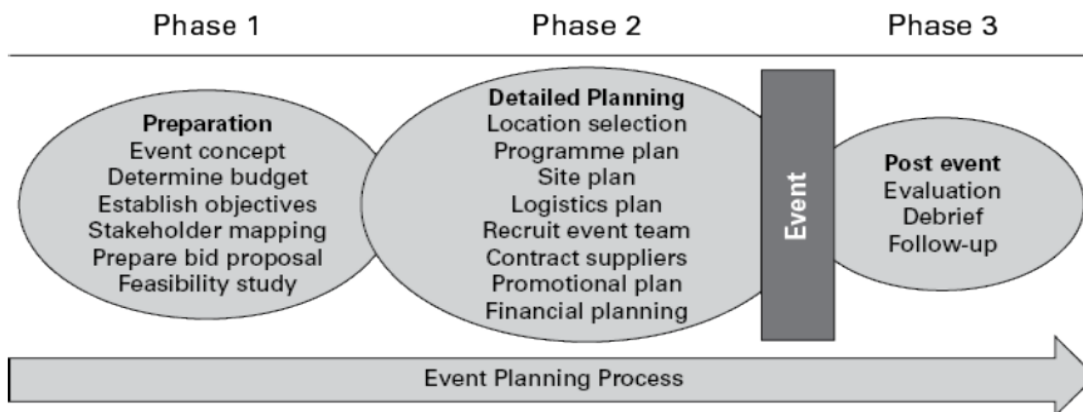


Figure 4: Event Planning Phase (Adapted from Riina Lehtonen, 2016)

Preparation stage: The planner needs to plan how he/she will conduct the event and how much money there is to spend for the event. Event managers should focus on creating the purpose of events, creating the objectives of events, creating an event proposal, and creating the budget for the event before beginning to plan it.

Detail planning stage: Here, the event's general schedule has already been planned by the planner. The organizer then decides where the event will take place and what the schedule will be. Given that the planner has already created a budget, the planner must also clearly plan the financial aspects of the project.

Between the stages two and three is the event itself.

Evaluation stage: After the event the planner will go through the event with the event group. This stage of the event is crucial because the planner can learn crucial details about the event. The organizer will assess the event's performance and identify any areas for improvement.

Self-Assessment Exercises 2

1. What is event planning?
2. Use figure to explain the event planning stages/phases

1.5 Event Planning Procedure

1.5.1 Components of an Event Plan

Each event is different in its nature so process of planning and execution of each event differs on basis of the type of event. However, the event plan should cover the following:

1. Developed Event Goal and Objectives
2. Established Budget
3. Organized Team (Staff and Volunteers)
4. Select and book Venue and Set the Date/time
5. Create an Event Master Plan
7. Choose Event Software/Technology tools
8. Confirm Speakers and Special Guests

9. Identify and Establish Partnerships and Sponsors
10. Create a Promotional/marketing Plan
11. Logistics (acquiring necessary permits, coordinating transportation and parking, entertainers, arranging decor, event security, catering, and emergency plans)
13. Evaluation/Feedback

1.5.2 Procedure for event Planning

1. Developing Event Goal and Objectives

The very first step in planning your event is to establish tangible goals and objectives. Identifying a list of tangible and intangible goals for your event can give you a better sense of your event management needs. Start by asking yourself: Why are you organizing this event and what do you hope to achieve? If you know your organization's key goals before planning, you can ensure that every part of your event is optimized for success. Setting a goal with quantifiable metrics of success will make it easier for your team to ensure that you reach them. When setting goals and objectives for an event, SMART objectives should be taken into account. Your tangible goals may be to attract 500 attendees, sell 100 products at the event, or raise N100 million for charity. Your intangible goals will help drive these tangible goals and may include raising awareness about a product or cause, or recruiting volunteers.

2. Organize event Team (Staff and Volunteers)

a. Staff

Any event takes a concerted team effort to handle all the details. Consider identifying one key Event Manager or Event Chair as well as individual Chairpersons for subcommittees, such as: Venue Management, Speakers, Entertainment, Publicity, Sponsors, and Volunteer Management. Assigning individual roles to team members creates a system of accountability and prevents tasks from falling to the wayside.

b. Recruit & Train Volunteers

3. Develop event brand

From the event name and theme to the event website design and on-site look and feel – your event's branding sets the tone for your event. Additionally, a strong event brand provides a vision and helps to steer the direction of your event.

4. Establish Budget

One of the most crucial steps in event planning is determining your budget. You and your team may produce ideas within practical bounds by creating a sound budget. This implies that you'll continue to think about the aspects of your event that excite you.

Some of the critical expenses you need to include in your budget are: Venue, Food and Drink, Entertainment, Décor, personnel, marketing and promotional plan, Software, A/V, Safety control and first aid as well as Miscellaneous.

5. Pick venue and date

The location and timing of your event are two crucial decisions that will influence the remainder of your project strategy. Conduct your venue research as soon as you can. Finding a time when a venue will be available is crucial since the event industry is busy. You'll also need to think about dates for your location based on seasonal elements like travel and expenses while choosing a venue.

For a recurrent event, the date may already be specified, but there are additional considerations if this is a one-time event.

The selection of venue where the event is to be held will also depend on the purpose, concept and theme of the event. It is the responsibility of the event planner to ensure that the chosen site is suitable for the intended event and that all relevant information and approvals are obtained for the event. Ask as many questions as you can. See module 4 for details.

6. Create an Event Master Plan

It's essential to begin the actual plan once you are aware of all the expenses and the timeline related to your event. You can make sure everything is on schedule by creating an event master plan, which will also make it simpler to coordinate with volunteers and event committee members.

Set your agenda as early as possible and provide answer to the following questions.

Is there a keynote speaker?

Will you allocate a special day or evening for your sponsors?

Will there be a single "track" of workshops and talks, or will participants be able to select from a number of sessions at once?

Your event master plan should encompass all aspects of the event, including:

Venue, logistics, & catering management (contracts, permits, insurance, etc.)

Speakers and presenters (identifying, confirming, logistics & management)

Activities and entertainment

Publicity and promotion (online & off-line, such as web page & online promotion; events calendars; printed programs; media relations; signage; social media, etc.)

Registration (online sign-up, payment and tracking; on-site sign-in, etc.)

Sponsor and partner management

Volunteer management and responsibilities

Consider planning an event timeline as well, to ensure that everything goes as planned.

Finally, reviewing any existing documentation can help you make sure you are not missing anything if you or your organization has previously run events of a similar nature.

7. Identify and select your Tech. tools and Event Software

Technology is improving the event space for both organizers and event-goers. While some technologies can wait until closer to the event, others must be implemented well in advance of the big day (s). The right event planning software can significantly improve the efficiency of your operations.

Types of event software that can be worthwhile having include: Registration and Ticketing, Event website, Attendee engagement solutions, lead tracking tools, Virtual event solutions, Hybrid event solutions, Attendee management, marketing software, Live Streaming or Recording, etc.

8. Confirm Speakers and Special Guests

Great speakers or special guests to have at your event are industry leaders, subject matter experts, or local influencers. The correct speaker may significantly impact attendance and registration. The following resources can be utilized to locate eminent speakers for events.

- i. Use social media.
- ii. Browse professional speaker websites.
- iii. Reach out to your existing network.
- iv. Reach out to your local Chamber of Commerce and seek recommendations from them.
- v. Ask your members.
- vi. Review post-event survey results.
- vii. Review events you've attended in the past.

9. Identify and Establish Partnerships and Sponsors

Partnerships and sponsors can improve participation and help you cover some of your expenditures. When you include other individuals or organizations in your event, they have an interest in promoting it and helping it succeed. For more details go to module 3

10. Create a Promotional/marketing Plan

Every successful event has a marketing and promotion strategy in place to raise awareness and generate interest. But where do you even begin? There are several ways to promote your event, including social media, blogging, online advertising, and even billboards. However, you decide to go, each strategy has to include a strategic component of your marketing plan.

The three major functions that event promotion covers are:

(i). Marketing, (ii). Advertising (iii) Media Relations and Publicity

11. Event production/execution: Plan how every activities of the day will go and who will be responsible for what. Emergency and medical car, crowd control, traffic control etc.

12. Closure/evaluation

The post event phase is as important as the planning phase and it should not be forgotten. In post event phase the planner will evaluate the event arranged. This provides crucial event-related data to the event's organizers. Measuring the event's magnitude is essential for evaluation. For details go to module 5.



1.6 Summary

An event feasibility study is a systematic process for identifying challenges and opportunities, creating objectives, defining success, and weighing various costs and benefits. It is a preliminary study undertaken before the real work of an event starts, to ascertain the potential of the events success. The types of feasibility study for event include; Operational/ Technical Feasibility, Financial/ Economic Feasibility, Risks Feasibility, Time Feasibility, Staffing Feasibility, Venue and Equipment Feasibility, Environmental Feasibility, Marketing Feasibility. The main importance of event feasibility is to ensure that the effort is cost effective. According to Koontz & O'Donnell, Planning is deciding in advance what to do, how to do it and who is to do it. Planning entails determining the future course of action to be taken while looking forward. It is a methodical process that chooses who, when, and how to carry out a certain task. Planning is the process of creating a specific schedule for future actions. It coordinates these elements against

SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and objectives, as well as a timeline. Event planning comprises of three stages (preparation, detail planning and evaluation/post-event). Also, there are procedure to follow when developing event plan.

1.7 Glossary (See unit 4)

1.8 References/Further Readings

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1.9 Possible Answers to SAEs

Answers to SAEs 1

1. An event feasibility study is a systematic process for identifying challenges and opportunities, creating objectives, defining success, and weighing various costs and benefits. It is a preliminary study undertaken before the real work of an event starts, to ascertain the potential of the events success.

2. The types of feasibility studies are: Operational/ Technical Feasibility, Financial/ Economic Feasibility, Risks Feasibility, Time Feasibility, Staffing Feasibility, Venue and Equipment Feasibility, Environmental Feasibility, Marketing Feasibility

Answers to SAEs 2

1. According to Koontz & O'Donell, Planning is deciding in advance what to do, how to do it and who is to do it. Planning entails determining the future course of action to be taken while looking forward. It is a methodical process that chooses who, when, and how to carry out a certain task. Planning is the process of creating a specific schedule for future actions. It coordinates these elements against SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and objectives, as well as a timeline

2.

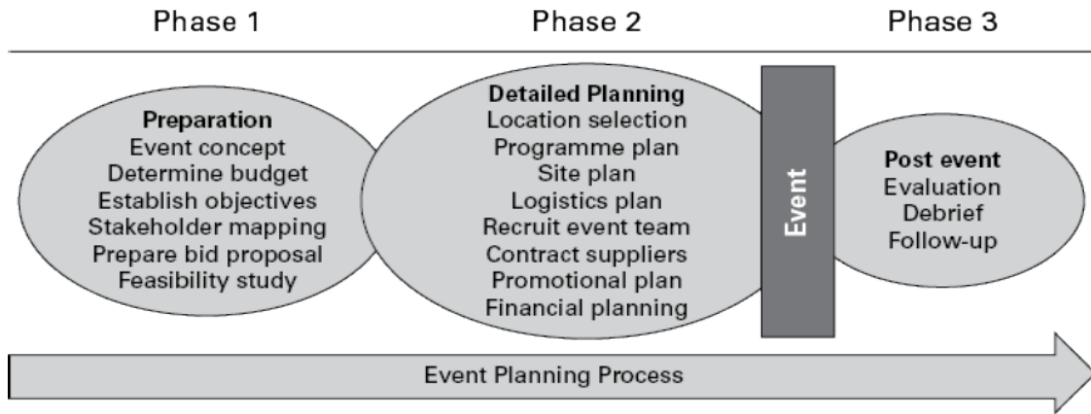


Figure 4: Event Planning Phase (Adapted from Riina Lehtonen, 2016)

Unit 2: Financial Management and Event Budgeting

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Definition, meaning and importance of financial management and budgeting
 - 2.3.1 Definition and meaning of financial management
 - 2.3.1.1 Objectives of financial management
 - 2.3.2 Budget Definition and Meaning
 - 2.3.3 Importance of budgeting in event management Financial Analysis
 - 2.3.4 Types of budget
- 2.4 Budget Development Process
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 - 2.4.3.1 Key components of event budget
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- 2.5 Finance and budget control mechanism
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- 2.6 Summary
- 2.7 Glossary
- 2.8 References/Further Readings
- 2.9 Possible Answers to Self-Assessment Exercise(s) within the content



2.1 Introduction

The preparation of a budget is an essential part of event management. In the last unit we discussed event feasibility and planning. This unit focuses on financial management and budgeting in event. The effective communication of important ideas to a responsive audience,

efficient organisation within agreed deadlines, an inspiring, well-equipped venue are all vital for a successful event, but without efficient (and profitable) financial management, even the best conceived and most stimulating event can turn into a commercial flop along with your reputation.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning and importance of budget preparation in event
- Analyse the basic rules for budget preparation
- Write on budget control mechanism
- Discuss budget performance evaluation



2.3 Definition, meaning and importance of financial management and budgeting

2.3.1 Definition and meaning of financial management

Defined as decisions concerning the sourcing, planning, allocation, monitoring and evaluation of monetary resources.

Financial management is concerned with planning, organizing, directing and controlling the financial activities of an enterprise. These activities can be broken down into three major decision areas: financing, investing and asset management decisions. There are mutual dependencies between the areas of event management – the finances, the operations and the program. All event must have responsible financial management. In the event environment, financial decisions takes place within the overall objectives of the event. It is imperative for all event managers to know about financial management. Legal obligations require event finance to be managed in a proper and correct manner because of the followings:

- Tax obligations – transactions recording
- Client or sponsors wants to see financial statements
- In extreme cases, audit of event finances might be necessary

Financial mismanagement can lead to unforeseen operational risk, such as safety, crowd control and legal problems.

2.3.1.1 Objectives of financial management

The main objectives of financial management are concerned with procurement, allocation and control of the financial resources available to the enterprise thus ensuring the following:

- Adequate and constant supply of funds.
- Optimum utilization of funds.
- Safe and secure investment of funds.
- Maintaining a sound capital structure creating a right balance between debt and equity

To plan and make effective decisions, a manager must follow the principles of good management accounting, such as budgeting, break-even analysis, and cash-flow forecasting.

2.3.2 Budget Definition and Meaning

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

The goal of budget management is to keep event expenditures within the allocated budget while achieving the planned event objectives. The preparation of a budget is an essential part of event management. It is fundamentally important that Event Directors are able to predict with reasonable accuracy whether the event will result in a profit, a loss or will break-even. This is achieved by identifying and costing all probable expenditures and by totaling all expected revenues (income). By comparing expenditures and revenues, it then becomes possible to forecast the financial outcome of the event. The construction of an event budget allows the Event Director to exercise financial control. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on promotion and equipment. The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with provided details. A successful event is the one that the event's scope is delivered on schedule, it is delivered within budget and, once delivered, it meets the quality expectations of the donor and the beneficiaries.

2.3.3 Importance of budgeting in event management

The Importance of preparing budget in event management are as listed below:

1. It helps in controlling expenditure thereby ensuring profitability

2. It facilitate event goal accomplishment
3. Procuring funds
4. Effective planning
5. It gives Direction
6. Systematic evaluation
8. Staffing and assigning responsibilities
9. Flagging potential problems
10. It ensures accountability and ownership
11. Control mechanism
12. Coordination and cooperation.

2.3.4 Types of Budget

Two types of budget process used for events:

- line-item budget focuses on each cost and revenue item of the total event
- program budget: constructed for a specific program element (e.g., performance areas or stages)

Self-Assessment Exercises 1

1. Define event budget
2. State the importance of budgeting

2.4 Budget Development Process

2.4.1 Basic rules that should be observed in developing event budget

Budget to avoid making a loss

Be realistic about event incomes

Have a financial contingency plan i.e. what happens if the sponsorship is not forthcoming?

2.4.2 Questions to be considered when preparing budget

Here are some relevant questions that may assist you:

What is the available budget?

Does the proposed course of action fits within planned financial strategies, or not.

Do you need to charge guests admission?

Do you need to hire venues and employ staff?

Is catering required?

Does the event have sponsors?

Will fringe benefit tax apply?

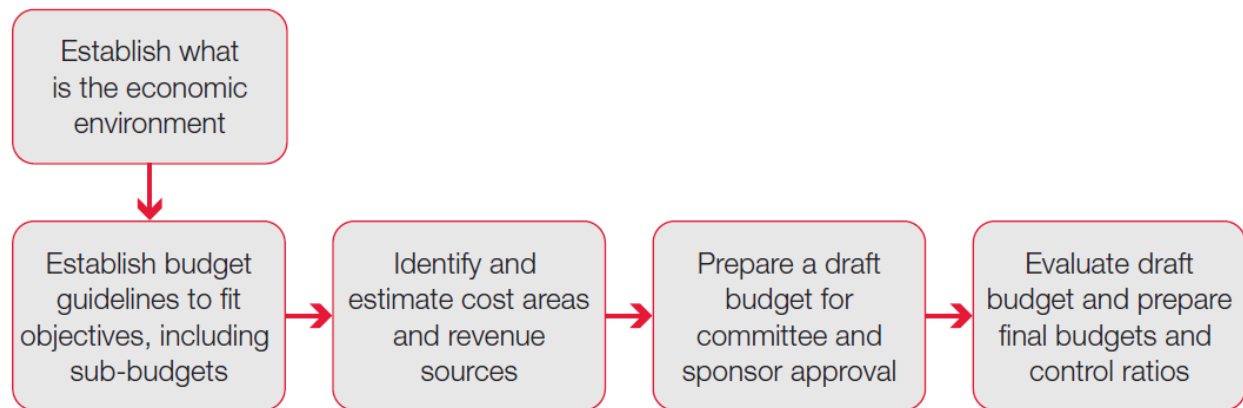


Figure 5: The budget process

2.4.3 Budget preparation procedure

The procedures involved in budgeting heavily depend on both the resources allotted to the event and the projected duration of the engagements. The financial preparations must be in line with the event's goals. To develop the budget, the relevant cost components associated with the event tasks are chosen. The development of costs for each task should be simple and direct and consist of manpower, material, and other direct costs. The number of people allocated to a work, how long it takes to complete, and how much any non-labour goods cost directly affect the cost of the task. The various types of heads in which event cost can be grouped are as follows:

- a. Human Resources
- b. Equipment and Material Resources

c. Other operating costs (venue, marketing, catering, decoration, transportation, accommodation and other special plans for events).

Through a process of identification and assessment, the cost should be evaluated. To understand where the point of break-even is possible, the variable and fixed expenses must be identified.

In terms of events, fixed costs involve the hiring of venue, staffing, marketing and insurance for instance, while variable costs are e.g. catering, entertainment and accommodation. To accurately depict the cost side of the budget, it is critical to calculate and include all fixed, variable, and other potential expenses when completing the total costs.

2.4.3.1 Key components of event budget

Budget items to consider include:

EXPENDITURE

Administration

- General Administration
- General Insurance
- Travel & Accommodation
- Staff Salaries & Fees
- Management Fees (if applicable)
- Other Administration Expenses

Event Costs

- Event Evaluation / Bid Costs
- Sanction Fees (if appropriate)
- Facility / Venue
- Other Production Costs (Plant, Equip. Hire, Crew, Security, etc)
- Health & Safety
- Insurance
- Ceremonies
- Entertainment / Artistic

Programme (fees & costs)

- Hospitality
- Cost of Merchandising

- Travel, Accommodation & Services
- Communication (Radios, etc)
- Ticket Production

Other Event Expenses

- Marketing & Promotion Expenses
- Advertising
- Design Fees & Print Production
- Direct Mail / Distribution /
- Display
- Internet
- Media & PR
- Market Research
- Other Marketing & Promotions Expenses

Add contingency (5% of total expenses)

INCOME

Income can be generated in several ways, such as admission fees and activities that generate revenue like games, brochures, food and sales stalls, merchandise, transport services and car parks, and selling rights for broadcasting for instance. Funding for events may also come from sponsors or official government organizations. Grants can be given to a cause by public organizations as well as private foundations. Grants from local governments may be given to activities that promote harmony and community spirit.

2.4.4 Budget Preparation Tips

- Ensure that you build appropriate contingencies into your budget.
- Present your budget clearly and make sure it is easy to read and interpret.
- Be realistic. Never use financial sources that have a low likelihood of success.
- Each and every item of event income and expenditure should be recorded in your event budget.

- State clearly if your budget is presented as NET (it does not include VAT) or GROSS (it does include VAT).
- Be aware of the VAT status of any income that you receive. Grants, for instance, are often exempt from VAT, although commercial sponsorship is likely to be. Errors or misunderstandings can be costly.
- Ensure you understand your liability to pay VAT on ticket income and other sales.
- Be conservative with regards to ticket income targets. Make sure you know exactly how many tickets you would need to sell to reach an anticipated ticket income before inputting it. Don't forget to consider any tax breaks, discounted prices, group reservations, or special offers, as well as how they may affect your goal.
- It is important that you record the value of any 'in-kind' support you receive. However, it's best to keep track of your in-kind assistance separately so that you don't have your "in-kind" values confused with the actual cash at your disposal. If you decide to include "in-kind" numbers in your budget, be sure to include both a revenue and an expense for the amount, and label both entries as "in-kind."
- Always back-up and archive your budget as necessary.

Self-Assessment Exercises 2

1. What are the basic questions that must be answered to ensure effective budgeting?
2. What are the probable sources of income for an event

2.5 Finance and budget control mechanism

2.5.1 Financial Control System

The system should include checks and balances to ensure that:

- Purchases for other expenses are permitted.
- The goods and services meet the requirements.
- Payment has been approved.
- Accounts have been paid.

- Incoming revenue is audited and deposited.
- The revenue total is correctly computed.
- Debts are paid
- Every transaction is recorded and balanced.
- The taxation requirements have been met.
- Financial issues are resolved and reported to stakeholders.

2.5.2 Budget Control Mechanisms

i. Appoint the Budget Holder: It's advisable that one person is ultimately responsible for updating and managing the overall budget – ideally the event manager or producer. If other team members are granted power over certain budget aspects, establish control mechanisms beforehand and make sure they are aware of and agree with the amount of budget that is at their disposal.

ii. Coding: If relevant, set up an appropriate invoice coding system so that budget information can be easily entered (and filtered) in accordance with any existing accounts system.

iii. Purchase orders: Where possible, raise purchase orders. These affirm to the supplier what you want and when you want it, in addition to serving as a verification tool when sending invoices for payment. Particularly if the purchase is to be delivered to a temporary event location, make sure to include delivery information and a contact phone number.

iv. Processing invoices: Depending on what already exists within your organisation, it's a good idea to put in place a system for approving invoices relating to the event.

Each invoice should have "approval slip" attached to it so the budget holder may code it, "sign it off," and make any pertinent remarks for the bookkeeper (or person who drafts the checks). Regardless of the technology you use, be sure that invoices are not paid until the event budget holder has authorized them and made the necessary updates to the "live budget." The idea is to stay on top of every event expense.

v. Petty cash: Ensure that all petty cash spend is factored into the budget. Make sure to swap the petty cash you are issuing in advance for a signed petty cash slip (you may make your own or purchase them from stationers). Make that all petty cash receipts are gathered, numbered, and correctly coded. Giving those receiving cash a petty cash template is helpful. Here is an example template that you may modify for your needs.

vi. Good record keeping: Keep all your financial information on file and at hand. Make hard copies of your key documents. On a regular basis, create a CD or DVD backup of all of your computer files.

vii. Cash flow projections: Ensure that you plan your cash flow effectively. Lack of funds might potentially disrupt your operation and put needless stress on the entire team and event. Keep in mind that cash flow entries will be GROSS (i.e. they will include VAT). Your VAT payments and claims should be taken into account when calculating your total company cash flow if you are VAT registered and the event is not the firm's exclusive line of activity.

2.5.3 Budget Performance Evaluation

To emphasize the importance of budgeting in overall business planning, it is critical to understand that the budgeting process does not end once the preparation and implementation phases are completed. Feedback is one of the most powerful motivators in life, and the same is true in budgeting. Management accountants use the acronym CARROT to categorize the characteristics of high-quality information for feedback purposes. CARROT's components are explained in detail below:

Concise - Information provided to managers should be brief.

Accuracy - Because feedback is used for planning, decision-making, and control purposes, it should be error-free.

Reliable - Similar to Accurate, the same results of an actual versus budget comparison should be obtained if the analysis is performed by different people: that is, the source information is robust.

Relevant - Different levels of management necessitate varying levels of information. As a result, feedback should be presented in terms that are relevant to the intended audience.

Objective - Feedback should focus on verifiable factual evidence rather than individual interpretations of findings.

Timely: Timeliness and accuracy must be balanced, but feedback should always be received in sufficient time to be useful for planning, decision making, and control purposes.

2.6 Summary

The goal of budget management is to keep event expenditures within the allocated budget while achieving the planned event objectives. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on promotion and

equipment. The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with provided details. To plan and make effective decisions, a manager must follow the principles of good management accounting, such as budgeting, break-even analysis, and cash-flow forecasting. Basic rules that should be observed in developing event budget are: Budget to avoid making a loss, be realistic about event incomes, and Have a financial contingency plan.

The various types of heads in which event cost can be grouped are as follows: Human Resources, Equipment and Material Resources, other operating costs (venue, marketing, catering, decoration, transportation, accommodation and other special plans for events). Income can be generated in several ways, such as admission fees and activities that generate revenue like games, brochures, food and sales stalls, merchandise etc.

2.7 Glossary (See unit 4)

2.8 References/Further Readings

Further Readings

Allen, J. (2000). *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events*. Toronto, Ontario, Canada: Wiley. Astroff, M. T., and J. R. Abbey (1995). *Convention Sales and Services*, 4th ed. Cranbury, NJ: Waterbury Press.

http://www.coris.uniroma1.it/materiali/12.31.08_Event_management_handbook.pdf

2.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers according to the SAEs. For example

Answers to SAEs 1

1. **The event budget** is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.
2. The Importance of preparing budget in event management are as listed below:
 1. It helps in controlling expenditure thereby ensuring profitability
 2. It facilitate event goal accomplishment
 3. Procuring funds
 4. Effective planning

5. It gives Direction
6. Systematic evaluation
8. Staffing and assigning responsibilities
9. Flagging potential problems
10. It ensures accountability and ownership
11. Control mechanism
12. Coordination and cooperation.

Answers to SAEs 2

1 Here are some relevant questions that may assist you:

What is the available budget?

Does the proposed course of action fits within planned financial strategies, or not.

Do you need to charge guests admission?

Do you need to hire venues and employ staff?

Is catering required?

Does the event have sponsors?

Will fringe benefit tax apply?

2. Income can be generated in several ways, such as admission fees and activities that generate revenue like games, brochures, food and sales stalls, merchandise, transport services and car parks, and selling rights for broadcasting for instance. Funding for events may also come from sponsors or official government organizations. Grants can be given to a cause by public organizations as well as private foundations. Grants from local governments may be given to activities that promote harmony and community spirit.

UNIT 3: EVENTS ORGANIZATION AND STAFFING

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Event Organisation
 - 3.3.1 Definition and importance of Organisation
 - 3.3.1.1 Definition of Organisation
 - 3.3.1.2 Importance of Organisation
 - 3.3.1.3 Event Leadership Style
 - 3.3.1.3 Event Leadership Style
 - 3.3.2 Organisational Culture and Organisational Structure
 - 3.3.2.1 Organisational Culture
 - 3.3.2.2 Organisational Structure of an Event
 - 3.3.2.3 Considerations in designing the organisational structure for a typical event
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 - 3.4.3. Points to be considered before Hiring/ recruiting Event Staff
 - 3.4.4 Volunteers in the event industry
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 - 3.5.2 Training the Event Management Team
- 3.6 Summary
- 3.7 Glossary
- 3.8 References/Further Readings
- 3.9 Possible Answers to Self-Assessment Exercise(s) within the content



3.1 Introduction

Successful event planning will enhance credibility and ensure profitability. In the last unit, we discussed the financial management and budgeting in event. This unit focuses on the human resources management in the event industry. Proper organisation and adequate staffing will go a long way in ensure successful event production or staging.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning and process of designing event Organisational Structure
- Discuss the meaning and the need for staffing in event management
- Evaluate the responsibilities of the event staff
- Analyse the staff recruitment procedure and their job description
- Discuss the staff management process



3.3 Event Organization

3.3.1 Definition and importance of Organization

3.3.1.1 Definition of Organization

Allen define Organization as the process of identifying and grouping of work, defining and delegating responsibility and authority as well as establishing relationships for the purpose of enabling people to work most efficiently together in accomplishing their objectives.

An organization basically consists of group of people who form the dynamic human element of the organization. Organizations are part of the larger environment and hence they are influenced by the external environment.

3.3.1.2 Importance of Organization

i. Organization helps in identifying the various tasks to be performed which are assigned to the individuals to perform to achieve the common objectives or common purpose of the organization.

- ii. It helps to achieve coordination amongst the people working in various departments of the organization, and ensures integrated efforts to achieve organizational objectives or goals.
- iii. It delegates authority to the managers with commensurate responsibility and accountability for the discharge of their duties and also amongst different hierarchical levels in an organization.
- iv. It also aides in achieving financial, physical material and human resources.
- v. Organization helps in the realization of the plans made by the managers
- vi. It helps in nurturing and growing special skills and talents by the virtue of division of labour
- viii. It facilitates seamless communication

3.3.1.3 Event Leadership Style

Effective leadership is yet another very important aspect of human resource management. Event leadership can be divided into three leadership styles as follows:

- i. Democratic Style:** This style of leadership is used during the early stages of any event procedure. It is an effective approach when the planning process is moving from design phase to coordination phase. It facilitates discussions, helps in conducting focus groups and builds consensus for stakeholders. The two skills required for democratic style of leadership is listening and facilitation. The only drawback with the democratic approach is that it takes time to reach a consensus.
- ii. Autocratic Style:** Autocratic approach can be applied when there is no time to reach a consensus and the democratic approach fails. This approach works by giving orders and supervising, to ensure that orders are being followed.
- iii. Laissez-Faire Style:** In this case the event manager delegate and allows the event team members to make the decisions. But it requires a skilled team equal to the task in all levels where the event manager will not have to worry about ensuring the completion of goals and tasks.

3.3.2 Organizational Culture and Organizational Structure

3.3.2.1 Organizational Culture

Griffin (2000) states that the culture of an organization is the set of values that helps its members understand what the organization stands for, how it does things, and what it considers important. Organizational culture is the amalgam of beliefs, norms and values of the individuals making up the organization – i.e. ‘the way we do things around here’. Culture determines the feel of an

organization. Organizations are made up of many individuals, each with his or her own set of values. The culture of the organization is how people react or do things when confronted with the need to make a decision. If the organization has a strong culture, then each individual will know instinctively how things are done and what is expected. Conversely, if the culture is weak, people may not react in the manner in which management would hope.

3.3.2.2 Organizational Structure of an Event

An organizational structure specifies how activities like task allocation, coordination, and supervision are directed toward achieving organizational goals. Organizational structure has an impact on organizational action and serves as the foundation for standard operating procedures and routines.

The organization chart below indicates the magnitude and diversity of the team needed to run a major sporting event such as a National or State Championships. Smaller events will obviously require a much smaller team, and individuals in the team may be able to take on more than one role. With only minor modifications, the same organizational structure could be used to run a different kind of event, like a conference. At the head of the team is the Event Director whose job it is to keep everyone working together for a considerable period of time. The organizing committee should include coordinators, and as a group, they will collaborate with the event director to make decisions.

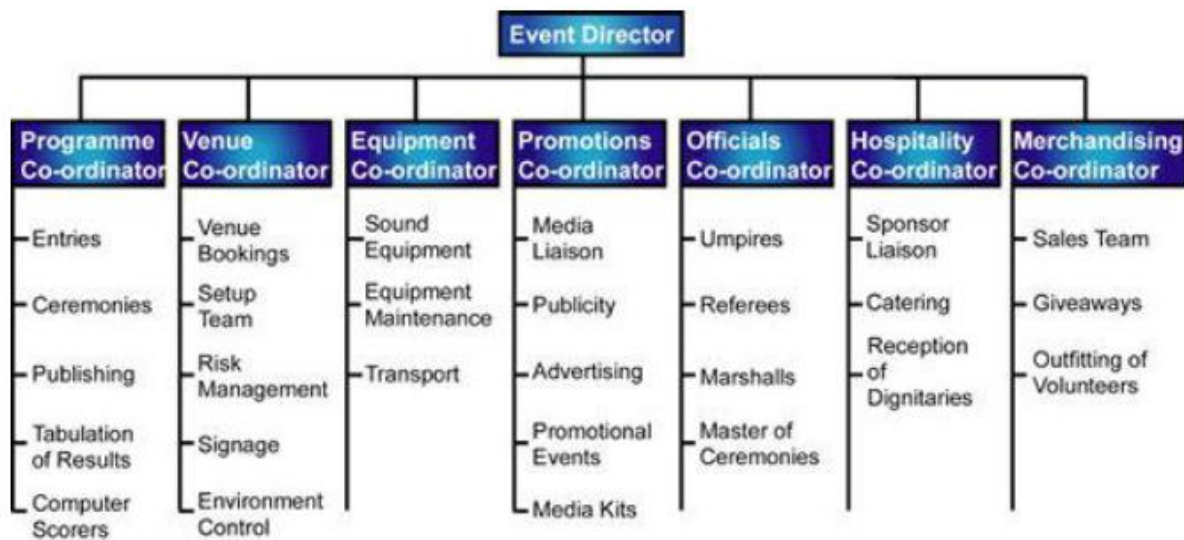


Figure 4: The organization chart for a major sporting event

3.3.2.3 Considerations in designing the organizational structure for a typical event

- i. Consider the objectives
- ii. Deciding organizational boundaries
- iii. Grouping of activities into departments
- iv. Deciding which departments will be key department
- v. Determining levels at which various types of decisions are made
- vi. Determining the span of management
- vii. Setting up of co-ordination mechanism

3.3.3 Responsibilities of key event Leaders

An event management company can have the following event professionals/management committee:

- 1) Event Manager/Event Director/Event Planner
- 2) Event Coordinator
- 3) Information Manager
- 4) Logistic Manager
- 5) Security Manager
- 6) Infrastructure Manager
- 7) Catering Manager
- 8) Marketing /Publicity Manager
- 9) Front of House / Box office manager
10. Media Manger
11. Venue Operation Manager
12. Legal Manager
13. Finance Manager
14. Merchandise Manager
15. Medical Manager

1. The Event Managers/Event Director and their Responsibility

The final executive authority/ ultimate decision-maker for an event is typically referred to as the "Event Director. "Event Director" is the person responsible for the overall administration and management of the event. An event director is in charge of planning, mobilizing, and/or coordinating the staff, attendees, officials, and administrators to ensure that the event is executed successfully.

Skills/Qualities/Attributes that the Event Manager/ Event Director must possess

- i. Must be vast in event design and operations.
- ii Leadership qualities and people management skill to lead the event team effectively
- iii Must have good organizational, analytical, and coordinating abilities.
- iv Creative thinking and able to prioritize tasks in the face of many challenges,
- v Technical knowhow,
- vi. Marketing skill
- vii. Interpersonal Skills (confidence to communicate with clients effectively, ability to listen and understand, problem solving, decision making, empathy and personal stress management):
- viii. Networking, and negotiation skills
- ix. Financial prudence,
- x. Understanding of logistics,
- xi. Crisis management skill.
- xii. Service Orientation skill
- xiii. Pressures Handling
- xiv Excellent communication skills
- xv Ability to work as part of a team
- xvi Excellent problem-solving abilities

Responsibilities of Event Director:

A general overview of the duties, responsibilities, and tasks that are frequently listed in an event director's job description is given below:

- Monitors the progress of the planning and execution of each task that has to do with the event

- Tries as much as possible to have a clear understanding of what the event is all about from the host i.e. how precisely he/she desires the event to be set up (taste of the client)
- Serves as a link between the event (actually the host of the event) and external bodies
- Provides recruitment and training/coaching for the organizing committee for the purpose of an event
- Development of general event management policies
- Supervision of the production process of an event
- Make sure that staff and work personnel at the event adhere to the management policies that were put in place to minimize hiccups during the course of the event.
- Recruit and convene an organising committee
- Plan and manage the hiring, induction, and training of all personnel necessary for the event's planning and execution.
- Develop an event management plan
- Act as the event's representative when interacting with others.
- Develop policies. Policies aid in the event management process because the event director cannot be everywhere at once.
- Monitor the progress of the planning and organization of event tasks.

2) Event Coordinator: He is responsible for coordinating with all event professionals and ensures that business operations are efficient and effective.

3) Information Manager: He has following responsibilities:

i. He manages the information acquired through different sources.

ii. He is responsible for the documentation of all business operations carried out pre-event, at-event and post-event.

iii. He maintains database of service providers, delegates, guests, organizers, sponsors, partners, clients, target audience, media people and various govt. departments' officials.

iv. He formulates, prepares and implements the risk management plan. (risks related to information management like loss of data)

4) Logistic Manager: He has following responsibilities:

i. Responsible for custom clearances and other clearances.

ii. Responsible for warehousing of cargo

iii. Cargo Insurance

iv. He is expected to move goods and merchandise from one destination to the other in the most efficient manner.

v. He is responsible for procurement management and resource management.

vi. He formulates and implements the risk related to logistic management like cargo theft etc.)

5) Security Manager: He has following responsibilities:

i. He is responsible for formulating, preparing and implementing the security plan and strategies.

ii. He does procurement management and resource management.

iii. He formulates, prepares and implements the risk management plan.

6) Infrastructure Manager

i. He does procurement management and resource management.

ii. He is responsible for setting up and dismantling the infrastructure for the whole event like:

a. Construction of boundary walls, entrance and exit gates, driveways, walkways and parking lots

b. Construction of AC/Non-AC hangers/ halls, seating arrangement, stage design/ set up.

c. Constructing of locker rooms, staff rooms, storage spaces, power rooms, restrooms, sewage systems, and stalls, counters, booths, and kiosks

d. He is responsible for setting up electricity, water and phone connections.

e. He is responsible for conservancy (i.e. cleanliness).

iii. He puts the risk management plan associated with managing infrastructure, such as sudden shortages of workers, supplies, power outages, etc. into action.

7. Catering Manager: The catering manager is in charge of overseeing the event's hospitality and making sure attendees are treated well. The main responsibility of the position is to provide a service by planning the catering for an event, achieving financial goals, food and hygienic standards, and customer expectations.

8. Marketing /Publicity Manager: He is the responsible for selling the show they produce leaflets, Posters, advertising and organize the distribution.

9. Front of House / Box office manager:

In control of the box office, restaurant, and bar areas, as well as the auditorium. As a result, they must guarantee the security and safety of the audience.

10. Media Manger:

The media manager works directly with the media and is in charge of providing accurate information while keeping the public and audience up to date on event developments.

11. Venue Operation Manager:

The venue team is in charge of overseeing all aspects of venue management, including facility and equipment upkeep and operation. The venue operations manager's main areas of concern are emergencies, health, and safety.

12. Legal Manager:

In most cases legal advice is sought before the event and it is only with very large events that's specific legal manager is established to cover this role.

13. Finance Manager:

This functional area's top priority as the event approaches is to maintain control procedures, cut costs, and manage cash during the event.

14. Merchandise Manager:

The merchandising manager is responsible for the sale of merchandise, ranging from caps and posters to cd and videos. The range is frequently extensive and is sometimes advertised on the internet.

15. Medical Manager:

The medical managers provide first aid to both spectators and athletes. In some cases, this area is responsible for drug testing

Self-Assessment Exercises 1

1. What is organizational structure?
2. What are the things to consider in designing organizational structure?

3.4 Event Staffing

3.4.1 Meaning of Event Staffing

Staffing is the process of hiring eligible candidates in an organization for specific positions.

Staff are employed to handle the multiple tasks that under-gird a successful event. Staffing encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, ticket-takers, security guards, hospitality

professionals and models etc. Typically, many of these positions can be accomplished by event volunteers, filled by existing company employees, or may be included as services provided by the service providers such as caterer, equipment rental service or event venue operator. Members of the team may be involved on a full-time, part-time, contract, casual and voluntary basis.

Recruiting and filling event staff positions takes time, so failing to plan ahead and then trying to hire someone when you need those talents can put you behind schedule. These aspects include recruitment and selection, staff orientation, staff development, performance management, and separation. The size and scope of the event determines how many people are needed to organize it. While only one or two people may be needed to plan a small party, thousands of people may be needed to plan a very large event like the Olympics.

3.4.2 Event Staffing Plan

A strategic staffing plan considers the company's event goals and the capabilities required to achieve those goals. A successful event planning team structure should identify the skills and knowledge your company needs while being mindful of the internal and external requirements.

3.4.2.1 Types of Staffing Plans

- **Short-Term Staffing:** A short-term staffing strategy focuses on the company's current needs. For short-term employment needs, many companies turn to a temporary workforce, especially if the demand is only for a single project or a short period.
- **Long-Term Staffing:** Taking a proactive approach to your company's personnel needs is what long-term staffing entails. The majority of long-term staffing plans are for at least a year.
- **Strategic Staffing Models:** Strategic staffing entails a mix of short-term, long-term, and succession planning.

3.4.2.2 Things to consider in writing an Event Staffing Plan

1. Consider the goals and objectives of the event
2. **Analyze Your Current People Management Landscape:** You will need to know how long certain jobs take so you can figure out how many workers you will need in certain roles.

3. Forecast Optimal Staffing Levels: Forecasting appropriate staffing levels takes into account not only how many personnel with specific talents you will need, but also how much money you will need to manage the event

4. Conduct a Gap Analysis: Assess the areas where you currently lack the necessary capabilities to fulfill your objectives. This analysis considers the skills supply within your organization and the market, allowing you to decide whether to hire or up skill to address the gaps.

3.4.3. Points to be considered before Hiring/ recruiting Event Staff

In recruiting workers for event, the following considerations are important.

- i. Understand the regulations with hiring event staff: You must understand that while hiring employees for even a single event, you must follow specific rules and regulations.
- ii. Know your event budget: The type of employees and the number of staff members you can have at your event will be determined by your budget.
- iii. Understand the attendees' expectations: Concentrate on acquiring more qualified employees who can match your clients' expectations.
- iv. Experience of candidates: Think about what you will ask the employee to do. Such as their former work experiences and if they have already worked on events similar to yours. When it comes to finding event employees, openly speak with a variety of agencies and possible employees. The more candidates you Interview, the better informed your decision will be.

3.4.4 Volunteers in the event industry

There is no research that suggests that event volunteers are any different from other volunteer staff. However, Getz (1997) proposes that there might be some unique event volunteer traits:

- They are usually very enthusiastic about the event itself
- They may lack experience and need training
- Many want to have fun
- Many prefer short-term responsibilities, especially at the event itself
- They may be more artistically creative than technically creative
- They may be full of good intentions but leave things to chance, or expect others to do the work.

3.4.5 Job Descriptions for Event Staff

It is a good idea for the Event Director to provide all event staff with a job description. It does not have to be complex but should be brief and easy to read. Job descriptions can be discussed with individual staff and/or volunteers before they accept the position. This helps to prevent a mismatch between the characteristics of the person and the type of work. Furthermore, job descriptions should be discussed to ensure that event staff and helpers understand their objectives and tasks, and are comfortable with what they have to do.

Important components of a job description include:

- Name of the Event
- Job Title
- Job Type e.g. voluntary, part-time, casual, etc
- Date Required (the dates on which the person is required)
- Hours of Involvement (an estimate of the time involvement)
- Objectives of the position
- Tasks to be undertaken
- Equipment supplied
- Dress Standards

Self-Assessment Exercises 2

1. What are the things to consider in hiring event staff?
2. Explain the different event staffing plans

3.5 Event Staff Management

The success of the event will be very largely determined by how well event staff carry out their allocated tasks before and during the event.

3.5.1 Considerations for Managing Event Staff

The following must be considered for an effective staff management.

1. The provision of job descriptions for all event staff. In many cases, job descriptions need to be created before advertising positions.
 2. Training of all members of the event team as may be required. This includes general induction training as well as specific training to team position. The extent of training depends on many factors such as position, level of experience and scale of event.
 3. The creation and use of systems of control that:
 - a. Identifies all tasks that must be completed
 - b. Allocates tasks to individual staff
 - c. Enable staff to self-check the completion of tasks
 - d. Provide feedback to the event director when tasks are completed
 - e. Provide feedback if there is any problem that prevents a task from being completed
 4. The organisation of meetings: Meetings are crucial to ensure the Event Director is across any issue that may impact on the event, as early as possible.
 5. Availability/accessibility of the Event Director
 - If your event staff has questions, you should be available to answer them.
 - If a problem arises, and someone on your staff does not know how to handle the situation, you should be accessible. You can do this by carrying your cell phone and handing out your number to everyone on the staff.
 6. Keep your Staff Informed/communication
 - Keep your staff informed and delegate responsibilities: Certain event management software solutions allow you to send automated emails, and assign role-based permissions to the software.
 - If you have an event photographer grant him/her access to post photos and manage the online gallery, but restrict their access to modify fees, dates, and view financials.
 7. Show your Appreciation
- Everyone wants to feel appreciated for the work that they do, so be sure to show them how appreciative you are. This can be done by giving them a goodie bag, a t-shirt, sending them a handwritten “Thank You” note, or even thanking them in a speech.

3.5.2 Training the Event Management Team

The training provided to event staff is a vital factor in the smooth running of the event and in achieving a quality experience for all participants. Education for event staff will cover the job function the employee was hired to perform, but it may also be supplemented with some type of motivational or morale-boosting training. Most event staffing situations do not require extensive training. But to make sure the whole event staff is on the same page, short training sessions are usually provided by the event coordinator or a third-party staffing consultant. These seminars work on basic skills, such as morale and guest service. Training may take many forms. The type of training to be given to event staff is outline below. The list should not be regarded as exhaustive or in priority order.

Arrival and departure: Event staff should have full knowledge of the times they should arrive or leave. It is recommended that the arrival of staff should be 30 minutes before they are required. This enables last minute instructions to be given and to enable replacement of staff who fail to appear without delaying the event programme

Communication: Event staff should be instructed in how to contact the Event Director or other event staff prior to and during the event. Event staff need to know who to contact if they have a problem. Training will also require the sharing of telephone and mobile telephone numbers, and may require instruction in how to use a two-way radio.

Emergencies: Event staff should be instructed in the range of emergencies that may be encountered and what they must do if there is an occurrence. They should also be counselled to expect the unexpected. Event staff may receive training in first aid, use of fire extinguishers, how to raise the alarm, evacuation procedures and who to contact in an emergency.

Equipment: Event staff should be instructed in the range of emergencies that may be encountered and what they must do if there is an occurrence. Additionally, they need to be advised to prepare for the unexpected. Training in first aid, fire extinguisher use, how to sound the alarm, evacuation protocols, and who to call in an emergency may be provided to event staff.

Location: The location(s) to which event staff should report must be made clear to them. Large events may have several events going on at once, and if attendees are confused about where they are supposed to be, chaos may ensue. In such cases, maps should be made available.

Handling Money: The handling of money is a considerable risk at events. Money may be collected at the ticket office, entry barrier, food and/or merchandising stalls. Risks include the failure to provide documentation to record cash collections, failure of staff to properly account for monies taken, theft by the public and/or staff, incorrect charging of customers and the accidental loss of money in transit. If an event staff member's duties include handling money, it is essential that they receive the proper training.

Safety: It is the legal obligation of all event staff to do all they can to ensure that the venue, and everything that happens within it, is as safe as possible for all persons. Training should be provided in spotting obstacles and hazards, as well as in making sure people act in a way that doesn't put anyone's safety at risk.

Security: Security includes managing crowds, restricting access to certain areas, keeping an eye on machinery, making sure that no doors, windows, or gates are accidentally left open, keeping track of keys, and keeping a close eye on any cash on the premises. It may also include marshalling cars into parking spaces.

Service delivery: Event staff need to strive to ensure that the event is a quality experience for all persons involved - spectators, participants and staff. The training of event staff should include instruction on how to provide services like courtesy, listening to complaints, showing hospitality, upholding hygiene standards, and making sure that people are helped.

Staff amenities: Taking care of the staff is a crucial component of event management. If their stay is prolonged, the staff should be informed about the food and drink they have been given. Staff should be able to be relieved for rest periods according to the staff roster.

Timelines: Event staff should receive training about the factors that may cause delays in the event programme such as:

- Late arrival of staff
- Staff not being in the correct position or leaving their position without informing anyone
- Unfamiliarity with equipment
- Unfamiliarity with tasks and responsibilities

Developing task checklists for events: Task checklists are a highly advised control strategy for event management. The checklist's goal is to reduce the possibility that any task will be forgotten. The tick box can be checked off as a task is finished, and the date can be added. This then turns into a convenient way for volunteers and event staff to provide feedback to the event director, who should review and keep all such reports as a crucial management tool.



3.6 Summary

Organisation is the process of identifying and grouping of work, defining and delegating responsibility and authority as well as establishing relationships for the purpose of enabling people to work most efficiently together in accomplishing their objectives. Event leadership can be divided into three leadership styles as follows: Democratic Style, Autocratic Style and Laissez-Faire Style. Organizational culture is the amalgam of beliefs, norms and values of the individuals making up the organization – i.e. ‘the way we do things around here’. An organizational structure specifies how activities like task allocation, coordination, and supervision are directed toward achieving organizational goals. Organizational structure has an impact on organizational action and serves as the foundation for standard operating procedures and routines.

Staffing is the process of hiring eligible candidates in an organization for specific positions. Staff are employed to handle the multiple tasks that under-gird a successful event. Members of the team may be involved on a full-time, part-time, contract, casual and voluntary basis. A strategic staffing plan considers the company’s event goals and the capabilities required to achieve those goals. Points to be considered before hiring/ recruiting staff, job descriptions, and event staff management were also discussed.

3.7 Glossary (See unit 4)



3.8 References/Further Readings

Further Readings

Allen, J. (2000). *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events*. Toronto, Ontario, Canada: Wiley. Astroff, M. T., and J. R. Abbey (1995). *Convention Sales and Services*, 4th ed. Cranbury, NJ: Waterbury Press.

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3.9 Possible Answers to SAEs

Answers to SAEs 1

1. An organizational structure specifies how activities like task allocation, coordination, and supervision are directed toward achieving organizational goals. Organizational structure has an impact on organizational action and serves as the foundation for standard operating procedures and routines.

2. Considerations in designing the organisational structure for a typical event

i. Consider the objectives (ii). Deciding organisational boundaries (iii). Grouping of activities into departments (iv). Deciding which departments will be key department (v). Determining levels at which various types of decisions are made (vi). Determining the span of management (vii) Setting up of co-ordination mechanism.

Answers to SAEs 2

1. In recruiting workers for event, the following considerations are important.

(i) Understand the regulations with hiring event staff (ii) Know your event budget (iii) Understand the attendees' expectations (iv) Experience of candidates:

2. Types of Staffing Plans

- i. Short-Term Staffing: A short-term staffing strategy focuses on the company's current needs. For short-term employment needs, many companies turn to a temporary workforce, especially if the demand is only for a single project or a short period.
- ii. Long-Term Staffing: Taking a proactive approach to your company's personnel needs is what long-term staffing entails. The majority of long-term staffing plans are for at least a year.
- iii. Strategic Staffing Models: Strategic staffing entails a mix of short-term, long-term, and succession planning.

Unit 4 Strategies and Tactics for Conference Planning

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Definition, Meaning, Types and Conference Program Planning Ideas
 - 4.3.1 Definition and Meaning of Conference**
 - 4.3.1.1 Definition of Conference**
 - 4.3.1.2 Meaning of Conference
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 - 4.3.3 Conference Program Planning Ideas
- 4.4 Physical/In-Person Conference Planning Process
 - 4.4.1 Detail procedure for In-person conference planning
- 4.5 Virtual Conference Planning Process
 - 4.5.1 Basic Consideration before embarking on Virtual Conference Planning
 - 4.5.2 Strategies for Virtual Conference planning
 - 4.5.3 Basic considerations before recruiting exhibitors and sponsors for virtual conference
 - 4.5.4 Line of Communications in virtual conference
- 4.6 Summary
- 4.7 Glossary
- 4.8 References/Further Readings
- 4.9 Possible Answers to Self-Assessment Exercise(s) within the content



4.1 Introduction

In the last unit, we discussed the event planning process generally in the classroom. This unit focuses on the Strategies and Tactics for Conference Planning.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning of conference
- Analyse the different types of conference
- Write on conference planning ideas
- Develop a plan for physical and virtual conference



4.3 Definition, Meaning, Types and Conference Program Planning Ideas

4.3.1 Definition and Meaning of Conference

4.3.1.1 Definition of Conference

A conference is a formal meeting in which people share their own mutual interest. A conference usually lasts several days (Oxford Dictionaries, Conference, 2014).

A conference is a meeting place where several people attend in order that they can have a deep discussion about one particular topic.

4.3.1.2 Meaning of Conference

Conferences and Seminars are an educational event that can be used to quickly upgrade the employees' knowledge base or showcase the company's expertise on a specific topic. These events ought to be lively and interactive, allowing audience members and speakers to exchange ideas and discuss economic results. The target should always be kept in mind when organizing such events. So if the clients are looking to boost their employees' knowledge base to increase productivity or educate clients about a new product an event manager will need a location that works for the purpose.

4.3.2 Types of Conference

Understanding your event type will help you set your event goals. Various conference types include:

- i. A symposium: A symposium is regarded as a casual gathering where refreshments and entertainment are normally included

- ii. A seminar: A seminar is where a particular topic is brought and discussed. A seminar places a lot of emphasis on educational objectives. All of the attendees will be able to access specific knowledge sources after the seminar.
- iii. A workshop: The principal focus of workshop is on a hands-on experience. Consequently, demonstration and activities can be found at a workshop.
- iv. A round-table: A round-table where people can exchange thoughts and opinions on a particular topic. There are only a few people gathered around the table. Because everyone is facing each other, eye contact is thus very well maintained.

4.3.3 Conference Program Planning Ideas

A conference organizer needs to develop a vision for conference with realizable goals and objectives that is maintained and supported by the details of the event. The process of planning programs can be made simple when it is broken down into steps as follows.

1. Brainstorm for Ideas

Develop a vision for your conference that outlines quantifiable objectives.

- i. Involve members as much as possible during brainstorming.
- ii. Establish ground rules
- iii. Allow plenty of time for members to express their ideas.
- iv. Write all ideas on a whiteboard, or somewhere that all participants can see.

2. Prioritize Ideas

- i. Narrow the group discussion to focus on the top ideas.
- ii. You may want to conduct a ballot, or have small group discussions to determine which ideas have the most potential.
- iii. Use information from this step to set specific goals.

3. Plan Calendar of Events

- i. Establish where and when the event(s) will be, and determine who is responsible for each event.
- ii. Develop a timeline
- iii. Develop the conference program
- iv. Contact speakers, if necessary.

- v. Reserve rooms
- vi. Publish and distribute list of activities for members.

4. Pursue Projects

- i. Involve as many members as possible.
- ii. Follow a checklist.

5. Evaluation

- i. Ask program participants to complete a brief evaluation after the program, with questions on what they liked, didn't like, and would like to see the next time.
- ii. Remember to bring extra pens for participants to use, and leave plenty of room for comments.
- iii. Collect the responses as people leave the room.

Self-Assessment Exercises 1

1. State the different types of conference
2. What are the steps involved in conference planning idea?

4.4 Physical/In-Person Conference Planning Process

4.4.1 Detail procedure for In-person conference planning

a. Establish the purpose of the conference

Before proceeding with the planning process, the purpose of the event must be documented and SMART event goals and objectives must be set. If this step is skipped, the event's continuity will be at risk, and you risk losing sight of the main reason why it is happening.

Conference Theme

- What is the conference theme?
- Is there a slogan associated with it?
- Is there a logo associated with it?
- What are the expectations/regulations for your programming and this theme?

b. Set up Conference Planning Committee

The simplest method for assigning tasks is to break down the largest task (organizing the conference) into smaller areas of responsibility, and then place people in charge of each area.

- Who are the planning committee members?
- What are the planning subcommittees?
- Who are the chairs of those subcommittees? (Venue and accommodation, Food, Equipment/Technical Support Person, Publicity/Programming, security etc.)

c. Prepare a budget for your conference

Every conference has a budget. The budget is created by comparing the anticipated income from all sources to the anticipated expenses.

Here are some steps to follow:

- i. Calculate expenditure: Identify expense categories based on conference programming (venue, website, registration, conference proceedings, speakers, secretariat, insurance, audio-visual, accommodation, honorarium, food/beverage etc)
- ii. Identify possible expenses within each category
- iii. Identify which expenses will be fixed and which will be variable (variable expenses tend to be based on the number of delegates e.g. meals, as opposed to fixed costs such as marketing materials and audio-visual requirements)
- iv. Calculate budget income based on all potential sources of revenue e.g. Sponsorship, registration etc.
- v. Based on expenses, expected attendance and sponsorship determine the registration fee to cover shortfall

Expenses

Program Development (Program Committee expense: Travel, Meals, Misc.)

Printing: Program Proposal Forms, Posters, Fliers, Envelopes, Letterhead, Conference Program, Meal Tickets, Promotion Pieces etc.

Distribution: Postage and email/other online postings

Venue hiring: If the venue does not belong to the organization or association

Speaker(s): Honorarium, Travel, Lodging, gifts etc

Office Supplies: Paper clips, staplers, pencils, art supplies for signs, etc.

Registration: Registration forms, Name badges/tags

Equipment Rental (for equipment that cannot be borrowed)

Social Functions: Awards Luncheon (if included in the registration fee.), entertainment etc.

Operations and Overhead: Telephone, Insurance, Meeting Room rental, security, first aid etc.

Miscellaneous: 5% of the total budget.

INCOME

Registration

Membership contribution

Donations

Sponsors

d. Determine the Day/Time of Conference

- Determine the day (s) and date of the conference.
- Determine the daily schedule of the conference.
- What is the session time periods?
- When are the general sessions on each day?
- Determine what day will be your “target” event day? (i.e., if you want to center your activities on one day for those attendees who cannot stay overnight, what day will that be during the conference?)

E. Location/venue of Conference

- Where is the conference to be held?
- Gather as much information as you think would be helpful for the conference location
- The venue must have enough room for the expected number of attendees, including rooms or areas for speakers, workshops, exhibitors, and/or vendors.
- Restaurants and other surrounding area information
- Airports, hotels, ground transportation, accommodation
- Is the conference to be held in a hotel, and what other hotels are near the conference center?

F. The main Conference program information

Translators – For an international group, translators are a must.

Entertainment

Supplies

Conference Scholarship/awards

Speaker(s) for the event

- Who will your speaker(s) be?

- Who will be responsible for contacting the speaker(s) and making the arrangements?
- Write/email potential speakers, explaining the conference goals and the desired programming. If they accept:

Conference Display and equipment needed

- Will there be a display board/table area?
- Who will be responsible for designing and building the display board?
- What kind of display do you want?
- Where will your display materials/display board come from?

Equipment – Make sure to get in touch with the appropriate conference committee member to request more or less equipment once you've determined what you'll need.

G. Conference Publicity and marketing

- Establish what the overall conference committee timeline is for publicity and advertisement.
- Identify avenues appropriate for your conference announcements.

K. Post Conference evaluation and reporting

4.5 Virtual Conference Planning Process

A Virtual conference provide high-quality professional development and connects people through an online community before, during, and after an event. A well-designed virtual conference can actually be more engaging and useful than an in-person event. A successful virtual conference has prepared participants, built-in interactivity, and is delivered effectively by the host(s).

4.5.1 Basic Consideration before embarking on Virtual Conference Planning

There are some basic questions that you must consider before embarking on preparing for and delivering a virtual conference. These include:

- i. How much time and personnel resource will planning and conducting such an event require?
- ii. Is our audience ready to participate in a virtual event?
- iii. Should the event be synchronous, asynchronous or a mix of these delivery modes?
- iv. If planning for an in-person event, but unsure of whether that will be held or not, how do I prepare for both, simultaneously?

- v. What will a virtual event cost and what is the revenue from attendees and supporters (e.g. Exhibitors & Sponsors)?
- vi. If I need assistance (from a commercial vendor) in preparing for and hosting the virtual event, how much will it cost and what will my responsibilities be?

4.5.2 Strategies for Virtual Conference planning

Thoughtful consideration needs to be given to how content is packaged. The following are recommendations for what to do before, during, and after a virtual conference, as well as tips for engaging your virtual audience.

A. Before the conference

i. Organize your meeting agenda for virtual delivery

The most important part of the planning process should begin with the development of a list and timeline of all of the known tasks that will be required to develop and deliver the conference

- Create a session webpage

Design and cultivate an online webpage for your event. Use it to share agendas, compile presentations, and post information submitted by attendees. Make it a virtual learning hub where people can go—before, during, and after the event—for content and ideas.

- Decide on the number of days

You can break the meeting into smaller sessions combining live and asynchronous content delivery.

- Pair presenters with an instructional designer

Presenters may tend to overfill slides with content, lack pacing, and default to a sit-and-git approach. To make presentations useful, pair a presenter with an instructional designer who understands best practices.

- Pair presenters with session support

Presenters need to focus on delivering content. Assign a technology support person to each session to launch the event, monitor chats, run polls and breakout sessions, mute participants with background noise, and run an end-of-session evaluation.

ii. Prepare budget for the virtual conference

iii. Constitute a Technical Support Team (Room Hosts and Room Technicians)

Room Hosts and Room Technicians: Room Hosts and Room Technicians have a specific set of responsibilities to ensure a productive session. These tasks need to be addressed in each concurrent session meeting room.

iv. Choose appropriate Technology Tools for the virtual conference

There are many options available to assist in planning, preparation and delivering of virtual conference. Examples include: Google Docs and Google Drive, Dropbox, Microsoft Teams, Slack, Adobe Connect, GoToMeeting/Webinar, Google Hangouts, WebEx and Zoom etc.

The function may include:

- Call for Proposals through a Google Forms
- Conference schedule through a Google Doc
- Session Descriptions (including presenter bio, photo, accompany resources) through Google Forms
- Pre-recorded Sessions through Google Drive
- Conference Presentations through Google Slides
- Other program resources (e.g. handouts, copies of presenter PowerPoint, etc.) and training materials for room hosts and your tech support team through Google Docs or Google Sheets.

v. Sponsors and Exhibitors (See more information below after the plan)

vi. Test run and resolve Technological issues

Once the platform or provider had been selected, it is extremely important to test it with room hosts, presenters and even attendees, in advance of the day of the event.

Prepare a back-up web site for the day-of your conference thereby making it easy to quickly alert attendees should they experience technical issues that prevent them from participating.

During the Virtual Conference

i. Prepare for emergency situation

Ensure that attendees know who to contact if they're experiencing issues in establishing connection on the day-of the virtual conference.

Ensure that on the day-of the virtual conference, the Tech Support Team are actively involved in supporting attendees who are experiencing difficulties in participating in the conference.

Among the most frequent issues that could be encountered are:

- Registered attendee did not receive log-on information or they have forgotten/lost their log-on credentials
- Attendee's password not working (needs to be reset)
- Attendee computer or web browser is not functioning properly
- Attendee is not able to hear presentations or video is unusable
- Web site failure

A conference bridge should be used by the Tech Support Team to be connected at minimum during the lead-up and start of virtual conference. The use of an instant messaging service for the entire Tech Team to be set up to use so that there are alternate paths for messaging beyond the conference bridge.

Record the entire virtual conference proceedings, so as to alert attendees if they are unable to join that day that the full conference proceedings will be made available afterwards.

ii. Provide Special Features/ special accommodations

Like the in-person conferences there may be need to provide special accommodations such as hearing or visual assistance for attendees. The platform and/or provider must be ADA Section 508 compliant. This law requires that your website content be accessible to people with disabilities.

iii. Security and Privacy Issues

Like the in-person events, planners need to be sure that only authorized attendees are able to access the conference, and if issues arise about behavior of attendees, you can remedy them quickly and without an impact on the conference.

- Issues of interlopers, persons who are not registered, attending virtual events and in some extreme cases, disrupting sessions (e.g. 'Zoom bombing') should be addressed.
- The most basic part of providing security for your event, is to ensure that there is a robust Password/authentication process in place.

iv. Standing Rules

You should also provide Room Hosts/Technicians with tips for troubleshooting. Common issues during events include the following:

- Muting of participant microphones needs to be performed in each concurrent session. It is not 'set once' for the entire event.
- Omitting instructions to participants on session etiquette, such as when to ask questions

in the Chat area

- Forgetting to inform attendees where to go (click) following the conclusion of the session
- Forgetting to start/stop recording the session
- Failing to address what Hosts/Technicians should do if the session runs longer than scheduled
- Complications from using a ‘waiting room’ creating delays in moving participants into the session

v. Decide on presentation mode

Specific components you might want to consider including in your virtual conference include:

- Focused presentation—have presenters pre-record their session (ideally no more than a 25-minute video) then during the session have attendees submit discussion questions via a chat feature or following viewing of the video. The goal is for presenters to be able to engage in discourse with attendees. A session might start with a 3-minute overview by the room host of key points, followed by viewing the pre-recorded video and either during or immediately after, have the presenter start with a response to a relevant question (to get things rolling), after which a moderated discussion could follow.
- White boarding—following a short presentation around a problem of practice, attendees engage in a white boarding exercise where they type in possible challenges or solutions to a given issue. People may propose their own ideas and/or comment on others’ posts. This can be followed by a discussion of themes and a group dialogue.
- Breakout rooms—after listening to a short presentation, participants could be paired into groups which meet in virtual breakout rooms to discuss a problem and report back to the group on their conversations.

After the Event

i. Debriefing and Wrap-up

- You should conduct a debriefing session with representatives from your Planning and Tech Team as soon as possible after the event. A simple survey or check-in with your Room Hosts will help surface issues and suggestions that can help with future events.
- Your attendee survey will help gauge response to the event, and identify specific presenters that were unique in their use of the technology and techniques.
- You should also conduct a debriefing and wrap-up session with your sponsors.

4.5.3 Basic considerations before recruiting exhibitors and sponsors for virtual conference

Among the basic considerations to address before discussing/recruiting exhibitors and sponsors are how you will:

- Create a virtual exhibit hall that would feature information about their company/organization, showcase of their products & services, contact information, a short video presentation and the possibility of a live chat feature for them to interact with attendees
- Enhance interaction and boost engagement with customers by using live chat tools and webinars
- Provide attendees with the option to download content in the form of documents, presentations and videos. This way exhibitors/sponsors will be able to monitor their booth and regulate available content in real-time
- Allow exhibitors/sponsors the ability to customize their booths without the hassle or expense of design services
- Coordinate the information required to build the virtual exhibit space and ensure your exhibitors/sponsors are actively engaged in the process
- Evaluate booth performance and be able to provide detailed reports consisting of data such as the number of participants, booth visits & sources driving the audience to the event

Other ideas could involve:

- Schedule a specific time slot/session slot for attendees to visit a virtual exhibit hall
- Invite key sponsors to share a 1–2-minute video or deliver remarks in the general or breakout sessions
- Incentivize attendees to visit the virtual exhibit hall with drawings or ‘passport’ activities
- Asking exhibitors to share a promotional and novelty item to package them together and mail to each registered attendee (special consideration could be given to exhibitors/vendors who connect mailed item with a synchronous activity done in the Virtual Exhibit Hall)
- Announce sponsors and exhibitors in general sessions

- Placing a 1-minute video from exhibitors in a specific number of the concurrent session rooms for the Host to playback
- Ask the exhibitor/sponsor what would be valuable to them in participating in the virtual conference.
- Consider offering sponsor/exhibitors the opportunity for co-branded paid digital advertising as a value-add.
- Do retargeting, also known as remarketing.

4.5.4 Line of Communications in virtual conference

There should be a line of communication with planning team, presenters, sponsors and exhibitors, tech support team, and of course, attendees. This is the single most important aspect of planning, preparing, and delivery of a virtual event.

Regular communications should begin at the outset of our planning to share the roles and expectations of each party.

The mode of interaction with attendees at in-person events and virtual conference differs. Since there is no ‘physical presence’ it is completely dependent on the technology to support these communications. There is the need to plan to communicate more often and in different ways with registered attendees. Some ideas for doing this include:

- Consider short video messages from the conference chair, yourself or even your keynote speakers directed to attendees with important information for them (eg Features of, or how to participate in the conference, Test Day or Day-Of instructions, post-conference communications. Consider creating a ‘Tips for Participating’ document that can be hosted on conference promotional page, or emailed to attendees that helps prepare them for what the day will bring.
- Alternate email communications. Some web mail servers detect when a group message is sent to multiple people (more than 25) and will filter its delivery. To ensure that your communications are getting delivered (and read) by your attendees, plan on using alternate communication systems like MailChimp or SendinBlue.
- If you’ve recorded the virtual conference, you can provide instructions on how to access it, upon completion of a post-conference survey. This way you can increase your conference evaluation participation.

Self-Assessment Exercises 2

1. What are the issues that could be encountered by attendees during a virtual conference?
2. Explain the virtual conference presentation modes discussed



4.6 Summary

This unit discussed how both in-person and virtual conferences are planned. The types of conference helped in setting goals and objectives needed for effective planning process. The process of planning programs can be made simple through Brainstorm for Ideas, Prioritizing the Ideas, Planning Calendar of Events, Pursuing/executing the Projects as well as conducting evaluation.

The conference plan should include Establish the purpose of the conference, Determine the Day/Time of Conference, budget preparation, set up Conference Planning Committee, getting ideal location/venue, preparing main program information, deciding on logistics, Conference Publicity and marketing as well as Post Conference Duties

3.7 Glossary

An event feasibility study is a systematic process for identifying challenges and opportunities, creating objectives, defining success, and weighing various costs and benefits.

An organizational structure specifies how activities like task allocation, coordination, and supervision are directed toward achieving organizational goals.

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

Organizational culture is the set of values that helps its members understand what the organization stands for, how it does things, and what it considers important.

Planning is deciding in advance what to do, how to do it and who is to do it.

Staffing is the process of hiring eligible candidates in an organization for specific positions.

Retargeting is a form of online advertising that can help keep your sponsor/exhibitor's brand in front of bounced traffic after they leave your conference website. Retargeting is a cookie-based

technology that uses simple Javascript code to anonymously ‘follow’ your audience all over the Web.

A break-even point is the amount of sales that it must generate in order to equal its expenses. In other words, it is the point at which the company neither makes a profit nor suffers a loss.



3.8 References/Further Readings

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3.9 Possible Answers to SAEs

Answers to SAEs 1

1. Conference types include: (i) A symposium (ii) A seminar (iii) A workshop (iv) A round-table
2. The process of conference programs planning can be broken down as follows: (i) Brainstorm for Ideas (ii) Prioritize Ideas (iii) Plan Calendar of Events (iv) Pursue Projects (v) Evaluation

Answers to SAEs 2

1, Among the most frequent issues that could be encountered are:

- Registered attendee did not receive log-on information or they have forgotten/lost their log-on credentials
- Attendee’s password not working (needs to be reset)
- Attendee computer or web browser is not functioning properly
- Attendee is not able to hear presentations or video is unusable
- Web site failure

2. Specific components you might want to consider including in your virtual conference include:

- Focused presentation—have presenters pre-record their session (ideally no more than a 25-minute video) then during the session have attendees submit discussion questions via a chat feature or following viewing of the video.
- White boarding—following a short presentation around a problem of practice, attendees engage in a white boarding exercise where they type in possible challenges or solutions to a given issue.
- Breakout rooms—after listening to a short presentation, participants could be paired into groups which meet in virtual breakout rooms to discuss a problem and report back to the group on their conversations.

Module 3: Event Marketing, Promotion and Sponsorship

Unit 1 Introduction to event marketing and marketing planning

Unit 2 Traditional, Digital and Internet Event marketing strategies

Unit 3 Event Promotion, Advertising and Public Relations

Unit 4 Event Sponsorship

Unit 1: Introduction to Event Marketing and marketing Planning

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Introduction to Event Marketing
 - 1.3.1 Definition of Event Marketing
 - 1.3.2 Meaning of Event Marketing
 - 1.3.3 Importance of Event Marketing
 - 1.3.4 Elements of Event Marketing
 - 1.3.5 The components of event marketing
- 1.4 Marketing Approaches and the roles of event Marketer
 - 1.4.1 Marketing Approaches
 - 1.4.2 Experiential Marketing and Brand Development
 - 1.4.3 The event marketer's role
- 1.5 The Marketing Mix Concept
 - 1.5.1 *Meaning of marketing mix*
 - 1.5.2 The Seven Ps of Event Marketing mix
- 1.6 Summary
- 1.7 Glossary
- 1.8 References/Further Readings
- 1.9 Possible Answers to Self-Assessment Exercise(s) within the content



1.1 Introduction

It is important to understand what marketing can bring to the discipline of events management and to be clear about what event marketing means. In the last module, we discussed the event feasibility and planning. This unit focuses on the development of effective event marketing analysis, planning, implementation and control methods.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning and importance of event marketing
- Analyse the elements and components of marketing in event
- Evaluate the marketing approaches and the roles of event marketers
- Discuss the marketing mix concept



1.3 Introduction to Event Marketing

1.3.1 Definition of Event Marketing

"Events marketing is about making your event attractive to staff, volunteers, sponsors, participants, the media and attendees. It addresses all of the detail which makes up the event experience, both that which the attendee sees, and that which they are not necessarily aware of. It is therefore broad ranging. Events marketing is also a tool used by marketers for how they can reach audiences, promote products and enhance their brands" (Jackson, 2013; 59)

1.3.2 Meaning of Event Marketing

According to Wood (2009), general marketing theory does not correspond to event marketing practice. The reasoning behind this is twofold. To begin, marketing an event necessitates a revision of the marketing mix. Second, non-event marketers may approach events differently than other marketing tools.

Events marketing differs from other types of marketing in that it can be measured, whereas many other types of marketing cannot. You can clearly measure tangibles with events, such as how many people booked and/or attended your event, or how many exhibition stalls or advertising

spaces you sold in your event catalogue. The marketing methods used for the event may differ slightly depending on budget, but the principles remain the same. Tracy believes that social media has become and will continue to be the most effective (in terms of both cost and result) trend in event marketing.

The event marketing always includes public relations, telemarketing, online communications, research and personal selling. The strategy is not dependent on the size of an event but the emphasis can be directed to certain parts of strategy and activities. (Saget 2006.)

According to Charlie Apple Events, a London-based independent events and marketing specialist, reaching the target audience who would be interested in attending the event, ensuring they know when it is, what it is, how much it is, how long it lasts, and getting them to tell others they may be connected to and who would be interested is central to events marketing. The key is to always reach your target audience, whether it is the event attendees or, in the case of exhibitions, the exhibitors themselves.

Event marketing can be B2C (Business to Customers) or B2B (Business to Business) in nature. B2C, when you promote your event directly to a target audience with the hope of getting them to register as an attendee and/or buy a ticket, as well as inviting their friends and peers to also attend. B2B event marketing happens when you are offering your event to other businesses, whether to attract their employees to attend the event, to get the business involved as an exhibitor, or even as a sponsor

1.3.3 Importance of Event Marketing

1. It helps in brand building by creating awareness about the launch of new products/brands.
2. It can be used to highlight the added features of the product/services.
3. It helps in rejuvenating brands during different stages of product life cycle.
4. It helps in communicating the repositioning of brands/products.
5. It helps in associating the brand personality of clients with the personality of target market.
6. It is used in creating and maintaining brand identity.
- 7. It can be used in establishing and growing relationships**
- 8. It helps in building brand affinity.**

1.3.4 Elements of Event Marketing

The event attendee looks for a lifestyle experience (Allen *et al.* 2011) and something that they will remember as interesting, memorable and exciting. This is sometimes known as the 3Es of event marketing – **entertainment, excitement and enterprise**. In event marketing, these three elements are critical to the success of any event.

Entertainment: Key to event marketing success is the need to provide entertainment that will once again compel the audience to leave home to experience something they will not find there, because what you are offering is different, unique, and designed just for them.

For example, years ago, people had to make a special effort to leave their homes to attend the theater or a sporting event to enjoy entertainment. They are now saturated with convenient home entertainment options on television, CDs and DVDs, computers, and internet videos. Key to your marketing success is the need to provide entertainment that will once again compel your audience to leave home to experience something they will not find there, because what you are offering is different, unique, and designed just for them.

Excitement: Excitement may be generated by entertainment that “blows the doors off the place”: the great band, the dazzling magician, the fabulous party staged in the atrium lobby of a resort hotel. Excitement can be part of a tribute to an industry leader, a new corporate logo introduced at a sales conference, or a celebration of an association’s anniversary. The point is that it should always be considered as part of an effective marketing plan. For example, the greatest excitement for an attendee may be the impact of that keynote speaker whose motivational message will become a lasting asset, and cherished memory, for the listener. The lesson? In whatever you market, incorporate excitement as part of the promise.

Enterprise: The willingness to stretch the bounds of reason, to sail into uncharted waters, drove marketing’s original landscapers into the imagination and conscience of the publics that they sought to attract. They understood the natural inclination of people to experience something new, to be among the first to be able to describe those experiences to their friends, and to become part of the inner sanctum of the new enterprise. They wanted to “blow the doors off the place” and dared to ask the impertinent questions.

1.3.5 The components of event marketing

Market Research: The goal of market research is to learn more about current or potential markets i.e. to try to lower the risk of holding an unsuccessful event and to support the event organizers' goals. This could be a broad viewpoint, such as basic consumer behavior, or it could be very specific, such as what attendees think about an event. The former determines whether a potential market for a new event exists, and the latter provides feedback to help improve existing events. For e.g. you want to organize a fashion show in Maiduguri, 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. Prior to, during, and after the event, market research can be conducted to assist the event manager in making better marketing decisions. Empirical data from the research should be used to influence important decisions

Marketing strategy: The event marketer seeks to develop both long-term strategies and immediate action plans. The event marketer oversees the marketing process in three stages. First, consider the long-term timeframe, such as where the host organization or event would like to be in a few years. Second, the medium-term timeframe addresses planning issues for the next event. Third, there is the short-term timeframe, which is concerned with dealing with the day-to-day issues.

Supply chain management: The importance of the supply chain in traditional marketing stems from the fact that the producer and consumer are rarely in the same place at the same time. However, event marketing differs from most other types of marketing because the supply chain serves as the venue. For events, the supply chain is almost exclusively a geographical concept in which production and consumption occur concurrently and in the same location. This means that the event organizer is likely to keep a larger portion of the price. Regardless of how different the event supply chain is from most other products, there is a common management issue for all marketers. The event marketer, like all marketers, must address both the backward and forward facing supply chain links. The backward-facing links supply the event's raw components, such as

participants, volunteers, and equipment suppliers. Forward-facing links, such as ticketing, are direct supply links to the consumer.

Brand management: The event marketer must address three major issues when managing a brand:

Positioning - refers to where the brand will be placed in the market.

Strategies - should there be a single brand, a family brand, or co-brands?

Communication - how to raise brand awareness and what it stands for.

Brand management will identify the corporate message an event wishes to portray, develop mission statement, event logo and corporate image as well as dovetailing sponsors' objectives within overall brand image.

Marketing communication: This process employs a variety of tools, media, and messages to ensure that the audience and the communications mix used to reach them are a good fit. Marketing communications, also known as the communications mix, is where the event promotes itself. According to De Pelsmacker et al. (2004: 3), where other components of the marketing mix lay the groundwork, marketing communications ultimately determine how successful an event is.

Internal marketing: Internal marketing is fundamentally how a company communicates with its internal audiences. This includes not only full-time paid staff, but also part-time staff, volunteers, and suppliers for events. Internal marketing is divided into two categories:

- i. Written - Memos, emails, newsletters, and the Intranet are examples of written communication. These are usually brief documents.
- ii. Verbal - in the form of face-to-face meetings, which can be one-on-one, team-based, or organizational in nature. They can also be frequent or infrequent, with the latter occurring when something has gone wrong or is about to go wrong. This approach may necessitate the organization of events such as road shows or away days.

Consumer relations: Consumers' Relation Marketing (CRM) is defined as "the process of managing detailed information about individual customers and carefully managing all customer

"touch points" to maximize customer loyalty" (Kotler and Keller 2006: 151). CRM, rather than focusing on the traditional target of market share, focuses on consumer share: How much of their spending behavior can we track? CRM will then frequently promote cross-selling of other products manufactured by the same organization, which event organizers do not always do.

Market and marketing evaluation: There are numerous methods for conducting event marketing evaluation. Using marketing metrics is one option. These are methods of determining the worth of an activity. Such metrics could include the amount of media coverage, website hits, and the effectiveness of advertising. Essentially, this is a method of determining the Return on Investment (ROI). Another method is to conduct a marketing audit, which determines how well the organization's capabilities match the changing environment. As a result, it focuses on the impact of both internal and external event marketing factors.

A marketing Audit

A marketing audit is an in-depth look and systematic investigation of a company's marketing processes and procedures. The purpose is to explore how the company's marketing activities are working and if they line up with your goals and key performance indicators. It can help you address problems early and improve the effectiveness of your marketing.

There are two main types of marketing audit: internal and external. Both types are intended to help the business understand its current marketing system. However, they work best in different scenarios.

Self-Assessment Exercises 1

1. Define event marketing
2. State the components of event marketing

1.4 Marketing Approaches and the roles of event Marketer

1.4.1 Marketing Approaches

Transactional marketing

Transactional (or transient) marketing consists of two major components. First, it prioritizes securing the individual sale right now. Second, it is based on the traditional four Ps of marketing: product; price, location, and promotion. The focus is on the brand, market share, and product. As a result, whenever you hear a marketer or a commentator mention the marketing mix, this implies using a transactional approach. The time frame is short-term. Transactional marketing is believed to be ineffective for events.

Relationship marketing

Relationship marketing reflects transactional marketing's limitations. Relationship marketers argue that the business environment has shifted, revealing new problems and opportunities. The medium of communication, in particular, is such that databases enable more tailored messages to be sent to highly profiled target audiences. Marketers no longer have to rely on mass communication channels due to technological advancements.

The clear difference from transactional marketing is that the timeframe is longer term. What matters is not always the immediate sale, but the long-term relationship a consumer has with a company. Relationship marketing communication is direct, whereas transactional marketing communication is based on reaching the greatest number of potential consumers through indirect communication channels. Because the audience is frequently divided/segmented into smaller groups, a tailored message can be delivered to each.

Experiential marketing

Experiential marketing means marketing through events, giving consumers an opportunity to engage themselves in an interactive experience and develop emotional attachment for the brand. Events give them the 'experience' and 'feel' factor. Hence experiential marketing is also referred to as engagement marketing. Experiential marketers frequently focus on live events where the target audience can see and experience a product for themselves. Experiential marketing divides audiences into groups based on their values, enjoyment, personality, and social group (Tsaour et al. 2006).

Communication in experiential marketing is primarily through physical events rather than through the media or traditional direct media such as direct mail (Heitzler et al. 2008). An event,

whether pre- or post-product launch, becomes the vehicle through which the personality of a brand is communicated to the target audience.

1.4.2 Experiential Marketing and Brand Development

According to Schmitt, experiential marketing is important in brand development because it provides a rich source of sensory, effective, and cognitive associations, resulting in memorable and rewarding brand experiences. A brand experience is considered effective when it is supported by the five Strategic Experiential Modules (SEMs) listed below:

- SENSE - the creation of sensory experiences through the use of the five senses (sight, smell, touch, taste and sound).
- FEEL - An individual's inner feelings and emotions are used to elicit effective responses.
- THINK - Creating cognitive, problem-solving experiences to engage people in a creative way.
- ACT - Individuals are given the opportunity to try out new activities, lifestyles, and interactions.
- RELATE - Engaging audiences on all four levels, with the goal of connecting the individual to something other than her or his current self.

1.4.3 The event marketer's role

The event marketer's role include the following:

- ❖ Assign individuals or groups to the marketing function.
- ❖ Agree on what you mean by marketing; it will have practical implications for what you will do and how you will do it.
- ❖ Determine what your customers want, not what you want.
- ❖ Consider how others can benefit from your event - collaboration may be possible.
- ❖ Create data collection systems that are simple to use, such as a sheet for asking phone callers how they heard about the event.
- ❖ Determine whether you need to specialize in one type or have a general understanding of them all.
- ❖ Determine which marketing strategy, or combination of strategies, is best for you.
- ❖ Participate in all aspects of the event that have an impact on the event experience.

Self-Assessment Exercises 2

1. Highlight marketing approaches
2. What are the Strategic Experiential Modules (SEMs) that aid brand experience

1.5 The Marketing Mix Concept

1.5.1 Meaning of marketing mix

Marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. In event marketing, the marketing mix is a part of marketing planning where the mix should be seen from the buyer's or customer's point of view. These factors help the management to identify crucial points in marketing in order to make it profitable. (Marcovitz 2003, Entrepreneurial Insights 2014).

There are several approaches to determining the best marketing mix for events, but most event marketers use either the 4Ps or the 7Ps. Jerome McCarthy's 4Ps, developed in 1960, and identified the importance of Product; Price; Place; and Promotion in transactional marketing. Hoyle (2002) defines events using the 5Ps: Product, Price, Place, Public Relations, and Positioning. The 7Ps, also known as the Extended Marketing Mix, is associated with Booms and Bitner (1981): People, Processes, and Physical Evidence are the three additional Ps. This method is thought to be more in line with relationship marketing.

1.5.2 The Seven Ps of Event Marketing mix

The seven Ps include: Product, Price, Place, Promotion, People, Processes, and Physical Evidence.

1. Product

The event product is the experience that staff, participants, sponsors, and attendees have. As a result, it is influenced by all aspects of the event, both the obvious public ones and the less obvious, more "hidden" ones. The event product is a collection of various components rather than a single entity.

There appears to be agreement that the event product is centered on the experience that attendees (and indeed participants) gain from attending. Getz (2008: 280) suggests, for example, that the "product" is actually the event experience. The successful event marketer is at first the consummate student of his or her product. The product may be an educational program, a county fair, or a full-fledged convention. It may be a reunion for a fraternal organization or a corporate product launch. Every event product combines history, quality, and value to produce a unique program. Even new events may draw from the experience or history of the organizers.

2. Price

All of the money for the other Ps is provided by Price. Pricing strategies should reflect the objectives of an event organiser and should offer the potential customer value for money. Primary among the responsibilities of the event marketer is an understanding of the financial goals of the sponsoring organization. Price may be secondary to *perceived value*. Once this is determined, market research will illustrate the competition's pricing patterns: Who is offering a similar product, to whom, and at what price?

Constructing a pricing strategy is a complex process that involves balancing competing factors such as when the event will be held, the nature of the target audience, the event's costs, and the event's positioning. An important starting point for price setting is to establish the break-even point. This is the point at which all the costs of the event are matched by the total revenue. If the total cost of the event is \$1,000,000, and the typical cost of a ticket is \$100, the break-even point is the sale of 10,000 tickets. Hitting this target as early as possible will allow the event manager to relax, at least a little.

In marketing events, consider these issues of pricing:

- i. The Corporate Financial Philosophy? Some events are designed to make money, pure and simple. Others are strategically developed to break even financially. There are some that are positioned as "loss leaders," expected to lose money in an effort to gain greater assets elsewhere, such as membership development or community goodwill.
- ii. The Cost of Doing Business? Price must reflect the total costs of goods and services, including the cost of marketing itself.
- iii. The Financial Demographics of the Target Audience? Conduct a Market research and analyze your market's ability and willingness of attendees to pay ticket prices.

iv. Demand-oriented Pricing: Demand-oriented pricing takes into account the various market segments which are attracted to events, allowing the attendee more options to purchase.

v. All-inclusive Pricing: This is sometimes referred to as a package price. It offers the event attendee added value while maintaining revenue levels. For some people, the ticket price might be set at an acceptable level, but they might still be dissuaded attending if they think they will not be able to buy affordable, good-quality food at the event. Such people's concerns might be alleviated with the offer of an all-inclusive ticket.

3. Place

When marketing an event, the location of your event can dictate not just the attendance, but the character and personality of the event as well. The place where you locate your event ultimately will determine the marketing efforts you must exude to drive sales. For example, it has been shown that those events that are close to inexpensive, safe public transportation or those events that feature closed-in reasonably priced parking will attract more guests than those that do not offer these amenities. Furthermore, those events that are connected to other nearby attractions or infrastructures (such as shopping malls) may also draw more attendees due to the time efficiency of the destination. For upscale events, the addition of valet parking may improve the chances of attracting guests to a new or nontraditional location. The event manager must seriously consider place when designing the marketing program for the event. Place not only implies the taste or style of the event, it also, in large part, defines the type of person that will be persuaded to invest in the event.

4 Promotion

Every organization must communicate with a variety of stakeholders. We're talking about marketing communication and the use of the communication mix when we say promotion. Customers are the primary audience for marketing communication because it aims to address issues such as customer attraction and retention, corporate branding/image/identity, positioning, public relations and so on. At the same time, marketing executives are under pressure to find new ways to communicate while remaining cost-effective.

Underpinning the promotional process should be the integration of communications (the key management aspect) and the desire to build relationships (with customers and others).

5. People: Excellent customer service not only converts to sales, but it can also expand your customer base through referrals. Obtaining these referrals from people who adore your brand is also an excellent example of how your marketing efforts can help your sales process.

Everyone who represents your brand or deals with customers - including non-human chat bots! - must be fully trained sales professionals with a thorough understanding of your product and how it will improve your customers' lives or solve their problems.

6. Process: The process of getting your product to the consumer should be designed for maximum efficiency and dependability, but it should also include features that are consistent with your brand, such as being environmentally or sustainably focused. With the rise of online shopping, digital partnerships and logistics have become critical components of the marketing mix.

7. Physical Evidence: Physical evidence includes elements that prove your brand exists and that a purchase occurred. A physical store or office for your business, a website if your business/event only operates online, logo, hashtag and printed business cards, that you exchange when meeting people are all examples of proof that your brand exists. Physical or digital receipts, invoices, or follow-up email newsletters sent to customers as a retention exercise, recorded video are all examples of proof of purchase. Your marketing mix must also account for everything your customer sees, hears, and sometimes even smells in relation to your product or service.



1.6 Summary

Marketing encompasses all of the activities that a company engages in to promote its products and services and increase its market share. Marketing requires a combination of advertising savvy, sales, and the ability to deliver goods to end users in order to be successful. This is typically carried out by specific professionals or marketers who can work both internally (for companies) and externally with other marketing firms. The element of event marketing are:

entertainment, excitement and enterprise. These three elements are critical to the success of any event. Marketing Approaches include: transactional, relationship and experiential marketing. According to Schmitt, experiential marketing is important in brand development because it provides a rich source of sensory, effective, and cognitive associations, resulting in memorable and rewarding brand experiences.

Marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. There are several approaches to determining the best marketing mix for events, but most event marketers use either the 4Ps or the 7Ps. The seven Ps include: Product, Price, Place, Promotion, People, Processes, and Physical Evidence.

1.7 Glossary (See Unit 4).



1.8 References/Further Readings

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1.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers in accordance with the way the SAEs appear in the content. For example

Answers to SAEs 1

1. *"Events marketing is about making your event attractive to staff, volunteers, sponsors, participants, the media and attendees. It addresses all of the detail which makes up the event experience, both that which the attendee sees, and that which they are not necessarily aware of. It is therefore broad ranging. Events marketing is also a tool used by marketers for how they can reach audiences, promote products and enhance their brands"* (Jackson, 2013; 59)
2. The components of event marketing: Market Research, Marketing strategy, Supply chain management, Brand management, Marketing communication, Internal marketing, Consumer relations, Market and marketing evaluation

Answers to SAEs 2

1. Marketing Approaches include: transactional, relationship and experiential marketing
2. A brand experience is considered effective when it is supported by the five Strategic Experiential Modules (SEMs) listed below:
SENSE - the creation of sensory experiences through the use of the five senses (sight, smell, touch, taste and sound).
FEEL - An individual's inner feelings and emotions are used to elicit effective responses.
THINK - Creating cognitive, problem-solving experiences to engage people in a creative way.
ACT - Individuals are given the opportunity to try out new activities, lifestyles, and interactions.
RELATE - Engaging audiences on all four levels, with the goal of connecting the individual to something other than her or his current self.

Unit 2 Event Marketing Strategy and Planning

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Event Marketing Strategy
 - 2.3.1 Definition and meaning of strategy
 - 2.3.2 Meaning of Event marketing strategy
 - 2.3.3 Functions of an Event Marketing Strategy
 - 2.3.4 Key Factors that aid the development of an event marketing strategy
 - 2.3.5 Factors that can have an impact on event's marketing strategy
- 2.4 Traditional, Digital, Internet and E-marketing Strategy
 - 2.4.1 Traditional marketing
 - 2.4.1.1 Meaning of Traditional marketing
 - 2.4.1.2 Categories of Traditional Marketing
 - 2.4.1.3 Traditional marketing methods
 - 2.4.1.4 Advantages of Traditional Marketing
 - 2.4.1.5 Disadvantages of Traditional Marketing
 - 2.4.2 Internet marketing strategy
 - 2.4.2.1 Definition and meaning of Internet Marketing
 - 2.4.2.2 Importance of Internet marketing
 - 2.4.2.3 Advantages of Internet Marketing:
 - 2.4.2.4 Disadvantages of Internet Marketing
 - 2.4.3 Digital Marketing
 - 2.4.3.1 What Is Digital Marketing?
 - 2.4.3.2 Types of Digital Marketing Channels
 - 2.4.4 E-Marketing
- 2.5 Event marketing planning
 - 2.5.1 The Need/ Reason for Event Marketing Plan
 - 2.5.2 Components and Procedure of event marketing Plan
- 2.6 Summary
- 2.7 Glossary
- 2.8 References/Further Readings
- 2.9 Possible Answers to Self-Assessment Exercise(s) within the content



2.1 Introduction

A specialist marketer is likely to be present at a medium or large event, this is unlikely to be the case at a small or volunteer-led event but someone will be marketing the event. In the last unit we discussed the basics of marketing as it relates to event. This unit focuses on marketing strategy and planning. The process of developing a marketing strategy and marketing plan has intrinsic value in that it promotes the discussion of key issues and ideas. A marketing strategy directs the efforts of organizations and events.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- Analyse the different types of event marketing strategies,
- Discuss each type and clearly state the advantages and disadvantages of the different marketing strategies.
- Examine the elements of a strategic approach.
- Determine and evaluate the components of a marketing strategy.



2.3 Event Marketing Strategy

2.3.1 Definition and meaning of strategy

Johnson and Scholes (2002: 10) define Strategy as the direction and scope of an organisation over the long term which achieves advantages through its configuration of resources within a changing environment and to fulfil stakeholder expectations.

Some of the characteristics that are expect in a strategic approach are:

- It sets an organization's overall direction and focuses on the long term rather than immediate day-to-day issues.
- The goal is to gain a competitive advantage.
- It is dependent on the resources of an organization.
- Changes in an organization's resources, structures, and culture may be required.

- Codifies an organization's values, structure, and culture in plans; considers the wider environment's potential impact on the organization

2.3.2 Meaning of Event marketing strategy

Event Marketing strategies are the methods you employ to reach out to your target audiences. Marketing strategy is a tool for long-term planning with the goal of gaining a competitive advantage (s). McCleish (2010) regarded marketing strategy as an essential component of event marketing, even if the event is small or non-profit in nature, in order to ensure the event's success.

The strategy makes it easier for marketing managers to plan and control marketing before, during, and after an event. According to Pasha and Kumar, (2018) strategic marketing tackles three issues. Which are: (1) what is the current position of the firm? (2) What is the desired position? (3) How can the desired position be reached? This is essential for event marketers because it encourages them to ask key questions about what they are attempting to achieve - their marketing objectives - and how they will achieve these.

The marketing strategy for a single event differs from, but is related to, the corporate strategy. Within the context of the overall corporate strategy, marketing strategy defines target markets and direction. While our assumption is that the link must be an event we organized, Microsoft used an event it did not attend in January 2011 to meet corporate objectives. During the live television coverage of the Golden Globe Awards (Oscars), Microsoft ran television advertisements that introduced a national audience to its new corporate tagline, 'Be What's Next.'

2.3.3 Functions of an Event Marketing Strategy

The following are some of the most important functions of event marketing strategies.

- An event marketing strategy can assist you in planning your pre-event, event, and post-event activities.
- An event marketing strategy helps you become more aware of the action plans that you must carry out in order to achieve your objectives.
- An event marketing strategy is created to help all of your stakeholders understand their responsibilities and deliverables.
- An event marketing strategy allows you to approach event marketing in a systematic manner.

2.3.4 Key Factors that aid the development of an event marketing strategy

A number of key components that aid in the development of an event marketing include: goals and objectives; positioning; target audience; marketing approach; and marketing activities.

i. Goals and objectives: Marketing objectives may address general operational factors such as providing a memorable experience, but they may also seek to improve stakeholder relationships. They should be brief, simple, and measurable. Marketing goals for event organizers/hosts may include launching a product, building a brand, or increasing sales. Sponsors of an event may have marketing goals such as motivating employees or gaining sales leads from potential customers.

ii. Positioning: Positioning an event in the market's mind is a critical strategic decision. Positioning refers to how target market segments perceive the events' offerings in comparison to competing brands. While what consumers think of an event can influence positioning, it should not be passive: rather, an event's marketer should identify where they think they are and where they want to be. Ries and Trout (1982) argued that marketers must get a product into the minds of consumers, which is often accomplished by establishing a distinct position. Positioning does not have to be limited to price or quality: Other factors, such as timing or venue, can influence an event's positioning.

For example, Strictly Come Dancing, the BBC's flagship light entertainment show on Saturday evenings, has evolved into an event that reflects a variety of positioning strategies. The show Strictly Come Dancing. In 2012, the Live Tour visited eleven different UK venues over forty nights. The live show represented a combination of strategies, and it aided market penetration in that it is another way of reaching existing audiences, but it also allows the brand to reach new markets in major population areas by being a physical touring event rather than just a television show. The audience is a mix of old and new, which is accomplished through product development.

iii. Target audience: The positioning chosen by an event marketer is heavily reliant on determining who the target audience is. Strategically, it is unwise to rely on a single consumer

group; rather, an event should target a variety of segments. The event marketer must identify potential segments. At a major outdoor music festival, for example, these could be students, professionals aged 25-34, and couples with young children. They will then need to evaluate these segments, possibly based on factors such as accessibility, spending power, and likelihood of attendance. After selecting the appropriate segments, the event's nature may need to reflect this: A music festival aimed at young children is likely to have a different feel and set-up than one aimed at adults.

iv. Marketing Approach: The nature of the organization in relation to its competitors usually shapes the appropriate marketing strategy. An organization's ability to achieve its goals is influenced by its relationships with: supplier bargaining power; buyer bargaining power; barriers to new entrants; and substitute threats.

The first two factors are related to an organization's reliance: Is there a small number of buyers or a large number of buyers? Are there a few or a lot of suppliers? When there are few buyers and suppliers, the organization's options are limited; when there are many, the organization has more options. The third and fourth factors are whether the event is unusual or common. The former allows for much more strategic movement independence.

v. Marketing plans/activities: The marketing plan takes the broad strategy and works through the details required to deliver it, attempting to convert the strategy from broad concepts to operational detail. A marketing plan seeks to adapt the organization or event to the external situation, so it is about finding a strategic fit between what the organization wants to achieve and what the environment will allow. The marketing plan provides a clear and unambiguous statement about the strategies and actions that will be implemented, who will implement them, when they will be implemented, and with what results.

2.3.5 Factors that can impact event's marketing strategy

The following factors can have an impact on event's marketing strategy:

The resources of the event

Risk and innovation attitudes

What your competitors are doing.

The market's characteristics.

Self-Assessment Exercises 1

1. What are the functions of event marketing strategy?
2. Highlight the factors that could aid the development of event marketing strategy

2.4 Traditional, Digital, Internet and E-marketing Strategy

2.4.1 Traditional marketing

2.4.1.1 Meaning of Traditional marketing

Traditional marketing typically consists of any offline promotional materials. Traditional marketing can be used by marketing professionals to interact with their target audience in physical locations. These marketing materials are typically placed in areas where their target audience is more likely to see, hear, or interact with them. Radio and television commercials, billboards, and direct mail campaigns are examples of traditional marketing.

2.4.1.2 Categories of Traditional Marketing

Traditional marketing is divided into six categories as follows:

- Print- This includes placing advertisements in magazines, newsletters, newspapers, brochures, and other printed materials.
- Direct Mail- The direct mail technique includes the printing and mailing of fliers, letters, brochures, postcards, catalogs, and other materials to customers or targeted consumers.
- Broadcast- Broadcasting includes television and radio advertisements, as well as other forms of advertising such as on-screen commercials in movie theaters.
- Telemarketing- This entails cold calling targeted consumers over the phone in order to establish rapport in order to grow the business.

- Outdoor (Billboards, bus/taxi wraps, posters, Window display and signs etc)
- Referral: Referral is when the organization asks its employees and customers to recommend their products and services to their friends and family or neighbors.

2.4.1.3 Traditional marketing methods

Traditional marketing methods come in a variety of forms. Traditional marketing strategies commonly used include:

1. **Handouts or Distributed materials:** A handout is typically a printed document, such as a flyer or brochure that promotes a company, event, or sale. You can use these flyers to inform community members about promotional events taking place at your establishment in public areas that they frequent. Brochures, which can be distributed at events or when visiting clients, can provide information about a company or explain the features of a product.

2. **Billboards:** Billboards are typically found along highways or major roads. They show advertisements as well as company graphics. Billboards typically include images with supporting text that convey a brief but memorable message to drivers. Creative billboard advertising can help your audience recognize and remember your brand.

3. **Direct mail:** Direct mail marketing involves mailing print materials such as letters or postcards to the addresses of potential customers in your target area. Direct mail can be sent to people who have expressed an interest in the company or its products. Another option is to send direct mail items to members of the community who live near the business.

4. **Print ads:** Print advertisements allow you to reach a larger number of potential customers through outlets such as newspapers or magazines. If you want to raise community awareness, displaying advertisements in newspapers can help others learn more about the brand, its location, and its products.

5. **Event marketing:** You can use event marketing to create advertising materials to display at industry events such as seminars, conventions, and conferences. You can create booths as well as larger materials such as signs or banners to attract attendees to your booth so they can learn more about the company and its products. Set up similar booths at other local events, such as fairs or festivals, to gain local attention.

6. **Broadcasting:** Making radio and television commercials is another way to gain local or national recognition. You can create and sell creative advertisements that educate customers

about your brand and the products you sell. Hearing or seeing these broadcasted advertisements may pique the interest of listeners and viewers, prompting them to research the company or contact you for more information.

7. Cold calling/ telemarketing: This type of marketing is used by businesses that sell their products or services over the phone. Cold calling can be used by both business-to-business (B2B) and business-to-consumer (B2C) companies. Using a cold-calling strategy allows you to interact with potential customers and explain the product you're selling and how it can solve any problems they or their company are experiencing. This allows you to establish a stronger personal connection and trust between your company and potential customers.

8. Referral Marketing: Also known as 'word of mouth' marketing, relies on customers to spread information about products or services.

9. Individualized marketing: It includes telemarketing and SMS marketing, which involve promoting a product or service to customers via phone or SMS.

2.4.1.4 Advantages of Traditional Marketing

- **Broad reach:** Using traditional marketing has a very broad reach and can help you reach a local audience. Radio is unquestionably the best and quickest way to advertise your business and convey your message.

- **Possibility of reuse and recycling:** The use of physical materials such as posters or pamphlets has the sole benefit of providing hard copies of the advertised material. The fliers, posters, pamphlets, and so on can be reused and re-read at any time and from any location, and no internet connection is required. These promotional materials can also be saved and recycled for future use.

Familiar marketing mode: Traditional marketing is a familiar mode of advertisement for older people and businessmen because the promotional material does not require any explanation. They will accept the flier or pamphlet distributed and read it whenever they have time, and the elderly will quickly realize that it is an advertisement for any brand or product.

Hard copy easily processed: Traditional hard copy marketing is always easy to process mentally and remember in the future.

Reaching new audiences: Traditional marketing allows you to reach a large population and a diverse range of demographics with the possibility of new audiences becoming acquainted with your brand and business.

2.4.1.5 Disadvantages of Traditional Marketing

The following are some of the drawbacks of traditional marketing:

Static text: Static text is used for advertisement in traditional marketing. For example, if you place an ad in a newspaper for your product and it sells out, you cannot edit your ad, and you will have many unhappy customers, and you cannot interact with the customer using this method.

Inadequate time to update message: Unlike modern online marketing, traditional marketing does not allow you to respond to changes you want to make to your advertisement.

Expensive in comparison to online marketing: Putting ads in newspapers or distributing flyers or pamphlets costs money every time you plan to run a campaign.

No customized marketing: In traditional marketing, only a specific market can be targeted; no specific customer can be targeted. In traditional marketing,

Provide less information: It is difficult to present complex pricing options and offers for the product in traditional marketing. The print media does not have enough space to display all of the different price variations and other offers that may appeal to buyers.

Conversion of traditional media to online marketing: In recent years, many traditional marketing methods such as newspapers and magazines have gone online so that people can read the news wherever they are, as most of the population now has access to the internet.

Ignorance of traditional methods: Most people are more likely to ignore or skip advertisements, such as failing to read the ad on a billboard or banner, changing the channel of television when the advertisement or commercial is shown, and so on.

2.4.2 Internet marketing strategy

2.4.2.1 Definition and meaning of Internet Marketing

According to Chaffey et al. (2006: 252), internet marketing is achieving marketing objectives through applying digital technologies', which include web-sites, e-mail, wireless or mobile, and digital television.

Internet marketing refers to the strategies used to market products and services online and through other digital means, or marketing efforts conducted solely through the Internet.

Internet marketing is evolving at a rapid pace. It is dynamic, and every online business and marketer must stay up to date on system changes. Internet marketing has two components:

1. B2B: This term refers to business-to-business e-commerce, in which businesses sell their products and services to other businesses via the Internet.
2. B2C: This term refers to business-to-consumer transactions, in which businesses sell their products and services to consumers via the Internet.

2.4.2.2 Importance of Internet marketing

Internet marketing is important because:

- It generates a higher return on investment (ROI) because they target more qualified leads who are more likely to convert.
- It allows you to reach out to more interested audiences whether local or international, through Internet marketing.
- With automation and other Internet marketing techniques, you can interact with audiences regardless of time or time zone.
- It can be tailored to any industry and business size because your target audience is almost always online.
- It makes it simple and convenient for audiences to convert: To buy, sign up, download, or contact someone, all you need to do is press a button.

2.4.2.3 Advantages of Internet Marketing

1. Internet marketing is relatively inexpensive when cost versus target audience reach is considered.
2. Event companies can reach a large number of people for a fraction of the cost of traditional advertising.

3. Because of the nature of the medium, consumers can research and purchase products and services at their leisure. As a result, businesses have the advantage of appealing to customers through a medium that produces results quickly.
4. The strategy and overall effectiveness of marketing campaigns are determined by business objectives and a cost-volume-profit analysis.
5. Internet marketing can provide advertisers with a greater sense of accountability.
6. Internet marketing refers to online marketing methods such as e-mail and wireless marketing.

2.4.2.4 Disadvantages of Internet Marketing

1. Internet marketing can appear perplexing at times, and it is sometimes mistaken for a virus.
2. As you gain knowledge, you become more aware of the need to learn more.
3. Typical business models last two years, but Internet businesses can lose traction after six months.
4. Tough competition.
5. There is a lot of information to learn.
6. There are too many skills to learn.
7. It takes a long time to learn a variety of skills.
8. There are far too many Internet scams.
9. Many people believe that making money on the Internet is simple.

2.4.3 Digital Marketing

2.4.3.1 What Is Digital Marketing?

A definition of digital marketing by Dave Chaffey & Fiona Ellis-Chadwick (2012, 655); “Describes the management and execution of marketing using electronic media such as the web, e-mail, interactive TV, IPTV and wireless media in conjunction with digital data about customers’ characteristics and behavior.”

Digital marketing involves some of the same principles as traditional marketing and is often considered a new way for companies to approach consumers and understand their behavior. Companies often combine traditional and digital marketing techniques in their strategies.

Digital marketing can take place through mobile devices, on a subway platform, in a video game, or via a smartphone app. Digital marketing can be interactive and is often used to target specific segments of the customer base.

2.4.3.2 Types of Digital Marketing Channels

The following are eight of the most common ways for businesses to boost their marketing efforts.

Website Promotion

All digital marketing activities revolve around a website. It is a very powerful channel in and of itself, but it is also the medium required to carry out a variety of online marketing campaigns. A website should clearly represent a brand, product, or service. It must be quick, mobile-friendly, and simple to use.

Pay-Per-Click (PPC) Advertising

Pay-per-click (PPC) advertising allows marketers to reach Internet users on a variety of digital platforms by displaying paid advertisements. Marketers can create PPC campaigns on Google, Bing, LinkedIn, Twitter, Pinterest, or Facebook to display ads to people searching for terms related to their products or services.

PPC campaigns can segment users based on demographic characteristics (such as age or gender), or they can target users based on their specific interests or location.

Content Marketing

The goal of content marketing is to reach out to potential customers by using content. Typically, content is published on a website and then promoted via social media, email marketing, search engine optimization, or even PPC campaigns. Blogs, e-books, online courses, infographics, podcasts, and webinars are examples of content marketing tools.

Social Media Marketing

A social media marketing campaign's primary goal is to raise brand awareness and build social trust. As you progress in social media marketing, you will be able to use it to generate leads and even as a direct sales channel. Social media marketing includes things like promoted posts and tweets.

Affiliate Marketing

Affiliate marketing is one of the oldest forms of marketing, and the internet has given it new life. Influencers use affiliate marketing to promote other people's products and earn a commission for each sale or lead introduced.

Video Marketing

YouTube is one of the world's most popular search engines. Many users turn to YouTube before making a purchasing decision, to learn something, read a review, or simply to unwind. Companies that integrate video with SEO, content marketing, and larger social media marketing campaigns have the most success.

SMS Messaging

Companies and nonprofit organizations use SMS or text messages to inform customers about new promotions or to provide opportunities to interested customers. SMS message campaigns are also used by political candidates running for office to spread positive information about their platforms. As technology has advanced, many text-to-give campaigns now allow customers to pay or donate directly via text message.

Email Marketing

Email marketing is still one of the most effective channels for digital marketing. This type of marketing allows businesses to reach out to potential customers and anyone who is interested in their products. Many digital marketers use all other digital marketing channels to acquire leads for their email lists, and then use email marketing to convert those leads into customers.

2.4.4 E-Marketing

Electronic marketing is similar to internet marketing with few differences. It provides a broader range of marketing services. With the addition of PPC and SEO, it focuses more on developing customer relationships. It does not only use the internet, but also emails and wireless media. It manages sensitive data and information about digital customers using electronic customer relationship management systems (E-CRM), and here you can see a little more personalization.

E-marketing is a subset of integrated marketing communications (IMC), which helps brands grow their businesses across multiple channels.

The areas that event managers should focus on when developing their e-marketing plan are as follows:

- Information strategy – knowing what information the customer needs and providing it.
- Production/delivery strategy – knowing how the product or service (including information) can reach the customer, despite their dealing with the marketing team from a distance.
- Organisational strategy – what needs to happen in the business to enable everything else to happen for the customer?

- Assessment strategy – a way of monitoring success and failure.
- Marketing strategy – focusing on customers to steer all of the above in the direction the company needs to follow to achieve its aim. (Adapted from Holden 2008).
- It is also vital to ensure that the whole event team is aware of the benefits of these applications and that evaluation techniques are used to assess the success or failure of the event.
- The final component is to build e-marketing activities into the overall marketing plan.

E-marketing Highpoints

Increased sales revenue compared to traditional marketing

Marketing expenses have been reduced.

Rapid outcomes

Web tracking allows for effective monitoring.

Marketing by viral means

Blogging can be used to target customers for e-marketing.

Email promotion

Marketing via video

Affiliate promotion

Content promotion

Article promotion

Self-Assessment Exercises 2

1. What are the categories of traditional marketing?
2. State the highpoints of e-marketing

2.5 Event marketing planning Process

Marketing Plan is the detailed plan for marketing set on a specific time frame. It specifies the actions and activities to achieve the marketing objectives (Business Dictionary 2015.). The

development of a marketing plan is considered to be one of the practical steps involved in preparing to approach the marketplace. The key purpose of the marketing plan is to identify the current situation in which event organisers find themselves and then to map out a path for the events management team to follow.

A marketing plan, does not always adhere to the same format as an event plan. While there are various types of event marketing plans, the core of any event marketing plan is: An understanding of the environment (internal and external); Clear objectives; Marketing activities; Marketing programmes (action plan); Marketing budgets; Control and Contingencies (What if?).

2.5.1 The Need/ Reason for Event Marketing Plan

1. You may be starting to experience a decline in attendance levels.
2. You may need to reach a new target market, or re-invent your event.
3. Possibly you need to increase your income:
4. You wish to introduce a new category or activity into your event.
5. Your obligations to stakeholders, funders and sponsors require the delivery of key performance indicators (KPI's) e.g. attracting people from specific countries, or increasing national and international broadcast coverage.

2.5.2 Components and Procedure of event marketing Plan

Using McDonald's established marketing plan the main areas of marketing planning are to:

- Set goals.
- Analyse the current situation (both internal and external environment).
- Create the marketing strategy.
- Allocate marketing resources and
- Monitor or evaluate the plan.

Goals and Objectives

It is critical that the people responsible for marketing an event are clear about the goals/ mission as well as the objectives that need to be set for it. The mission of a corporate event organiser might merely entail becoming a key player in its market. For instance, the award-winning event company Mike Burton sets out to exceed expectations and to live up to promises, and this mission seems to have served it well for the past thirty years. Many events have set capacities for

attendees and participants. Goal-setting for an event with a stadium capacity of 50,000. A simple objective might be to achieve 80 per cent level of satisfaction with the event. The need to define exactly what you want to achieve is central to all marketing plans. We've already mentioned how popular the acronym SMART is.

Event Marketing Analysis

After setting the mission statement, the next stage is to analyse the current situation of the event through the use of market research. In determining any marketing approach, whether it is an advertisement, a promotional video, a brochure, or a flyer, the process must begin with an analysis of the audience, the event, and its intrinsic assets that we want to promote.

Most marketing plans begin with a marketing audit, which includes an assessment of both the internal and external environments, with the former typically coming first.

PEST, which Kotler (2005) describes as a strategic tool for understanding an organization's market, is a common tool for assessing the external environment. The essential/core components are as follows:

P - Political factors.

E - Economic factors that have an impact on the larger environment, such as recession.

S - Society evolves, such as taste and fashion. Certain activities are popular for a short period of time before being replaced by something new.

T - Technological changes, such as the widespread use of social networking sites, are influencing both the promotion and content of some events.

The SWOT analysis must include the five Ws of marketing (why, who, when, where and what). Goldblatt, states that the 5 Ws help determine if the event is feasible, viable, and sustainable. In event marketing, we use the same questions to determine the feasibility, viability, and sustainability of the marketing plan. This had already been emphasized in module 1.

3. Marketing Budget consideration: Before you start writing your event marketing plan you need to know what your budget for marketing is. You then need to allocate it against the different

marketing channels that you want to include in your event marketing plan. When you are doing this make sure you think about any associated costs that could arise from each channel. For example, agency fees, printing or postage, advertising media (such as television, billboards, newspaper ads, digital, and social media), design and production costs, content development, signage, merchandise, influencer and ambassador fees, public relation, media monitoring, complimentary tickets etc.

4. Marketing Channel Considerations

The last step before writing your event marketing plan is to research and understand each of the available marketing channels. Online, Social Media, Radio, TV, Print, Event listings, Experiential, Merchandise, Direct marketing, International Marketing, Live Event Marketing, Partnerships

- i. What is the reach and demographic of each channel?
- ii. What are the associated costs?
- iii. How will it help you reach your event goals?

5. Event Marketing Plan/activities: The project plan should identify (Key tasks, Key dates and deadlines, Timelines, Status of the activity. Who is responsible for the task? Ticketing Strategy, A comment section etc.

6. Marketing Plan Timeline: It is useful to develop and implement a marketing plan so that you can track all milestones and key dates for your event marketing plan.

7. Implementation: • Stick to your timelines, • Ensure someone is always available for any media interviews. • Monitor all marketing and media and adapt your event marketing plan as needed.

8. Tracking, Monitoring & Measuring

It is crucial that you track and monitor your event marketing plan as it is being implemented so you can identify early on if the plan is not working and you can make updates.



2.6 Summary

Event Marketing strategies are the methods you employ to reach out to your target audiences. Marketing strategy is a tool for long-term planning with the goal of gaining a competitive advantage (s). It is regarded as an essential component of event marketing, even if the event is

small or non-profit in nature, in order to ensure the event's success. As a result, a number of key components (goals and objectives; positioning; target audience; marketing approach; and marketing activities) that aid in the development of an event marketing strategy must be identified.

Traditionally, corporations focused on traditional marketing channels such as print, television, and radio. Although these options are still available today, the rise of the internet caused a shift in how businesses communicated with their customers. That's where the internet, digital and e-marketing come in. Internet marketing is achieving marketing objectives through applying digital technologies, which include web-sites, e-mail, wireless or mobile, and digital television. A definition of digital marketing, “describes it as the management and execution of marketing using electronic media such as the web, e-mail, interactive TV, IPTV and wireless media in conjunction with digital data about customers’ characteristics and behavior.” Electronic marketing is similar to internet marketing with few differences. It provides a broader range of marketing services. E-marketing is a subset of Integrated Marketing Communications (IMC), which helps brands grow their businesses across multiple channels.

Marketing Plan is the detailed plan for marketing set on a specific time frame. It specifies the actions and activities to achieve the marketing objectives. A marketing plan, does not always adhere to the same format as an event plan. While there are various types of event marketing plans, the core of any event marketing plan is: An understanding of the environment (internal and external); Clear objectives; Marketing activities; Marketing programmes (action plan); Marketing budgets; Control and Contingencies

2.7 Glossary (See unit 4)



2.8 References/Further Readings

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2.9 Possible Answers to SAEs

Answers to SAEs 1

1. The following are some of the most important functions of event marketing strategies.
 - i. An event marketing strategy can assist you in planning your pre-event, event, and post-event activities.
 - ii. An event marketing strategy helps you become more aware of the action plans that you must carry out in order to achieve your objectives.
 - iii. An event marketing strategy is created to help all of your stakeholders understand their responsibilities and deliverables.
 - iv. An event marketing strategy allows you to approach event marketing in a systematic manner.
2. Key components that aid in the development of an event marketing strategy include: goals and objectives; positioning; target audience; marketing approach; and marketing activities.

Answers to SAEs 2

1. Traditional marketing is divided into six categories as follows:

- Print- This includes placing advertisements in magazines, newsletters, newspapers, brochures, and other printed materials.
- Direct Mail- The direct mail technique includes the printing and mailing of fliers, letters, brochures, postcards, catalogs, and other materials to customers or targeted consumers.
- Broadcast- Broadcasting includes television and radio advertisements, as well as other forms of advertising such as on-screen commercials in movie theaters.
- Telemarketing- This entails cold calling targeted consumers over the phone in order to establish rapport in order to grow the business.
- Outdoor (Billboards, bus/taxi wraps, posters, Window display and signs etc)
- Referral: Referral is when the organization asks its employees and customers to recommend their products and services to their friends and family or neighbors.

2. E-marketing Highpoints

Increased sales revenue compared to traditional marketing

Marketing expenses have been reduced.

Rapid outcomes

Web tracking allows for effective monitoring.

Marketing by viral means

Unit 3 Event Promotion, Advertising and Public Relations

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 3.3 Event Promotion
 - 3.3.1 What is 'Promotions?'
 - 3.3.2 Promotional Tools
 - 3.3.3 How to Plan a Promotional Campaign
 - 3.3.4 How Media can be used for Promotion
 - 3.3.4.1 How Print Media can be used for Promotion
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 - 3.3.4.3 How Outdoor Media can be used for Promotion
- 3.4 Advertising in Event
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 - 3.5.3 Role of public relations in event
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- 3.7 Glossary
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- 3.9 Possible Answers to Self-Assessment Exercise(s) within the content



3.1 Introduction

Promotion is key to effective event marketing. In the last unit we discussed the event marketing strategy and event planning. This unit focuses on promotion, advertising and public relations in event. Marketing communication aims to address issues such as customer attraction and retention, corporate branding/image/identity, and product differentiation.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss what event promotion is, as well as the general features and aim of event promotion
- Evaluate the different categories and elements of advertising and the disadvantages and advantages.
- Write about the roles of public relations in event promotion
- Analyse the different channels and media used in promoting event



3.3 Event Promotion

3.3.1 What is 'Promotions'

Promotion is defined as the entire set of activities that communicate the product, brand, or service to the user. The goal is to raise awareness, attract, and induce people to buy the product over others.

Promotion, also known as marketing communication, and the application of the communication mix, refers to all of the methods by which marketers communicate with their target market. The goal of marketing communication in general is to inform, persuade, or remind" (Govoni, Eng, and Galper, 1993, p. 12).

Marketing communication aims to address issues such as customer attraction and retention, corporate branding/image/identity, and product differentiation. At the same time, marketing executives are under pressure to find new ways to communicate while remaining cost-effective. Underpinning the promotional process should be the integration of communications and the desire to build relationships with customers and others.

3.3.2 Promotional Tools

The event marketer has several promotional tools also known as promotion mix elements at his disposal. These are classified according to whether they are 'above or below the line.' Above the line, a commission is paid; below the line, no commission is due. Direct sales and advertising are considered above the line. The remaining six tools are regarded as below the line. Cause-Related Marketing is a specialized field in which a portion of the purchase price is donated to a designated good cause. It is more commonly used by retailers but is rarely used at events.

i. Direct sales/Personal selling

Face-to-face communication is the gold standard for communicating with consumers (Mutz 2001), as it is considered the most effective, which is why direct sales teams are frequently considered central to marketing. It is most likely appropriate where there are few customers or where a small number of customers make large purchases, such as corporate hospitality and training. For example, Beach Break Live, which is targeted exclusively at students, is one event that is heavily reliant on its sales team but has developed its own unique model. Beach Break Live recruits a student sales force with a promotions manager, who in turn manages a team of reps who sell tickets, earning commission based on how many they sell. This sales force is the primary means of ensuring that 20,000 tickets are sold.

ii. Advertising

The event marketer rents a channel - be it television, newspaper, radio, billboard, or whatever - to deliver their message through advertising. This gives you a lot of control over your content, timing, location, and frequency, but it comes at a price: Paid advertising can be prohibitively expensive, especially for small community events. Advertisements inform, remind, or persuade current or potential customers about the existence of an event. An advertisement, regardless of the channel, can only convey one simple message; for more complex messages, other channels, such as direct mail, are more appropriate.

iii. Sponsorship

Sponsorship can provide the event organizer with three major advantages: access to a new revenue stream, contact with new promotional opportunities, and an enhancement of the event experience. It can then have an impact on price, promotion, and product.

iv. Sales promotion

Sales promotion is a strategy that entices a sale by providing a value enhancement that is only available for a limited time. Sales promotions are commonly used when a product's life cycle is nearing the end, and they allow event organizers to try to keep an event from becoming financially unviable. Sales promotion is classified into two types: value increasing and value added. Discounts, coupons, payment terms, refunds, guarantees, multi-buys, quantity increases, buybacks, and BOGOFs are examples of price-based value increases (Buy One Get One Free).

Samples, special features (limited edition), valued packaging, gifts, clubs or loyalty programs, competition/prize draws, and visuals are examples of value addition that are not price related. Whereas value increasing is directly related to price, value added can be related to events. So a marketer might go to an event and set up a stall with freebies or contests to help raise their profile. However, sales promotion must adhere to legal guidelines. Scratch cards, alcohol, tobacco, promotions involving children, and anything that creates databases are particularly risky.

v. Direct marketing

According to the Direct Marketing Association, direct marketing is defined as "communications in which a company makes direct contact with its existing and prospective customers, and results are measured to assess return on investment. As a result, it is intended to manage consumer behavior and foster long-term relationships. To make the most of direct marketing, event marketers must focus on two key factors: accurate database and the message. Consumers will look to direct mail to provide some form of tangible or intangible benefit, such as shopping convenience, time utility, and the availability of various products.

Direct marketing has become simpler, easier, and more prevalent than ever before thanks to digital promotional materials such as e-newsletters, sales promotion discounts, and much more that are delivered directly to a person's inbox. Emails, leaflets, circulars, telemarketing, free publications, catalogues and other forms of direct marketing are most common.

vi. Trade shows and exhibitions

A trade show is where those in a specific named industry or interest group can come together to present what they have to offer, whereas an exhibition is where a variety of items are presented. Both are intended to foster interactions between exhibitors and visitors. As Varey (2002) suggests, exhibitors can use trade show attendance to directly sell products or promote themselves, so sales are not always the primary concern. Exhibitions and trade shows can cater to both B2B and B2C markets. Those organizations that exhibit at consumer-focused shows, such as Lagos or Abuja international trade fair, can reach thousands of consumers interested in their product in a single day.

viii. Public relations

Public relations is intended to reach a wide range of stakeholders, including funders, consumers, the media, and others. These audiences can be reached directly or indirectly through a variety of media. According to Hoyle (2012), public relations is the process by which an event organizer shapes what their audience thinks or feels about the event. This implies an emotional as well as a rational attachment, with the goal of changing attitudes and behavior toward your event. This could be to publicize an event, maintain interest in it, counter negative activity, or improve its overall reputation.

3.3.3 How to Plan a Promotional Campaign

Promotional campaigns will differ in their specifics depending on their goals, but there are some essential steps to take when developing a strategy:

1. Setup promotional objectives.

Why do you wish to advertise?

What is the purpose of your advertising?

What do you hope to achieve through advertising?

For example, to raise awareness about your event, to attract sponsors and customers for your events, to thank your sponsors and customers etc.

2. Determine your target audience. Need to conduct market research and identify who is likely to engage with the product or service.

3. Decide your promotional Activities: How will you promote your Event, Company, organizers, sponsors, clients, and partners before, during, and after the event?
4. Select appropriate communication channels (Media). Different groups will react differently to different touch points. It's critical to choose several distinct marketing communication methods that your target audience will actually engage with. Younger audiences, for example, are unlikely to respond to a phone campaign but social media will do.
5. Develop strategies for each component of your campaign. Even if your campaign is primarily focused on sales, phone marketing will differ from digital marketing and email marketing. Each of those smaller teams requires clear guidance in approaching customers.
6. Construct your message. Your promotional message should communicate the appeal or deal of the product to your target audience and include a simple call to action. The more appealing the pitch and the easier it is to engage, the more likely it will be successful.
7. Establish a budget. You'll need to devote different amounts of resources to different channels and strategies depending on your audience demographics. Each channel might necessitate its own budget.
8. Carry out the campaign. Once all of the pieces are in place, it's time to strategically launch the campaign and evaluate the results using the metrics that were established at the start.

3.3.4 How Media can be used for Promotion

3.3.4.1 How Print Media can be used for Promotion

1. Promote your event, sponsors, and clients by placing advertisements in newspapers, magazines, trade journals, press releases, tickets, passes, invitations, banners, and posters.
2. Print your sponsor's or client's company name and logo on your employees' shirts and caps, as well as on pens, diaries, gifts, exhibitor's manuals, and other promotional materials.

3.3.4.2 How Electronic Media can be used for Promotion

1. Use TV and radio commercials to promote your event, sponsors, and clients.
2. Make free ad space available on your company's website for your sponsors and clients to promote their products and services for a limited time.

3. Create an event website solely to promote your upcoming event and to allow for online registration. All event information should be available on the website. For example, if your event's name is 'spark2009,' create a website like www.spark2009.com.
4. Promote your sponsors and clients by using electronic signage such as visual display signage, plasma screens, LCD screens, LED screens, projection screens, video walls and so on.

3.3.4.3 How Outdoor Media can be used for Promotion

1. Advertise your event, sponsors, and clients on billboards and hoardings. The billboard is a very large hoarding. Billboards are classified into two types: scrolling message billboards and mobile billboards. Hoardings can also be front or back lit, painted, posterized, monopole, unipole, or tri-visional.
2. Kiosk, Canopy, Flex, and giant balloons can also be used for promotion.

Self-Assessment Exercises 1

1. What are the promotional tools suggested for event by Jackson, 2013
2. What are the steps involved in planning a promotional campaign for event

3.4 Advertising in Event

3.4.1 Definition and meaning of Advertising

Advertising, according to Hackley and Hackley is a "paid form of non-personal presentation and promotional message from an identifiable source transmitted via a communications medium that motivates purchase behaviour."

Advertising is a process of Awareness, Trial, and Reinforcement (ATR). Before making any purchase, awareness is required, followed by a trial purchase, which provides reassurance (usually in the form of cognitive dissonance) to repeat the purchasing pattern. Advertising is an impersonal presentation in which the producer or marketer delivers a standard or common message about a product's or service's benefits, price, and availability. By directly appealing to customers to buy the product, the advertisement creates a pull effect.

The three distinct features of advertising, according to the above definition, are:

1. **Paid Form:** In order to communicate with customers, the sponsor must pay for advertising and incur costs.
2. **Lack of personalization:** Customers and advertisers do not interact face to face. Instead of a dialogue, it produces a monologue.
3. **Identified Source:** The advertisement comes from a specific company, firm, or individual.

3.4.2 The Purpose/Roles/ Objectives of Advertising

There is an assumption that advertising's sole purpose is to get people to buy something, but its role can be much broader and include: ● Inform ● Remind ● Persuade ● Differentiate ● Build awareness ● Encourage dialogue (if only on an internal basis) ● Position brands ● create loyalty.

3.4.3 Merits of Advertising

(i) Audience Reach: Advertising has the potential to reach a large number of people because of the benefit of mass reach via various advertising media.

(ii) Variety: The variety or choice of media helps the marketer choose the media while keeping the target customer in mind.

(iii) Legitimacy: The customer feels at ease purchasing a product that has been widely advertised.

(iv) Expressivity: Advertisement allows marketers to dramatize their message through the use of drawings, colors, pictures, music, dance, and other media.

(v) Economy: Advertising is considered economical when compared to other promotional techniques because it reaches a large number of people at a low or nominal cost per customer.

(vi) Increasing Customer Satisfaction and Confidence: When sponsors advertise these event benefits, customers are more assured of quality and feel more at ease.

3.4.4 Disadvantages of Advertising

(i). It is an Impersonal Communication/Less Forceful: In advertising, there is no direct communication between the customer and the marketer. The customer's reaction cannot be revealed through advertising.

(ii) Less effective and Lack of Feedback: Advertising only permits one-way communication, i.e. communication from the seller, whereas two-way communication is always more effective

because it allows the customer to clarify his or her questions. This makes it difficult to evaluate the effectiveness.

(iii) Difficulty in selecting media: Advertising employs a variety of media. Each medium has benefits and drawbacks. No matter how good the advertisement, it will not reach the intended audience if the medium is not chosen correctly.

(iv) Inflexibility: Changing advertisements is extremely difficult because businesses use standardised messages that cannot be changed to meet the needs of customers.

3.4.5 Classification of advertising

Advertisements are classified into two types based on their purpose: product advertising and institutional advertising.

Product advertising: The purpose of product advertising is to promote a specific product or service (here the event). Product advertising is further subdivided into three types:

- pioneering advertising, which promotes a new product;
- competitive advertising, which promotes unique features of a product to gain a competitive advantage and increase sales; and
- reminder and reinforcement advertising, which occurs after the purchase and ensures repeat sales by customers who have previously used the product or service.

Institutional advertising seeks to promote an organization in order to establish a strong brand in the marketplace. Like product advertising, institutional advertising is classified into three types:

- pioneering advertising, which promotes new developments within the organization;
- image building advertising, which promotes the organization's image;
- advocacy advertising, which promotes a specific issue and the organization's position on it.

3.4.6 Elements and Components of an advertisement

There are various elements / components that constitute an advertisement irrespective of the type and the medium of advertisement used (print or media).

Message

An advertisement's information or communication should be clear, significant, and appropriate for the target audience. It should include the message, as well as the idea and concept of the

event, which directly addresses the needs of the target audience. To incorporate all of the above factors and create an expressive and persuasive ad, ad designers must have a thorough understanding of the event, event organizers, other stakeholders, the external environment, and, of course, a good understanding of the target audience, including their interests, socioeconomic profile, demographic profile, lifestyles, and so on.

Copy/Language

The way the message is phrased and presented in the advertisement is referred to as copy. This aspect varies greatly depending on the medium used for advertising. For example, broadcasting advertisements may not require as much written information as print advertisements because they can be easily built with audio and video components. To have the desired level of impact on the target audience, radio advertisements must have well-thought-out words and sounds.

Visuals

Print and broadcast media both benefit from visuals. These are the images in print advertisements and the sequences in television advertisements. Again, the visual solution for an advertisement is determined by the type of advertisement, whether it is aimed at short-term or long-term sales.

In addition to the elements mentioned above, the following components can be an important part of an advertisement:

- In addition to the host company's logo, the logos of various sponsors and donors can be included in the advertising materials.
- In the advertising campaign, various enticement, such as early bird discounts and other promotional codes, should be used.
- The advertisement must also include the event's contact information.
- Endorsements, such as industry approval stamps or similar ones, should be used to increase the trustworthiness of the advertisement and event.
- QR codes are increasingly being used in advertisements these days. These offer quick access to more detailed information about the company, brand, product, service, or event. To facilitate customers' easy participation, these codes direct them to the company, product or event webpage, social media page, ticket outlet, and so on.

3.4.7 Selection of media for advertising

The advertiser/event marketer chooses the medium or type of advertising media based on the three factors below.

- Reach: The total number of different consumers who would be exposed to a message via a specific media.
- Frequency: The number of times an average target audience group is exposed to a message is referred to as its frequency.
- Effect: When a consumer is exposed to an advertisement via a specific medium, the effect or impact measures its qualitative value.

Print Media

This includes newspapers, magazines, Directories, The selection of print media depends on the objective, budget, reach, frequency, profile of readers and method used for distribution.

Electronic Media

This media is also called broadcast media and it includes both radio, television and internet.

Outdoor Media

Outdoor media comprises of banners, posters, billboard and handouts, brochure, leaflet, fliers etc.

Social media comprises of Facebook, WhatsApp, Twitter, Instagram, Snapchat, LinkedIn, YouTube etc.

Merchandising: Event specific merchandising are usually in the form of T-shirts, toys, mugs, electronic games, hair band and wrist bands.

Self-Assessment Exercises 2

1. Highlight the Purpose/Roles/ **Objectives** of Advertising
2. What are the factors determining the media selection for advertisement in event?

3.5 Public Relations

3.5.1 Defining Public Relations in Event

Public relations is the art and science of how an event communicator can defend, manage and change the reputation of their event. It can be both a ‘loud’ tactical tool, designed to draw attention to an event, especially among potential attendees. At the same time it can also be a ‘quiet’ strategic tool, designed to shift opinion of an event, typically that of both attendees and influential non-attendees.

3.5.2 The meaning of public relations

Public relations is the promotional discipline of shaping what your target audience thinks or feels about the worth of your company and, more importantly, about your organization as a whole. A public relations campaign's goals can range from raising awareness of your event in its early stages to maintaining such awareness over time, to offsetting negative publicity or controversies about the company or association that sponsors your event. Today, public relations professionals consider virtually all communication channels when disseminating information. The term ‘public relations’ clearly states that it is a relationship between event and public/stakeholders, where ‘public’ is much wider than the ‘target audience’. Therefore, for it to be an effective marketing communication tool, PR requires a strong understanding of event publics by event organisers.

As noted by Moloney (2006), public relations can be divided into two related, but nonetheless separate, components: marketing public relations (MPR); and corporate public relations (CPR). MPR is to secure visibility by using, for example, media relations and stunts to gain attention for events. This is a legitimate use of public relations, but one that is narrow, tactical and short-term. CPR supplements event marketers’ use of MPR, because it is much more strategic, is longer term and seeks to influence corporate reputation through tools such as issues management, crisis management and internal communication. As noted by Jackson, 2013 (Figure 5), in MPR the event communicator sees marketing relying essentially straight ahead to consumers and directly behind to suppliers, while CPR supplements this by adding other audiences on the side.

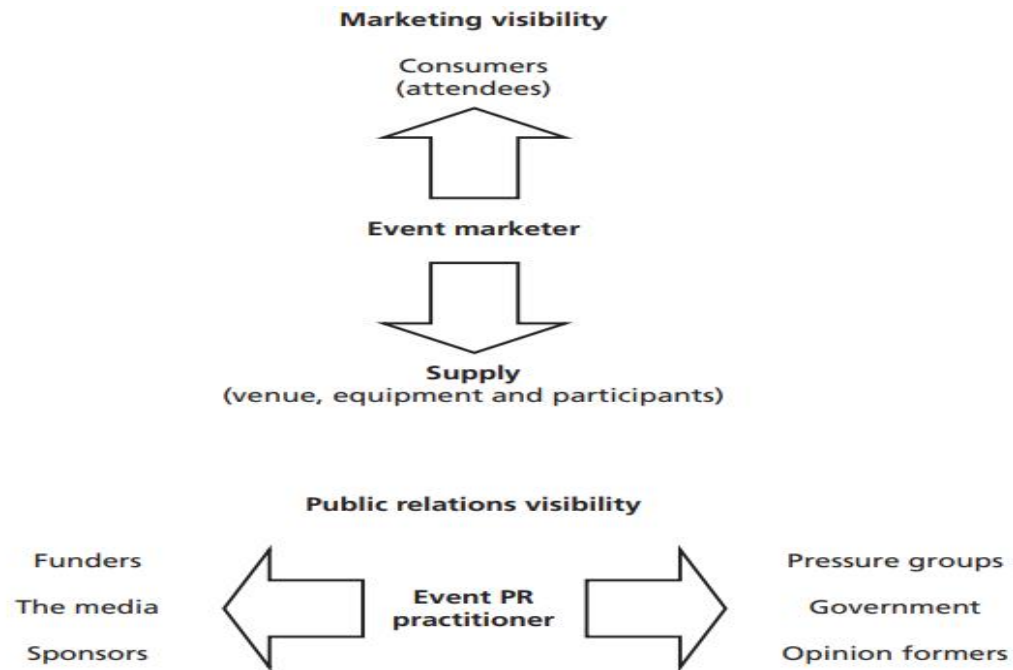


Figure 5: How the event communicator views the world Adapted from Jackson, 2013

3.5.3 Role of public relations in event

One of the most important public relations roles is to notify the media of any negative incidents of any kind. As a result, an incident-reporting system must be in place so that senior members of the event management team, including the public relations manager if this is a separate role, are fully informed. If such an incident occurs, it may be necessary to issue a press release or participate in an interview. In some cases, it is critical to seek legal counsel regarding the wording of the press release.

The public relations role can be highly sensitive, and words must be carefully chosen in some situations. A simple expression of regret, for example, would be more diplomatic than implying the cause of an accident.

Another, more positive public relations role is entertaining guests and VIPs from other countries who are attending the event.

Qualities of a Public Relation Manager

You must be the following in this public relations position:

- Attentive to the needs and expectations of your guests;
- Mindful of their cultural expectations;
- Flexible in your responses to their behaviors;

- Informative and helpful as a host;
- Proactive in designing hosting situations to meet the required protocol; and
- Able to make easy conversation particularly with overseas guests or guests of event sponsors, you need to know in advance who they are (official titles, correct names, and correct pronunciation) and where they come from.

Roger Axtell (1990) describes an effective multicultural host as having the following characteristics:

- Being respectful
- Tolerating ambiguity
- Relating well to people
- Being nonjudgmental
- Personalizing one's observations (not making global assertions about people or places) ➤
- Showing empathy
- Being patient and persistent

3.5.4 Public Relations Approaches

i. Mutual understanding: This is known as the Grunigian paradigm. It implies that the role of public relations should be to foster mutual understanding between an organization and its publics (Fawkes 2008). Both the organization and its audiences benefit from symmetrical communication by learning what each other wants. As a result, an event would seek to engage its key audiences in dialogue to learn what they want and then deliver it. The need for dialogue is central to this approach.

This approach may be easier to implement where the event communicator has complete control over what is delivered, as is frequently the case in B2B markets like training, award ceremonies, and conventions. It becomes much more difficult when the event communicator does not have complete control over all aspects of the event, such as the lineup of a music festival, which may be subject to frequent or last-minute changes.

ii. Persuasion: To suggest that public relations is a persuasive activity implies a pluralist approach, and thus the role of public relations is to give competing groups a voice (Moloney

2006). This approach is a critique of the Grunigian paradigm's concept of mutual understanding. The goal of persuasion is thus to reach, inform, and then change the attitudes/behavior of key audiences, rather than to develop goodwill. The Business Visits and Events Partnership, for example, launched its Britain for Events Campaign in 2010. This campaign highlights the importance of the events industry to the UK, as well as some of the key issues it faces. Its main message is that events contribute £36 billion to the business tourism industry and thus require government support.

iii. Relational: The ultimate goal of the relational approach is to build an organization's reputation on trust. Because this usually necessitates focusing on a small number of key stakeholders, such as funders, the media, and political decision-makers, issues management is one of the most common applications of relationship building (Bruning et al. 2008). It is also suggested that developing relationships can foster loyalty, with the result that during a crisis, organizations with higher levels of loyalty among key stakeholders are more likely to survive (Coombs and Holladay 2001).

3.5.5 Public Relations Tools

Public relations employs a diverse set of tools. While the initial focus may be on how events can use media relations, Jackson suggests (Table 3) that the event manager should consider at least eleven tools.

Table 3: Public Relation tools Adapted from Jackson, 2010

Tool	Why use	How use
Media relations	To gain attention for an event	Generate news stories for press releases and stunts, Generate visuals to support an event story, Run up to the event, during and post-event stories
Copywriting	Writing features, newsletters, brochures and websites	Construct well-crafted and persuasive messages to support an event
Online PR	To raise awareness of an event To build relationships with an event	As a means of delivering news stories Reinforcing messages by using all channels Generating viral campaigns
Press conferences/ Press release	To get across a message to a wide number of journalists at the same time	You have a major story Your event is in crisis
Crisis management	To minimise the adverse effect	Reactive to when something has gone

	of a crisis	wrong Managing key audiences who determine how well you have performed
Issues management	Construct the means to avoid crisis, or to identify opportunities	To identify and build relationships with those other than consumers who might affect, or be affected by, your event
Meetings/briefings	To mobilise people To communicate complex information Face-to-face is expected	To encourage a sense of belonging To encourage dialogue
Internal communications	Our people matter – they affect the event experience	Regular internal meetings and briefings Encourage dialogue
Sponsorship	To generate money To access the sponsors' publics	To give credibility to an event Reach the sponsors' audiences Use the sponsors' resources to reach key audiences
Public/community affairs	To raise profile locally To reach key decision makers	Work with or for local community groups Build mechanisms for talking with decision makers
Events	Raise awareness of your event	Invite the right people to your event Attend someone else's event to publicise yours (and reciprocate) Construct your event

3.5.5 Components of Press Kit

Press Kits: A press kit is a more comprehensive tool for conveying as much information about an event and its purpose as possible, packaged in an appealing folder or portfolio imprinted with the name of the sponsoring organization, the event, a logo, and other pertinent information.

Typically, press kits will include the following items:

- 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

While preparing a press release, the following checklist has been recommended by Dowson and Basset:

Checklist for preparing a press release

- All the important information is included in the first couple of sentences – the five Ws (Who, What, Why, Where and When);
- A catchy headline is used to grab the reader’s attention; 40 for 40, BBNaija, Ultimate Search
- Relevant facts and figures are provided to back up the story;
- Relevant and interesting quotes are used;
- A clear and prominent call to action (eg. do you want the readers to buy a ticket?);
- Use simple language and keep the sentences short; and
- Check the press release repeatedly for grammatical errors.



1.6 Summary

Promotion also known as marketing communication aims to address issues such as customer attraction and retention, corporate branding/image/identity, and product differentiation. Promotional Tools include: Direct sales, Advertising, Public relations, Sponsorship, Sales promotion, Direct marketing, Trade shows and exhibitions, Cause related marketing (CRM).

Advertising is a process of Awareness, Trial, and Reinforcement (ATR). The elements of advertisement irrespective of the type and the medium of advertisement used (print or media) are Message, Copy/Language, and Visuals.

Public relations is the promotional discipline of shaping what your target audience thinks or feels about the worth of your company and, more importantly, about your organization as a whole. One of the most important public relations roles is to notify the media of any negative incidents of any kind. Public relations employs a diverse set of tools. While the initial focus may be on how events can use media relations, Jackson suggests that the event manager should consider at least eleven tools which include: Media relations. Copywriting, Online PR, Press conferences, Crisis management, issue management, Meetings/briefings, internal communication, sponsorship, public/community affairs and event. Press Kits: A press kit is a more comprehensive tool for conveying as much information about an event and its purpose as possible, packaged in an appealing folder or portfolio imprinted with the name of the sponsoring organization, the event, a logo, and other pertinent information.

1.7 Glossary (See unit 4)



1.8 References/Further Readings

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1.9 Possible Answers to SAEs

Answers to SAEs 1

1. Direct sales, Advertising, Public relations, Sponsorship, Sales promotion, Direct marketing, Trade shows and exhibitions, Cause related marketing (CRM)

2. Setup promotional objectives, Determine your target audience, Decide your promotional Activities, Select appropriate communication channels (Media). , Develop strategies for each component of your campaign, Construct your message, Establish a budget, Carry out the campaign

Answers to SAEs 2

1. The Purpose/Roles/ **Objectives** of Advertising are to: • Inform • Remind • Persuade • Differentiate • Build awareness • Encourage dialogue (if only on an internal basis) • Position brands • create loyalty.

2. The advertiser/event marketer chooses the medium or type of advertising media based on the three factors below.

- Reach: The total number of different consumers who would be exposed to a message via a specific media.
- Frequency: The number of times an average target audience group is exposed to a message is referred to as its frequency.
- Effect: When a consumer is exposed to an advertisement via a specific medium, the effect or impact measures its qualitative value.

Unit 4 Event Sponsorship

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Definition, Meaning and Types of Sponsorship
 - 4.3.1 Definition of Sponsorship
 - 4.3.2 Meaning of Sponsorship
 - 4.3.3 Objectives of Sponsorship
 - 4.3.4 Types of Sponsorship in event
- 4.4 Integration of sponsorship into organizational marketing
 - 4.4.1 Reasons for Sponsoring Events
 - 4.4.2 Integrating sponsorship into organizational marketing
- 4.5 Procedures for selecting and retaining sponsors for events
- 4.6 Summary
- 4.7 Glossary
- 4.8 References/Further Readings
- 4.9 Possible Answers to Self-Assessment Exercise(s) within the content



4.1 Introduction

It is critical to understand how to attract and maximize relationships with sponsors as an event planner. Obtaining sponsors for event not only provides the necessary funding to provide value to your attendees, but it may also help expose your brand and build relationships between your event and companies in your industry. Sponsorship is especially important for events because a reasonable ticket price for attendees does not always match the financial investment required to put on elaborate events. As a result, sponsorship becomes the financial backbone of many events.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- Introduce the students to the definition and meaning of event sponsorship
- Evaluate the purpose, types and benefit of sponsorship
- Analyse the criteria for selecting sponsors
- Analyse what sponsors want in an event
- Discuss how to add value and creativity so as to retain sponsors



4.3 Definition, Meaning and Types of Sponsorship

4.3.1 Definition of Sponsorship

Sandler and Shani (1993) define “Sponsorship as the provision of resources (money, people, or equipment) by an organization directly to an event or activity in exchange for a direct association to the event or activity” (p. 39).

4.3.2 Meaning of Sponsorship

Cornwell and Maignan (1998, p. 11) argue that sponsorship consists of two components: first, “an exchange between a sponsor and a sponsee whereby the latter receives a fee and the former obtains the right to associate itself with the activity sponsored” and, second, “the marketing of the association by the sponsor”.

There are two main reasons why a company might consider sponsoring an event from the perspective of a company considering sponsorship. To begin, sponsorship is a method of promoting or selling specific products, which can take the form of giveaways, competitions, or tying it into the event venue's merchandising. Second, more strategic in nature as a means of enhancing the sponsor's corporate reputation. Schwaiger et al. (2010) discovered, for example, that sponsorship of cultural and arts events had a positive impact on the likeability aspect of corporate reputation. When marketing an event, it is crucial to notice that through sponsorship, an event's image will become associated with the sponsoring brand's image (Gwinner 1997). Sponsorship can be in many form ranging from full sponsorship, partial sponsorship, cooperative sponsorship, cash or in-kind sponsorship.

4.3.3 Objectives of Sponsorship

Lagae (2005, p. 44) categorises the objectives of sponsorship into three different types (cognitive, affective and conative outcomes) based on the hierarchy of effects

- i. Cognitive objectives: increasing brand awareness, clarifying brand interpretation,
- ii. Affective objectives: supporting and changing brand image, accentuating brand experience,
- iii. Behavioural/conative objectives: increasing brand loyalty, supporting and stimulating sales and creating distribution space.

4.3.4 Types of Sponsorship in event

1. Title Sponsor—Sponsor is part of the name of the event (Tostitos Fiesta Bowl).
2. Presenting Sponsor—mentioned after the name of the event (The Rose Bowl, presented by AT&T).
4. Official Sponsor—A product that is an event's exclusive sponsor.
5. Co-sponsor—Company that is part of an event with other sponsors.

1. Financial Event Sponsorship

Financial, or sometimes referred to as cash sponsors, continue to be the leading type of event sponsorship. With this one, a sponsor offers money to an event organizer in exchange for promotions or other benefits outlined in their sponsorship agreement.

2. In-Kind Sponsorship

In-kind sponsorship provides goods or services instead of physical currency. Compared to financial sponsorship, it contributes more value to the event. Some examples of it are the following:

Venue Partner: Not only does this type of event sponsorship allow for the venue to gain exposure, but it also gives the organization a great place to host their event.

Prize Sponsors: Prize sponsors choose to donate specific items with their logos for event participants. They are a popular choice when you want to boost engagement in your event.

You may hand these items out as activity-based prizes for winners. However, you should customize them to suit your business needs.

Food Sponsors: Delectable meals can indeed elevate the attendee experience. You can even boost everyone's interest by offering free food. It can yield significant results, like increasing event attendance and encouraging mingling among participants.

Digital Sponsors: You can usually find digital sponsors during tech-related events. They provide either an app for the event, poll questions, media walls, or live tweets.

3. Media Sponsorship

The use of smartphones grows rapidly, which affects the global and localized forms of direct marketing. Technological advancements contribute to the recent shift in the appeal of media sponsorships.

4. Promotional Partners

Compared to media sponsors, promotional partners are individual people who have a large followership on social media. They can promote your organization's event to their individual fan base. Instagram has become a modern approach for brands to promote their products and drive sales.

5. Co-operational Sponsorship

Most common type of sponsorship in small scale or non-profit events is co-operational sponsorship. The definition of a co-operational sponsorship is a marketing form where a company pays some or all of the marketing costs of a project or program in exchange of visibility. Most common way of visibility or recognition is the display of the company brand or logos in project or programme marketing. (Investopedia 2015)

Self-Assessment Exercises 1

1. Define event sponsorship as defined by Mullin, et al. (2007)
2. What are the objectives of event sponsorship?

4.4 Integration of sponsorship into organizational marketing

4.4.1 Reasons for Sponsoring Events

The International Events Group (IEG) of Chicago, presented ten reasons why companies sponsor events

- Heighten visibility
- Shape consumer attitudes
- Narrowcasting
- Provide incentives for retailers, dealers, and distributors
- Entertain clients
- Recruit/retain employees
- Create merchandising opportunities
- Showcase product attributes
- Differentiate their product from competitors
- Drive sales

Heightening Visibility: Companies frequently sponsor events for the sake of visibility. Larger events benefit from the widespread exposure provided by social media, Event Apps, the Internet, and television, but also by print media and the traditional sponsor benefits of signage, brochure mentions, and so on.

Shaping Consumer Attitudes: Sponsorship can create or change a brand's image by shaping consumer attitudes. Sponsors like Coca-Cola, Pepsi, and Adidas don't need any more exposure, but they do like to align with certain lifestyles.

Narrowcasting: Sponsorship allows businesses to reach a specific market. For example, Ericsson, a mobile phone manufacturer, sponsored the MTV Network's Europe Music Awards in order to reach out to a younger audience. Destiny's Child, Dido, and Janet Jackson were among the performers on the show. Ericsson launched a limited edition of its A2618 mobile phone as part of its sponsorship, allowing consumers to vote for their favorite stars via these phones. The "Make Yourself Heard" theme from Ericsson was used to increase brand awareness and perception among 16- to 25-year-old consumers. The event was also an opportunity to promote mobile Internet usage and highlight its benefits for a modern, young consumer.

Incenting Retailers, Dealers, and Distributors: Products are constantly competing for shelf space within retail stores. Some businesses use sponsorship to ensure good shelf presence, which ensures customers' eye contact with their products as they wheel their carts down store aisles. Coca-Cola collaborates with the stores and the event to provide banners and point-of-purchase displays in front of all locations, as well as a discount on its products. Employee incentives are tied to talent/entertainment by giving the top five store managers and employees who sell the most tickets the opportunity to meet the entertainers and have their photos taken. All of these efforts result in a win-win situation for everyone. The event receives increased publicity and ticket sales, Coca-Cola gains valuable point-of-purchase locations, and the convenience store chain associates with a popular event while providing employee benefits.

Client Entertainment: The opportunity to host clients at an event, particularly one for which tickets are nearly impossible to obtain, can sometimes pay for the entire sponsorship. The Lloyds Private Banking Playwright of the Year Award was established in February 1994 as a completely new arts initiative. The specific goals were to support and encourage British and Irish writing talent, as well as to increase interest in regional and London theaters. The sponsor also had specific commercial goals in mind.

Recruiting/Retaining Employees: Companies are required to go to greater lengths to recruit and retain employees during times of low unemployment, and they frequently use the sponsorship arena to assist them. When Intel needed to promote its story and recruit new employees in a competitive labor market, it sponsored the Portland Rose Festival's Air Show, which helped it become Oregon's largest employer.

Merchandising Opportunities: Sponsors can use events as merchandising opportunities. They provide something an event has to offer in exchange for purchases of their products.

Showcasing Product Attributes: One of the truly amazing aspects of sponsorship is that companies can actually see their products in action at a festival or event, which is something that other forms of media cannot do. Wireless cell phone companies benefit from being in-kind sponsors by donating phones to event organizers, which attendees then see in action.

Differentiating Products from Competitors': Another area where sponsorship excels is in differentiating products from those of competitors, as an event typically ensures category exclusivity, allowing financial institutions and other service industries to stand out from their competitors. For example, Visa paid \$25,000 to become the presenting sponsor of Baltimore's First Union Harbor Music Festival. Not only did Visa's agreement include on-site advertising and placement in print and media spots, but it also encouraged charge card use.

Media Coverage: High-profile events with VIP attendees and speakers receive extensive media coverage. Sponsoring such events can provide your company with free media exposure.

Brand prestige: Industry influencers, top executives, and VIPs who attend or speak at events may have interests that are similar to yours. Sponsoring the right events can lead to lucrative opportunities and provide some brand prestige by association.

4.4.2 Integrating sponsorship into organizational marketing

In her discussion Cornwell (1995) proposes a model of sponsorship-linked marketing development. That model involves six steps, each linked to the next, including:

- 1 analysis of the situation;
- 2 determination of objectives;
- 3 development of sponsorship-related strategy;
- 4 creation of sponsorship link;
- 5 sponsorship implementations;
- 6 sponsorship evaluation.

Self-Assessment Exercises 2

1. Highlight the reasons for sponsorship in events
2. List the steps involved in integrating sponsorship into marketing

4.5 Procedures for selecting and retaining sponsors for events

Many event organizers frequently struggle to find companies willing to sponsor their event. This could be due to the way their product is packaged (event). The step-by-step procedure is outlined below.

- i. Collect Event Data
- ii. Reach out to Sponsors
- iii. Pitch your Event
- iv. Promote your Sponsors
- v. Nurture the Relationship

i. Collect Event Data

The first step in finding sponsors for your event is to gather enough event data to make informed decisions. This includes data about your attendees, your event brand, social media impressions, event site visits, and so on. Event data will arm you with the knowledge you need to make informed decisions about which sponsors to approach.

ii. Reach out to Sponsors

In order to bring qualified conference partners on board, most successful event organizers must spend a significant amount of time reaching out to potential event sponsors.

Things that sponsors consider before they Choose Events.

- **Relevance:** Companies, particularly large corporations, frequently receive a large number of sponsorship requests. The first consideration for a company when deciding whether or not to sponsor an event is its relevance to the company's brand and values.
- **Sponsorship as an Investment Team and Return on Investment:** Event sponsorship is an investment, which means that companies are taking a risk by sponsoring your event. Your job as an event organizer is to present your event with this in mind, demonstrating that the risk will be manageable due to event-specific data.
- **Events that align with their business objectives:** This can be a difficult task because most businesses have multiple goals. According to Gail Perry of Fired up Fundraising, in order to secure the right sponsor, you must remember that sponsors connect with you based on their sales and marketing objectives.

Factors to be considered when seeking for Applicable Companies

- **Large Budget Companies:** Event organizers require sponsors who can provide sufficient financial support to match their pricing objectives. This means you should look for companies with large advertising or marketing budgets.
- **Companies with Advertising Departments:** Companies with established advertising or marketing departments are more likely to provide larger sponsorship amounts. Filtering your search for companies that have these departments will make your search for sponsorships easier and more efficient.
- **Referrals:** Offering a referral program with other sponsors is a great way to attract relevant sponsors to your event. This ensures that you will be contacting established sponsors.

How to Research Your Sponsors

There are a number of ways to research sponsors:

- Read about your sponsors in annual reports and other documents, and make use of the best research tool of all: the Internet.
- Whenever possible, try to meet your sponsors in person and see their sponsorships through their eyes.
- Arrange "informational interviews" with potential sponsors to learn more about them.
- Learn about your sponsor's interests—family, sports, education, hobbies, and so on—get inside the sponsor's head.
- Never stop researching your sponsors' businesses.
- Align your event's demographics with those of your potential sponsor.

iii. Pitch your Event with the sponsor (s)

It's important that you sell the concept of your event and explain how you'll provide value to the sponsor, while delivering a well-polished presentation.

Pitch Uniqueness: One of the most important tips for delivering a good pitch is to base your pitch on actual facts rather than speculating on what you can provide for your sponsors. This is where data like attendance numbers or previous case studies come in to show that you have previously provided value to sponsors. Other important pitching tips include demonstrating that you are part of an experienced team, being concise, and being realistic about what you can and cannot provide the sponsor in terms of matching their expectations.

Questions Sponsors Typically Ask

- Can you show me any case studies from past sponsors?
- How will you promote my brand?
- Sponsorships have been hit or miss in the past, I'll have to pitch this to my boss. Anything they should know in particular?
- What other companies are sponsoring this event?
- What're the demographics of your event attendees?

Develop Added Value

To develop added value for sponsors:

- Collaborate with your sponsors and other event managers to devise as many additional benefits for sponsors as possible.
- Research and analyze your event so that you can provide demographic information to your sponsors.
- Use exclusivity to your advantage by separating your sponsors from the clutter found in other forms of advertising.
- Set up several scenarios to gather your sponsors and generate business-to-business opportunities.
- Make your hospitality efforts creative—don't just provide food and drink; make the experience memorable for your sponsors.

iv. Promote Your Sponsors

You can establish long-term relationships with your sponsors. Using event technology while injecting creativity into sponsorship promotions is critical to accomplishing this. This is possible with Event Apps.

Develop a Good Image for Your Event

To develop a good image:

- Ensure that your graphic materials are of high quality, because first impressions count. Make use of professional graphic designers (you can get them to become in-kind sponsors and donate this service to you).

- Treat the media like a good sponsor. Relationships are extremely important in this environment. Potential and current sponsors believe what the media writes and says about you.
- Create effective promotions
- Request that your local television station create a highlight video for your event.
- Be aware that cause-related marketing is on the rise, and that sponsors enjoy supporting worthy causes.

How to Become More Creative

For the creative approach to sponsorship:

- **Brainstorm:** Arrange meetings with colleagues and/or volunteers to brainstorm ways to take your event to the next level.
- **Make your event unique:** Too often, we duplicate an event that is already being held somewhere else, and the result is a poor imitation.
- **Identify something unique to your community and organize an event around it.**
- **Be inventive with your sponsors.** This will bring them more than the contract stipulates, implying that they will return the following year.

v. Nurture the Relationship with your sponsor

You should continue to provide value to your sponsors after the event. Treating a sponsor as a partner rather than a cash machine is the best way to court them. Demonstrate to them that you are genuinely interested in providing them with value. To accomplish this, look for ways to increase their ROI even after the event, such as displaying their logo on post-event feedback surveys.

Here are a few pointers to help you maintain your relationship with your event sponsor after the event is over:

To keep sponsors coming back:

- Give your sponsors the impression that they own your event. If their employees become involved, it will be difficult for them to withdraw their sponsorship.
- Include sponsors in your organization. Put major executives from a company on your board or committee.
- Collaborate with sponsors to develop sponsorship so that they feel a part of the process.

- Stay in touch throughout the year. Send thank-you notes to sponsors—for record earnings, for example.
- Under- promise and over-deliver. Give the sponsors more than they requested.
- Give something to sponsors when they least expect it.
- Ensure that sponsors have a good time.
- Sign multi-year contracts with sponsors.



1.6 Summary

Sponsorship is especially important for events because a reasonable ticket price for attendees does not always match the financial investment required to put on elaborate events. As a result, sponsorship becomes the financial backbone of many events.

Cornwell and Maignan (1998, p. 11) argue that sponsorship consists of two components: first, “an exchange between a sponsor and a sponsee whereby the latter receives a fee and the former obtains the right to associate itself with the activity sponsored” and, second, “the marketing of the association by the sponsor”. Sponsorships help your company gain credibility, improve its public image, and gain prestige. It, like any other form of marketing, should be used strategically to reach your target customers. Sponsorship can be in many form ranging from full sponsorship, partial sponsorship, cooperative sponsorship, cash or in-kind sponsorship. The objectives of sponsorship is categorized into three different types (cognitive, affective and conative outcomes) based on the hierarchy of effects. Many event organizers frequently struggle to find companies willing to sponsor their event. This could be due to the way their product is packaged (event). The step-by-step procedure is outlined as follows: Collect Event Data, Reach out to Sponsors, Pitch your Event, Promote your Sponsors and Nurture the Relationship.

1.7 Glossary



1.8 References/Further Readings

Meenaghan, J. A. (1983). Commercial sponsorship. *European Journal of marketing*, 17(7), 5-73.

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Sandler, D.M. and Shani, D. (1993), "Sponsorship and the Olympic Games: the consumer perspective", Sport Marketing Quarterly, Vol. 11 No. 3, pp. 38-43.



1.9 Possible Answers to SAEs

Answers to SAEs 1

1. Mullin, Hardy and Sutton (2007) define "sponsorship as the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association" (p. 254).
2. Lagae (2005, p. 44) categorises the objectives of sponsorship into three different types (cognitive, affective and conative outcomes) based on the hierarchy of effects
 - i. Cognitive objectives: increasing brand awareness, clarifying brand interpretation,
 - ii. Affective objectives: supporting and changing brand image, accentuating brand experience,
 - iii. Conative objectives: increasing brand loyalty, supporting and stimulating sales and creating distribution space.

Answers to SAEs 2

1. Reasons for sponsorship: Heighten visibility; Shape consumer attitudes; Narrowcasting; Provide incentives for retailers, dealers, and distributors; Entertain clients; Recruit/retain employees; Create merchandising opportunities; Showcase product attributes; Differentiate their product from competitors; Drive sales.

2. Sponsorship-linked marketing development steps: analysis of the situation; determination of objectives; development of sponsorship-related strategy; creation of sponsorship link; sponsorship implementations; sponsorship evaluation.

Module 4 Legal Issues, Venues management and event Logistics

Unit 1 Venue Management

Unit 2 Event Design and Decoration

Unit 3 Accommodation, Transportation and Time management in event

Unit 4 Laws, Permits and Licenses in Event Management

Unit 1: Venue Management

Unit Structure

1.1 Introduction

1.2 Learning Outcomes

1.3 Meaning, Definition and Types of event venue

1.3.1 Meaning and Definition of event venue

 1.3.2 Types of **Event** venue

 1.3.2.1 Types of venue and the event best suited for

 1.3.3 Outdoor and Indoor Venues

 1.3.3.1 Considerations in deciding whether to use indoor or outdoor venue

1.3.3.2 Advantages of **outdoor venues**

1.3.3.3 Advantages of **indoor venues**

1.4 Procedures and Criteria for Event venue Hiring

 1.4.1 The steps to follow in venue Hiring

 1.4.2 Developing selection criteria for a venue

 1.4.3 Venue pricing

1.5 Event Venue Layout

 1.5.1 Crowd-related issues in venue setup

 1.5.2 Event signage

 1.5.3 Venue setup tasks

1.6 Summary

1.7 Glossary

1.8 References/Further Readings

1.9 Possible Answers to Self-Assessment Exercise(s) within the content



1.1 Introduction

Venue has been considered one of the main factors for successful event experience. In the last unit we discussed event sponsorship in which location and venue of event is key. This unit focuses on venue management.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss meaning and types of venue for staging event
- Analyse various venue pricing options available
- Evaluate the procedures and criteria for event venue hiring
- Analyse the various task involved in event venue layout
- Evaluate the various utilities required at event venue



1.3 Meaning, Definition and Types of event venue

1.3.1 Meaning and Definition of event venue

An event venue is a building that accommodates occasions like weddings, conferences, galas, and other similar gatherings. Such usage may well not feature a commercial kitchen for cooking, but they might include a space for catering preparation and storage. The indoor event space may also permit outside usage of a deck or other area next to the structure. For the sake of clarity, a restaurant that caters to the traveling public is excluded from this definition.

Venue management includes all aspects of event production, marketing, and programming. Coordination between artistic directors and venue managers is required for producing events. In simple economic terms, demand drives need. Creativity is the new need. So, event clients have learnt to search for more exciting, more innovative and more interesting venues. When organizing an event, you're confronted with many decisions, but choosing the right venue and

location is the one decision that will have the largest impact on your event. The venue and location you choose for the event will determine everything from the date of the event, speaker lineups, food choices, and attendees' experiences.

1.3.2 Types of Event venue

i. Dedicated venues/ a purpose-built venue

A dedicated venue is a place established with the intention of staging or organizing events. This type of venue would usually be built specifically for a certain type of event. Examples include: Hotels halls, Conference centres, Sports stadia, Banqueting halls, Exhibition halls etc.

Because the location was created with a specific purpose in mind, the architect would have tailored the building to meet those objectives. For example: Conference centre

Design features:

- Large foyers for delegate registration
- Main conference hall
- Breakout meeting rooms
- Stage
- Sound, lighting and projection facilities
- Translation booths
- Multiple bars
- Buffet/dining areas

Alternately, it might be a specially constructed multi-purpose venue, like contemporary sports stadiums that are now made to make the business of all events, not just sporting ones. A modern sports stadium will include nightclubs, banquet halls, and conference centers.

ii. Non-dedicated venues

This particular venue wasn't designed with events in mind. Venues that weren't created with events in mind typically have a primary business that is unrelated to events. In such venues, their events business is secondary. This could be an art gallery, nightclub, museum, library, Green-field sites, Historic houses, Museums, Public libraries, Castles, Palaces, Pubs, bars, restaurants, Nightclubs, Theatres, Country house hotels or any other building that could host an event due to

its size, location, facilities or interesting architecture, but the primary purpose of the building is not events.

iii. Unusual venues

There are certain venues that belong under the odd locations category (otherwise referred to as special venues). These are locations that are already recognized as non-dedicated venues, yet they also hold events infrequently or perhaps never at all. Such unusual venues may be country houses, warehouses, private estates, disused buildings, barns, or any place of architectural interest.

1.3.2.1 Types of venue and the event best suited for

Any location where your event is held can serve as a venue. (It might not even have a ceiling or walls.) However, certain places are more suited for events than others.

1. Bars, pubs, and clubs: social gatherings, concerts, comedy shows, and sampling occasions.

2. Restaurants: Business meetings, birthday celebrations, wedding receptions, dinner parties, and tasting events.

3. Hotels: Gatherings like parties, dinner parties, tasting events, conferences, business meetings, presentations, mixers, and wedding receptions.

4. Conference centres: conferences (obviously), business gatherings, speeches, and social gatherings.

5. Business centres: presentations, networking gatherings, and business meetings.

6. Community centres: *meetings and community events.*

7. Sports clubs: *sports-related events.*

8. Art galleries: seminars, artist gatherings, and networking occasions.

9. Academic venues: *writing workshops, networking events, and presentations.*

10. Stately homes: business conferences, dinner parties, and wedding celebrations.

11. Stadiums and arenas: sports events, concerts, comedy shows, theatre productions, and presentations.

12. Parks and fields: Theater plays, concerts, marketplaces, fairs, and festivals.

1.3.3 Outdoor and Indoor Venues

When organizing an event, one of the first and, probably, most important choices a customer will make is the location: would they rather celebrate indoors or outdoors? **When looking for an**

outdoor event space, think about noise ordinances, amplified music vs. acoustic music, the venue's rain plan, the venue's backup space if the weather is bad, electrical outside, on-site bathrooms, and so on. Indoor venues - consideration needs to be given to lighting and air temperature control. Seating needs to be comfortable and in good view of the performance area. Places to relax away from the performance area also a beneficial feature.

1.3.3.1 Considerations in deciding whether to use indoor or outdoor venue

i. Consider the time of year for your event. It is up to the event planner to always keep the guests' comfort levels in mind, whether the event is corporate or social. Weather conditions (rainfall, hot weather) can influence the decision on choice of venue. Make your event memorable during either of these seasons with these amazing spring event themes and fall event themes.

2. Event budget: The event budget, like many other aspects, is an important factor. Outdoor events frequently necessitate the use of a tent, which can be costly but is often necessary.

3. The size of event: Another important factor that event planners must consider is the event's size. To return to the budget, small events are understandably less expensive than larger ones.

4. Consider your décor preferences: Depending on the space, the level of décor may vary. For example, if a client wants a candle-heavy event, outdoor venues may allow it, but indoor venues may require battery-operated candles instead. A client who wants a lot of chandeliers and hanging fixtures, on the other hand, will find it easier to manage at an indoor venue.

5. The balancing act: Try to find a venue that provides the best of both worlds. For example, a property with a courtyard adjacent to a main room allows guests to come and go as they please. These combinations of indoor and outdoor venues are ideal for the balancing act.

1.3.3.2 Advantages of outdoor venues

- An outdoor space can be a perfect way to embrace existing landscape and nature as part of the décor. This is not only a smart method to save money on additional décor, but it also goes nicely with specific event themes, like a garden party or a woods fête.
- There is more space for movement. Everyone has the freedom to move about easily in an outdoor space.

- Holding an outdoor event can be more cost-effective. For instance, which is less expensive: holding an event at a banquet hall or at a park or beach? The venue may even be free if you know someone who has a wonderful outside area or a sizable backyard.
- The planning process will be much easier. There is considerably more flexibility and no need to worry about the location being fully booked and unavailable when hosting an outdoor event.

The season is the main factor to take into account while planning an outdoor event. If so, just make sure there is a Plan B in case it starts to rain.

1.3.3.3 Advantages of indoor venues

- Opting for an indoor venue is a safe choice, as your clients won't have to be concerned about weather at all.
- Some discomfort that deters people from being out in the open is completely ruled out like excessive heat and insects.
- There are electrical outlets readily available to help when it's time to set up.
- If you need to consider small children or elderly people, accessible bathrooms, heat, air conditioning, etc. are ideal facilities.
- Separate rooms that venues can provide can come as an advantage for your event. You might hold the ceremony in one area and the celebration in another if you were having a wedding, for instance.

In contrast, indoor venues are frequently a "blank slate" and might cost a little more to decorate with flowers, lights, and greenery.

Self-Assessment Exercises 1

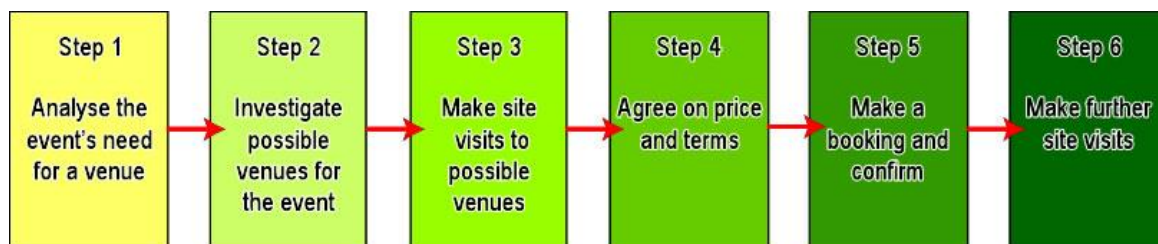
1. What are the events best suited for the following venues: Hotels, conference centres, community centres/halls and park/field
2. What are the advantages of outdoor event venue?

1.4 Procedures and Criteria for Event venue Hiring

The decision to choose a location is based on more than the appearance of the facility. During selection, the audience's profile must be taken into account.

1.4.1 The steps to follow in venue Hiring

You may start looking for a venue if you have a solid grasp on the following 3 elements: budget, projected event size, and required space. The steps to follow in venue selection planning are as follows:



Step 1: Analyse the event's need for a venue

Regarding the type of venue required, numerous questions must be asked. Here are only a handful of the queries that need to be taken into account.

- Do we need an indoor or outdoor venue?
- What audience capacity does the event require?
- How long do we need the venue for, including setup and takedown?
- Is it necessary to select a venue with good public transport access?
- What season of the year is the event taking place?

Step 2: Investigate possible venue

There may be a wide choice of venues in a big city for you to pick from. However, outside of the metropolitan area choice may be extremely limited. If your organization doesn't already own and run the ideal location for your event, you should look into other options by:

- Contacting government agencies who may maintain and publish a database of sporting, cultural and educational venues

- Consulting industry peak bodies that represent organisations in the sport and recreation industry and/or the entertainment industry
- Searching the "Yellow Pages" Directory or the "Yellow Pages" Internet web site
- Utilising one of the CD ROM products on the market to search an electronic database of telephone numbers by name field or business category field
- Contacting schools, colleges and universities individually
- Telephoning avenue and asking for assistance, if they cannot help they will more than likely refer you to someone who can
- Telephoning experience event managers and/or sports administrators.

When exploring venues, whatever information discovered, including arbitrary remarks, should be saved for later use. Event planners ought to build their own databases.

Step 3: Make site visits

Once some possible venues have been identified, it is important to make a site visit. A site visit's goal is to evaluate the venue's appropriateness. The five facets of suitability are identified as follows:

- i. **Dimensions:** Area must be appropriate to cater for the event i.e. abide by rules (if a sport). Indoor venues must have adequate ceiling height.
- ii. Environment (Ambiance and mood)
- iii. **Facilities available at the venue**
- iv. Position/location
- v. **Cost:** The venue's price must be within the reasonable budgetary concerns of the event.

Step 4: Agree on price and terms

The next stage is to engage in negotiations with venue management to secure the best feasible deal after you have chosen a few potentially appropriate locations. Despite the fact that venue management will have set rates, you shouldn't assume there is no option to haggle a lower price or request additional services. If obtaining a lower hourly fee proves to be challenging, you might be able to acquire some free time, free use of an additional area of the building, free use of sound equipment, or even discounted rates on additional staff, such as security.

Step 5: Make a booking and confirm

Once you have determined which venue is ideal for your event, it is time to make a reservation. Although the venue will accept a phone reservation, it is probable that you will receive a contract within a few days that reads as follows:

- Facilities booked
- Dates and times booked
- Payments required e.g. deposit and final payments
- Other contractual obligations e.g. cleaning
- Your contact details

Never presume that your reservation is secure after you have signed and returned the contract along with a check deposit and ignore it until the last week before the event. It is highly worth your time to stay in touch with the venue manager and to make sure your reservation is secure (i.e. does not get double booked).

Step 6: Make further site visits

Continued site checks are necessary to ensure that nothing has changed, or at the very least, that any changes won't have an impact on your event. Lighting, fixture removal, equipment changes, and interior design adjustments are all possible. To give yourself enough time to organize other essential elements, such as recruiting excellent speakers, developing an event program and website, launching ticket sales, interacting with guests, and more, book a location at least 8 months in advance.

1.4.2 Developing selection criteria for a venue

The list below is not likely to be comprehensive; it does give an idea of what an event manager should consider when choosing a location for an event. The points are set out in no particular order; the event manager would have to return to the objectives and critical success factors in order to establish an order of priority (Silvers, 2012).

Venue

- i. Availability and dimensions: Capacity, concerns for space and potential obstacles, and adaptability

ii. Environment (Ambiance and mood): Appropriateness, atmosphere, attractiveness and image of the venue for the event and for the client

iii. Facilities available at the venue

- Parking facilities: Does the venue have a parking lot or valet parking?
- Services offered on-site or the price to bring them there
- Storage considerations
- Technical and electronic facilities.
- Acoustic
- Hygiene and cleanliness standards

iv. Position/location:

- Accessibility of the location for all staff members, suppliers, and emergency services
- Suitability for a safe flow of consumers within the site, customer services, participants and visitors
- Suitability for those with special needs

v. Cost:

- Cost of hire and supplementary costs of making the site appropriate for the event
- The cost of returning the site to its previous condition

vi. Services rendered

- Catering
- Entertainment (music)
- Accommodation
- Transportation
- Decor

vi. Other issues

- Safety and security issues
- Personnel on the scene and the venue management's professionalism
- Impacts on the environment – such impacts would include noise pollution, turf replacement,
- if required, high exposure to draw clients
- Crowd management and control issues

- Legal matters and potential restrictions on the event.

Some of these are further explained below

1. **Venue:** The initial event vision is very important to understand what kind of location would best suit the event (Allen, 2002). There are a few things you need to ask yourself in order to determine which style of location would work best for your event, such as:

- What is the purpose of the event?
- What type of event is it?
- What type of atmosphere am I trying to create?
- How many attendees am I expecting?
- Do I need a seated or a standing venue?

2. Parking

- Select a venue with parking lot. If the parking lot is not big enough or there is none, check to see if there are any adjacent parking lots that guests may use.
- Reserve nearby parking lots for your attendees and either include the cost in the ticket prices, or have attendees pay when they park.
- Take a look at Uber and Lyft discounts offered for events. You can negotiate with them to set this up and distribute the promo code to your attendees.
- Provide a way for attendees to share a ride or a cab with each other.
- Offer valet parking for the event, even if the venue doesn't. If the event is an expensive one, like a gala, having a valet may be necessary.

3. Budget

Here are some guidelines for choosing a reasonable venue for an event:

- Consider hosting your event within your organization. Are you, for instance, a resident in a school district where a venue for your event at a school might be a nice choice?
- Check out local community centers or church halls. These venues frequently have cheaper rental prices than a full-service facility.

- Consider sharing your venue with another group. If there are two events being held at the same time, your rental rates will go down. Plus, if you are hosting an event for a charitable cause, sharing the space with another group can help raise awareness.
- Ask about discounts. Inquire about a possible discount if you are renting the location outside of business hours.

4. Capacity and Minimums

What's the capacity? For a number of reasons, you must be aware of the room capacities of the venues. First off, a space that can accommodate 250 people cannot comfortably accommodate 500 people (assuming that is the size of your predicted gathering). Second, the venue must adhere to fire and safety regulations.

How to make adjustment based on attendee feedback? Prior to or during your event, it's critical to be able to make an educated modification for the size of a space. Through live polling on an event app, you can quickly count attendees or gather immediate feedback, saving you time and money.

5. Contract Flexibility and Force Majeure

According to the founder of SoftwareHow, who hosted a 300-person industry conference, "getting an official contract with the venue provider is a must, because having to change the event venue is probably the last thing you want to see." Negotiating flexible contract terms with your venue is a smart idea, though, because the pandemic poses such a high level of uncertainty and your event may need to be postponed or cancelled for other reasons. Even if someone has registered, they might not be able to attend your event if there is a lockdown order or natural catastrophe. If the venue has a condition about force majeure, see if they can add a COVID-related clause to prevent you from losing your entire deposit.

6. Services and Amenities

- **Does the venue have a kitchen and can it provide catering to your event?** If so, a venue would frequently merely request a down payment and the cost of food for each visitor, waiving the facility fee.

- **Does it have tables, chairs and linens you can use?** If a venue has these supplies on hand, using what they have may save you a ton of money and time if it goes with your theme and setting.
- **Does it have a setup/clean up crew?** If these services aren't available you'll need to build your event team or find volunteers.
- **Does it have AV capabilities?** In certain venues, you may use the audio-visual equipment that has already been installed, but you have to bring it yourself in others.

7. Layout

Even if choosing a location for your event will happen early in the planning phase, you should still have a general concept of the activities you'll be arranging, the amenities you'll need, and the requirements of both your team and the guests. While narrowing down your selection, get an illustrated floor plan of each venue, and walk through your favorites at least once, making note of important things such as where the outlets are and where AV equipment is or can be located.

The layout and floor plan will greatly affect a few different aspects of your event:

- **Flow of traffic** Think about the flow of traffic through your event. The kind of flow you'll want will be different for each event. What areas will be high traffic at the event? Registration? The auditorium doors? When selecting your venue, have this in mind, keeping in mind that the way the tables are set up and the décor is done will also have a significant impact.
- **Event activities:** If you want to have keynote speakers at your event, you'll either need a stage, or a spot to place a rented stage. Will you need a demo area? Will there be a bar?

8. Ambiance and Accessibility

Pay close attention to the venue's existing decor. What message does the inside of the building communicate, and what architectural style is it? You'll probably require different venue accommodations for a gala than you would for an exhibition. The less the ambiance matches the desired feeling of your event (upscale, high tech, etc.) the more decorating you'll need to do to make up for it.

Accessibility means that anyone, especially those with special needs, may use the structure and its features. Understanding your participants' identities and requirements will be necessary before you can respond to this question. You'll probably know whether there will be children at your venue, but you may not know if there will be individuals with other special needs.

9. Acoustics

This refers to how sound travels through the venue. A low ceiling will give the venue a pleasant appearance, but if it's crowded, it will make it noisier. As an alternative, a massive warehouse-style venue will produce echoes or "reverberation," as architects like to call it. Even if acoustics won't necessarily influence your decision on a venue, there are various techniques to enhance them, such as using patios outside the arena.

10. Flexibility on Event Date

Negotiating with venues by being flexible with the event date may be quite effective. They might wish to fill any open days on their schedule. You are more likely to receive reduced cost if you give two to three date possibilities.

11. Venue Experience

Before making a final choice, it's crucial to check the references for potential places. You may ask your friends, relatives, and coworkers whether they have ever been to any events there, or you can acquire recommendations from previous customers. If they have a website, you may visit it to see photos and read reviews and ratings from attendees of any recent events that have taken place there. This can provide you a decent indication of the amenities and experience you can have at the venue. Additionally, you might want to inquire if they have previously organized events like to the ones you want to hold. Make sure the venue has experience hosting your sort of event because different types of events are frequently held there.

1.4.3 Venue pricing

Below are some of the most common venue pricing structures.

1. Hire fee

Based on how long you require the venue, you pay a set price known as a hiring fee. Usually, you may rent out the space for a few hours, a half-day, or a whole day.

You may get away with paying anything from £10 per hour in inexpensive venues to hundreds of pounds per day in more upscale settings.

Hire fees can be dry or include catering and technical equipment. It all depends on your deal with the venue.

2. Dry hire

Dry hire is the same as hire fee except that it's been made explicit that nothing else is included but the space. In many cases, that means there isn't even decoration.

It's a good solution if you want to organise food, drinks, decoration, and technical equipment yourself. However, you should do the math to see if you can actually save money that way.

3. Package per person

A price system known as "package per person" works as advertised: you pay a set sum for each attendee.

This implies that the cost usually includes the food and beverages the visitors will eat. The average cost of a package is between £30 and \$100 per person.

4. Day delegate rate

Day delegate rates are available at hotels and conference venues that cater to corporate gatherings. These are essentially priced at the same level as package per-person offers.

Day delegate rates are different in that they frequently include all necessary accessories, like pens and notepads, as well as AV equipment.

5. Minimum spend

A minimum spend deal is something that many hotels, restaurants, pubs, and clubs will provide you. That implies you must ensure your guests spend a particular amount even when you pay nothing up ahead to rent the place.

This can work well for you if your guests plan to purchase their own beverages and meals. Make sure the menu items aren't too pricey, though.

The drawback of this price system is that if the minimum expenditure is not reached, you are responsible for making up the difference. Minimum purchases might range from £200 during the week to thousands during the weekends.

6. Minimum number of guests

As an alternative to the minimum spend price system, some venues may allow you to bring in a set minimum number of people. This offer may be even more advantageous than the minimum expenditure choice.

In this case, you simply need to confirm a specific quantity of guests. The venue estimates that each visitor will spend enough money to pay for their expenses and turn a profit.

But just like with the minimum spend option, you could have to pay a charge if you don't bring in the requisite amount of guests to the location.

Self-Assessment Exercises 2

1. State the steps to follow in hiring event venue
2. Highlight the various venue pricing structure discussed

1.5 Event Venue Layout

Site/Venue Layout

Site or Venue Layout is very important to the health, safety and comfort of everybody attending and taking part in event and can significantly influence an event's success. An event site or venue should be an effective space that suits the type of event being staged. When beginning to plan the layout, assess and consider all the factors and risks associated with the following points: 1) Capacity; 2) Access, Egress and Flow; 3) Sterile Areas; 4) Surface and Underground Conditions; 5) Existing Site Features; 6) Placement of Equipment and Services; 7) Sanitary Facilities; 8) Local Residents; 9) Signage; 10) Facilities for People with Disabilities; 11) Litter and Waste. As you do this, you will be able to plot the various elements of the event to achieve maximum site efficiency and safety.

1.5.1 Crowd-related issues in venue setup

Almost all events will need space from the time guests, performers, vendors, and volunteers arrive until they depart. The varying requirements of each of these groups must be considered, as they pass through the event, creating potential bottlenecks, overcrowding and reduced customer satisfaction. A checklist for event managers to consider to enhance customer experience and help prevent crowd-related problems in a venue are as follows:

- Provide ample space at access and egress points
- Avoid dead ends and bottlenecks that will lead to congestion or movement against the flow
- Provide adequate and appropriately orientated signage
- Disperse toilet facilities and cloakrooms throughout the site (Outdoor venue)
- Screen and block off no-go areas where risks may be high
- Separate vehicle and pedestrian movements where possible
- Provide on-site security facilities and services
- Install security devices and CCTV
- Use lighting to avoid hazards and maximize security
- Provide and test adequately sign emergency exits and procedures

1.5.2 Event signage

One of the elements to be included on the site plan should be where all the signs are going to be located. There are six types of signage used at an event:

1. External to the venue, giving directions and parking areas for different sorts of vehicles and purposes
2. Internal directional signs, e.g. registration this way, ‘you are here’ boards
3. Statutory, e.g. fire exits, slippery floor, ‘wash your hands now’ notices, first aid facilities
4. Room and space identification signs, e.g. for toilets, restaurant, children play area
5. Sponsorship signs
6. General signs, e.g. ‘thank you for coming and have a safe journey home.’

1.5.3 Venue setup tasks

The table below provides examples of the types of activities involved in setting up a venue for an event. Many activities are common to both indoor and outdoor.

Checklist for Indoor Venues	Checklist for Outdoor Venues
Moving competition equipment into place	Mowing and marking grass
Erecting sponsor signage	Putting up crowd control ropes
Erecting flags, banners and bunting	Erecting tents and marquees
Fixing direction signs	Erecting sponsor signage
Setting up microphones, amplifiers and	Fixing direction signs

speakers for public address	
Positioning podiums for speeches and medal ceremonies	Setting up microphones, amplifiers and speakers for public address
Positioning scoreboards	Positioning podiums for speeches and medal ceremonies
Setting out tables and chairs	Checking playing surfaces for hazards
Painting, fixing and/or cleaning equipment, furniture and premises	Erecting flags, banners and bunting
Checking security of windows and doors	Erecting portable toilets
Working out lighting and air-conditioning controls	Positioning of first aid equipment
Positioning of first aid equipment	



1.6 Summary

Venue management includes all aspects of event production, marketing, and programming. Coordination between artistic directors and venue managers is required for producing events. In simple economic terms, demand drives need. Creativity is the new need. So, event clients have learnt to search for more exciting, more innovative and more interesting venues. Types of Event venue are: dedicated venues/ a purpose-built venue, non-dedicated venues and unusual venues which could be Outdoor or Indoor.

The steps to follow in venue Hiring are: **Analyse the event's need for a venue, Investigate possible venue, Make site visits, Agree on price and terms, Make a booking and confirm, Make further site visits.** Some of the most common venue pricing structures are: Hire fee, Dry hire, Package per person, Day delegate rate, Minimum spend, and Minimum number of guests.

When beginning to plan the layout, assess and consider all the factors and risks associated with the following points: 1) Capacity; 2) Access, Egress and Flow; 3) Sterile Areas; 4) Surface and Underground Conditions; 5) Existing Site Features; 6) Placement of Equipment and Services; 7) Sanitary Facilities; 8) Local Residents; 9) Signage; 10) Facilities for People with Disabilities; 11) Litter and Waste. As you do this, you will be able to plot the various elements of the event to achieve maximum site efficiency and safety.

1.7 Glossary (See unit 4)



1.8 References/Further Readings

Allen, J 2002, *The Business Of Event Planning: Behind-The-Scenes Secrets Of Successful Special Events*, John Wiley & Sons

McCabe, V, Poole, B, Weeks, P and Leiper, N 2000, *The Business And Management Of Conventions*, Wiley, New Jersey.

Silvers, J 2012, *Professional Event Coordination*, Wiley, New Jersey.



1.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers in accordance with the way the SAEs appear in the content. For example

Answers to SAEs 1

1. Hotels: **Gatherings like parties, dinner parties, tasting events, conferences, business meetings, presentations, mixers, and wedding receptions.**

Conference centres: conferences (obviously), business gatherings, speeches, and social gatherings.

Community centres: *meetings and* community events.

Parks and fields: **Theater plays, concerts, marketplaces, fairs, and festivals.**

2. Advantages of **outdoor venues**

- An outdoor space can be a perfect way to embrace existing landscape and nature as part of the décor.
- Holding an outdoor event can be more cost-effective.
- The planning process will be much easier.
- There is more space for movement. Everyone has the freedom to move about easily in an outdoor space.

Answers to SAEs 2

1. The steps to follow in venue Hiring

Step 1: Analyse the event's need for a venue

Step 2: Investigate possible venue

Step 3: Make site visits

Step 4: Agree on price and terms

Step 5: Make a booking and confirm

Step 6: Make further site visits

2. Some of the most common venue pricing structures. Hire fee, Dry hire, Package per person, Day delegate rate, Minimum spend, Minimum number of guests.

Unit 2: Event Design and Decoration

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Meaning and Principles of Event Design
 - 2.3.1 Meaning of event design
 - 2.3.2 Basic Event Design Principles
 - 2.3.3 Event Design Approach
 - 2.3.4 The elements of design
- 2.4 Event Decoration
 - 2.4.1 Meaning of event decoration
 - 2.4.2 Importance of event decoration
 - 2.4.3 The features of event decorations
 - 2.4.4 Types and Styles of decoration for events
 - 2.4.4.1 Types of decoration for events
 - 2.4.4.2 Decorations Styles
 - 2.4.5 Materials used in decoration
- 2.5 Weddings and Corporate Events Decoration
 - 2.5.1 Wedding Decoration
 - 2.5.1.1 A typical setting for a wedding
 - 2.5.2 Corporate Events Decoration
- 2.6 Summary
- 2.7 Glossary
- 2.8 References/Further Readings
- 2.9 Possible Answers to Self-Assessment Exercise(s) within the content



2.1 Introduction

Event decoration as part of event management is constantly evolving and growing, giving rise to new tools and techniques. In the last unit we discussed venue management. This unit focuses on

event design and decoration. Event design and decoration helps to tie everything else in place for an event to look beautiful. Understanding the design principle and element of event décor is vital a lasting experience.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning and basic principles for designing events
- Evaluate the element and approaches to event design
- Discuss what event decoration is, its importance, types and styles of event decoration.
- Discuss and describe the materials used in decorations
- Write on wedding and corporate events decoration.



2.3 Meaning and Principles of Event Design

2.3.1 Meaning of event design

The event design focuses on the décor, style, and aesthetics of an event. It is all about creating a vision and then designing all of the visual details to transform a venue into that vision. Event design is the creation of a structure for an event, the verbal and visual expression of that concept, and finally the execution of that concept.

Event design is a critical component of the overall event planning process, but it is a separate component or activity that necessitates specialized skills and training. The event's overall look and feel is the responsibility of Event Design and Styling. It creates a unique and appealing atmosphere for an event in order to invite and excite those who attend. This contributes to the event's popularity and success. If the event itself is the cake, the design aspect is the icing. It is, however, more than just decoration; it sets the mood or tone of the entire event and gives it the appropriate personality based on its size and type.

The adornment and beautification of an event is referred to as decoration. A type of synergy is achieved when the decoration and design work together to advance the event. A type of synergy

between logo presence and decorations will be created by designing the brand identification (logo, etc.) into the decorations (prop).

2.3.2 Basic Event Design Principles

Although designing and decorating appear intuitive, they adhere to established principles that please the eye and achieve the desired effect. The fundamental event design principles are explained below.

FOCUS

The event designer's first goal is to determine the focal point of the event décor. The best way to find out is to directly ask the client what is important in the event. The focus of product rollout events is typically on the product, brand, or corporate identity being promoted.

The definition of focus is "gaining and maintaining the audience's attention." We want our audience to look in the direction we want them to look, and we have the power to make them do so. After determining the event's focus, the designer applies design elements and aesthetic principles to achieve that focus. When guests enter the room, their gaze and attention are drawn to the featured object, logo, or person. This can be accomplished by using line, composition, and color to direct and attract attention to the focus. Design elements such as color, light, décor, texture, pattern, fixtures, and others can be exaggerated or under-represented to create focal points.

Other than the purely visual, there are other ways to achieve focus. Audio scoping: the creation of a sound environment that enhances the visual décor and directs attention (focus) through the placement of speakers and careful manipulation of tone and volume controls.

SPACE

Practically, the décor must fit within the physical confines of the space, with elements passing through access doors and hallways. When space is limited, décor should not take up too much space, but it can be used to reduce or fill up space when the hall is too large. Simply placing decorative items around the perimeter of the room, a few feet away from the walls, can transform a hall that would otherwise be too large into a nice and cozy space. Certain occasions necessitate more space than others. When attending an event with theatrical or auditorium-style seating, people feel at ease in close proximity to one another.

We can encourage people to interact with and get to know one another by design. This is an essential component in the planning of all social and corporate events. Space has a significant aesthetic and practical impact on all other design elements.

If a decorative item or prop is too small or too large for the event space, it will look out of place. An 18-foot-tall tree, for example, may be in proportion in a ballroom with a 25-foot ceiling but may be cramped and unappealing when crammed into a 16-foot-high room. A prop that is too large for the space may overwhelm the guests or obscure the view, whereas one that is too small may appear humorously out of place or simply go unnoticed. In either case, it is a waste of resources and a distraction from the event's purpose.

EVENT SPACE REQUIREMENTS	
Note: The dimensions given here are a rule of thumb for preliminary site selection. The dimensions shown do not allow for buffets, dance floor and bandstand, special audiovisual requirements, or other special activities. They also do not take into account local, state, or national ordinances or codes.	
Theatrical or auditorium-style seating	7–10 sq. ft. per person
Schoolroom-style seating (at 18" tables)	7–10 sq. ft. per person
Banquet-style seating (at 60" round tables)	10–12½ sq. ft. per person
(at 72" round tables)	12–14½ sq. ft. per person
(at 8' banquet tables)	10 sq. ft. per person
Cocktail receptions	10 sq. ft. per person
Trade shows and exhibit floors	160–200 sq. ft. per booth
Exhibit floors	Double total booth footage for aisles

FLOW

The movement of guests or attendees within the event environment is referred to as flow. All events must provide space for entry (ingress) and exit (egress). All events require enough space for guests to flow into the room and to and from the buffets, dance floor, restrooms, and any other activity spaces. Depending on the goals and objectives of the event, as well as the needs and requirements of the guests, the flow design can encourage or discourage access to each element.

Any event that includes an activity necessitates the creation of traffic patterns that improve and encourage flow to and from the activity. For example, in a fund-raising event with a silent auction, the best place to put the display is between the tables and the bars, and between the

tables and the restrooms. This raises the auction's visibility and encourages impulse bidding and purchasing.

Flow is best planned using scale floor plans or ground plans.

Shape:

The audience's response to the physical environment in which the event takes place has been defined as shape. The physical environment of an event site includes a variety of factors that surround the audience. Weather, temperature, air quality, noise, music, odors, light, colors, decors, furniture, crowd, physical designs, layout, space utilization, passage, equipment, and furnishings, among other factors, influence audience behavior. Designers frequently manipulate the shape of the event venue to influence the perceptual image of the venue scene. This means that the designer can change the perceptual image of the event site by varying the decors, lighting, furniture, seating arrangements, color, ceiling height, and flooring levels. For example, low ceiling heights in a venue will give the audience the impression of being in a crowded space. As a result, avoidance is advised. As a result, image-based properties such as color, lightness, and texture influence perception in relation to the shape-based event design principle.

Scale:

This is defined as matching the scale of the activity to the venue and Event Design ensuring that the audience can clearly see and understand what is being presented regardless of the distance between the activity and the audience. This factor is crucial in the development of customer satisfaction. As a result, the venue must be chosen or created with the scale of activities in mind. The physical design and layout of the venue have a significant impact on how activities and customer seating arrangements are planned. When the scale is not appropriate, it means that the size of the activity in relation to the venue is not appropriate, making it difficult for the audience to appreciate the activity. In such cases, it is difficult to keep the audience engaged until the event concludes.

Timing and Build:

In relation to the event design principle of timing, the phrase "timing is almost everything" is extremely important. Timing, according to Brown and James, is all about anticipating an audience's attention span and response to a program element and programming it to maximize their attention. The principles of timing and construction overlap and, in fact, complement one another. The use of tension and release within an event is the final event design principle that

will ensure a great event. As previously stated, timing and build - the two event design principles - are inextricably linked, and it is advantageous to examine these two principles concurrently.

2.3.3 Event Design Approach

Depending on the nature of the event, event design will take a different approach.

- Formal or informal parties, weddings, reunions, or club gatherings will be designed more for look and feel, atmosphere, and personality.
- More commercial events, such as conferences, conventions, concerts, festivals, and sports, necessitate the right look and feel, tone, and atmosphere.
- When designing corporate or commercial events, the event designer is frequently required to consider branding, promotion, and marketing concepts.

2.3.4 The elements of design

The elements of design are the components that comprise design. Depending on the size of the event, there may be numerous design elements that contribute to the overall experience of the people, guests, or attendees. This can also be determined by the event's desired outcome. General theme, colour, shapes, space, texture, lighting, sound/music, entertainment, settings/milieus, props, floral arrangements, branding are examples of these elements.

Self-Assessment Exercises 1

1. What are the approach to events?
2. Highlight the basic principles of event design

2.4 Event Decoration

2.4.1 Meaning of event decoration

The adornment and beautification of an event is referred to as decoration. The event decoration emphasizes the small details that make up the environment in which event takes. The event venue's decoration sets the tone and helps to create the right atmosphere for your guests.

'Decoration,' in a broad sense, refers to the process of making something more appealing, or the items used to make something more appealing.

Décor is more concerned with the beauty of tables, chairs that are well set and sometimes covered, the focus (stage), different types of flowers and arrangements, color coordination, and anything else that enhances the aesthetic of an event.

The event decorations should be able to answer the following questions in order to properly relay the importance of the event to guests:

- What is the theme of your event?
- What will immediately attract attendees?
- What visual effects can be added to the venue?
- What about the color schemes?

2.4.2 Importance of event decoration

- The goal of decoration is to make the space more aesthetically pleasing and functionally useful for the occupants,
- It helps to put the participants in the right frame of mind and create a warm and welcoming environment.
- Decorations are important because they set the ambiance of the party.
- They accentuate the venue and the ceremony and give them the look fit for the occasion.

2.4.3 The features of event decorations

i. Space

Your event venue or location is the canvas on which your event design will be displayed to its best advantage. Learn about its features and dimensions. Put yourself in the shoes of your attendees and walk around the venue to understand where they will enter and exit. What will make them feel welcome and orient them? Consider the path you want your guests to take when designing the layout of your space. How can you best break it up if it's big and blank? It's all about striking the right balance between positive (furnished) and negative (unfurnished) space, so your event never feels cramped.

ii. Lines

Lines are formed by the architecture of your venue and how you furnish it. The right line combination can change your attendees' perception of your venue, making small spaces appear larger and vice versa.

Here's how to add more interest if your lines are out of balance:

- Horizontal lines, such as rugs, tables, and floor tiles, can be added;
- vertical lines, such as drapes, columns, and wall hangings; and
- dynamic lines, such as curves and angles, can be added.

iii. Forms

Forms are the shapes created by the outlines of any 3D object in space, such as furniture, furnishings, and structures. Forms can help to balance the space while also adding drama and character. You can include a variety of shapes (circles, squares, and triangles) or focus on a single one (just circles).

The following changes can be made to the form:

- • Incorporate statement pieces: You can experiment with form by incorporating statement pieces such as unusually or boldly shaped furniture or sculptures.
- • Experiment with proportion: Changing the scale of objects can have a big impact. An imposing entrance arch, for example, can transport attendees from the outside world and immerse them in the event experience.
- • Recreate larger-than-life everyday objects: Another way to pique your audience's interest with scale is to enlarge an everyday object, such as a spoon. It immediately becomes a focal point because it is unexpected.

iv. Light

Not only is light an important component of good event design, but it can also influence how attendees perceive your event space. You can direct focus to different areas, create vertical columns, or project a horizontal path through a room using only lighting. Lighting has a strong influence on mood or atmosphere, so it's important to take your time getting it right. Choose a venue with good natural lighting for daytime events. Play with color and brightness for nighttime events.

Other ways to play with light:

- Gobos: Lights with patterned stencils that are positioned upwards to cast light on walls and columns.

- Pin/spotlights: Lights that concentrate on a specific object.
- Washlights: Colored lights that "paint" your space.
- LED strip lights: These are thin strips of light that can be bent into various shapes.
- LED furniture: Creating eye-catching lighting for bars, podiums, and tables.

v. Color

Choosing the right color palette is another way to set the right tone in your space. Choose greens or blues, for example, if you want attendees to concentrate and learn. Looking for inspiration? Consider the colors hot pink and orange to be motivating.

Make use of color throughout your event by:

- incorporating color in key elements such as decorations, lighting, and printed materials such as signage and menus;
- experimenting with different hues of your core colors to add interest to your aesthetic while maintaining a cohesive look.
- Adding interest with accent colors without going overboard

vi. Texture

Don't forget to incorporate your attendees' tactile senses into your designs. Texture has a big impact on how people interact physically with your event. Attendees will be drawn to a bouncy, rubber floor, for example. A fluffy wall is bound to be stroked. In addition, an ice statue may be tentatively poked. You should also consider how the materials you choose will appear. Aim for a unique blend of natural and man-made elements. In addition to actual texture (which can be seen and felt), there is visual texture (imagine brick-printed wallpaper). Both have the potential to improve the sensory experience.

vii. Pattern

Patterns, like texture, add interest to your event design. However, before you cover the walls of your venue in full animal print, consider a more subtle way of incorporating patterns into your event design. Your primary colors, for example, can be combined to create patterns that are less dominant throughout your space. Patterns can also help to break up a monotonous space. The patterns you choose should be balanced, whether they are floral, geometric, stripes, or motifs.

viii. Plants

Plant life and greenery are powerful mood boosters. They have been shown to reduce stress and even improve concentration. Plants can be a useful tool in achieving your visual goals as a decoration element. They also come in a variety of shapes, sizes, and colors.

Plants can be incorporated into your event design in a variety of ways, including:

- Hanging plants
- Living backdrops or walls
- Centerpieces

2.4.4 Types and Styles of decoration for events

2.4.4.1 Types of decoration for events

Most event decorations are named after the type of occasion, location, or decoration accessories used. Among the many examples are, but are not limited to:

- Balloon Decoration.
- Car Decoration.
- Room Decoration.
- Flower Decoration.
- Kids Party Decoration.
- Office Decoration.
- Anniversary decoration

2.4.4.2 Decorations Styles

We can highlight the following decoration styles as the most popular right now:

- **Farmhouse-style event decoration:** This decoration style uses very neutral color plants and flowers from the same tones and color family; it has a rural feel and appears as if the flowers were picked fresh from the field. Furthermore, wicker and wooden materials are used to keep the compositions' natural elements.
- **Minimalist event decoration:** The minimalist style remains at the top of the list of event decoration trends. It is a sophisticated and elegant style that uses neutral colors such as

gray, navy blue, black, and white... It should be noted that the plants used are those that add vertical lines to the spaces.

- **Theme-based event decoration:** This is the style of decoration based on a theme. It can be used in a variety of events and is usually determined by the preferences of the event's participants. Here are a couple of examples: Events inspired by an era, a station, a character, a movie, and so on.
- **Boho style event decoration:** A boho style event decoration uses vibrant colors such as reds, yellows, and greens... The rose is one of the most iconic flowers of this style.
- **Country style event decoration:** The country-style (or rustic country) decoration style adds a natural touch to events. It is typically used in communions, weddings, and rehearsals, using natural materials and flowers and plants such as lavender to give guests the impression that they are in the middle of a field.

2.4.5 Materials used in decoration

A. Drapes (Types of fabrics) Plate 1

i. Cotton: This is the most common and least expensive fabric. It is never used by experienced professionals, but it can be used for low-cost décor. It is suitable for swaging on outdoor canopies (not tents). It is sold in 30-yard bundles.

ii. Satin: Satin is the most versatile fabric, and it can be used for almost anything. When swaged, it has a silky feel and bounces beautifully. Satin is popular because it is inexpensive and versatile; however, if not properly managed and ironed, it can be a disaster to use. It could also be difficult to work with. It is most enjoyable when it is brand new. Satin is sold in 50-yard bundles.

iii. Organza: This is a cool material that is very transparent, light to work with, and has a shiny appearance that creates effects. Organza is less flexible than satin, but it is more expensive. Stretch designs (backdrops, ceiling drapes) and skirting work best with it. Managing organza is a difficult task that, when not done correctly, can be an eye sore. However, organza does not swag properly. It is typically used for specific designs. It is sold by the yard and comes in irregular bundles.

iv. Voile: The most expensive of the decorative fabrics. It has a transparent but pale appearance and produces heavenly effects when used. It is quite flexible, but due to its width (120/twice that of satin), it can be difficult to work with. It is used by seasoned professionals as well as for high-end décor. Voile can be used in any design and always creates a wow factor. It is sold in 100-yard bundles. The first step in changing the appearance of a venue is to drape it. You decide what type of fabric to use and what design to create.



Plate 1: Example of drape use in decorating event venue

B. Lights (Plate 2)

Lights improve the atmosphere. They bring the venue to life in the same way that electricity is returned. Lights create a romantic atmosphere, which is ideal for weddings. There are various types of lights, such as fairy lights, rope lights, curtain lights, joy lights, rice lights, and so on. For venue décor, fairy lights are the most adaptable. They have a consistent golden glow that adds to the atmosphere. Curtain lights are exactly what their name implies: curtains. Depending on the event, they descend from a focal point and serve as a backdrop. Rope lights are runners that are ideal for Christmas décor. Because of their adaptability, they can be used to create characters on the wall.



Plate 2: use of lights at an event

C. Table Linen

Table linen improves the appearance of your décor. They add a lot of impact to the set. Tables can be covered in a variety of ways:

- White or colored brocade with runners
- white cotton underlay, with an organza overlay(coordinated)
- white cotton underlay with damask overlay (coordinated)

The type of table linen you choose to use is dependent on:

- your client's budget
- your concept design
- how far you want to go with your creativity and lavishness

D. Chair covers (Plate 3)

Chair covers were once considered a wasteful extravagance, but due to the rapid change in perception, taste, and exposure to western culture, they are quickly becoming a standard at

events. In fact, by social standards, a wedding without covered chairs may be considered a bland setting. Chair covers are classified into two types:

- The Fitted: it is sewn to perfectly fit a chair. It has a very graceful appearance and does not drag on the ground. It is not, however, versatile because it may not fit all types of chairs and can be costly to manufacture and maintain.
- The Sack: As the name implies, it is sewn like a sack, usually in satin. It's very adaptable and can be worn on any chair, but it drags at the bottom of the seat and can be clumsy at times.



Fitted seat covers



Sack seat covers

Plate 3: Two types of chair cover

E. Centerpieces (Plate 4)

Anything from petals in a glass vase to flowers on a wrought iron stand can be used as a table centerpiece. It is entirely a product of your creative imagination. There are no hard and fast rules about how a centerpiece should look.

Different centerpieces are designed to fit specific events. A wedding, for example, cannot go wrong with a lot of flowers; and for corporate events, less busy centerpieces like petals in vases are appropriate. Candlelight is an absolute must for dinner parties.

Here are some ideas for table centerpieces:• Fish bowl with gold fish

- Fish bowl with floating candles and petals
- Fish bowl with floral posy
- Martini vases with the above options
- Candles with floral base

- High ball vases with floral posy
- Wrought iron stands with floral posy



Plate 4: Different types of centerpieces

F. Props

Props are various effects that are used to spice up a venue. They, like centerpieces, are a reflection of the decorator's creativity. There are several kinds of props:

- Chinese lanterns
- Paper lanterns

- Chinese umbrellas
- Candelabras
- Light cones
- Mobiles
- Earthen pots
- Roman pillars

G. Flowers (Plate 5)

Flowers can be either artificial silk flowers or live flowers. Flowers, when well-arranged, give events a magical fairy land appearance; there are various types of floral arrangements, ranging from pedestals to posies and bouquets. Flowers are chosen based on the design you want to achieve, as well as the colors of the event, because flowers have unique purposes and messages.

Among the most popular flower types are:

Foreign

- Chrysanthemums (various types)
 - Roses
- Orchids
- Carnation (standard and spray)
- Gladiolas
- Lilies (various types)
 - Star gazers
- Ivy leaves

Local greens are used as fillers before flower buds are arranged in place when arranging flowers. Floral oasis and wire mesh are also required materials for floral arrangements. The steps for making a posy are straightforward:

1. trim your oasis to the desired size
2. cut the wire mesh to size and wrap it around the oasis
3. Fill the oasis with short stems of greens.
4. cut into the desired shape
5. Fill with flower buds to match the shape of the fillers.



Plate 5: Different flowers used at event

Self-Assessment Exercises 2

1. Highlight the features of event decoration
2. Explain the decoration styles

2.5 Weddings and Corporate Events Decoration

2.5.1 Wedding Decoration

Weddings are highly emotional occasions. It takes into account many factors such as personality, family background, social preferences, budget, and so on. When decorating weddings, it is usually best to speak with the bride in person.

The first thing to discuss with your "bride" when decorating a wedding reception is the venue, date, and time of reception.

- Venues greatly influence your creativity. Some venues are adaptable and can accommodate any design at any time, whereas others have rigid structures and are run by difficult people. It is always a good idea to go look at the venue to determine the number of chairs and tables, as well as the types of tables.
- Time is of the essence, so you'll know exactly how much time you have to transform your venue into something spectacular. You can now get personal with your bride now that the venue and time have been determined.

To have a fulfilling experience, the following information will be required from your clients: the number of guests to be entertained, the colors chosen, and the wedding theme. To do this effectively, you must be very knowledgeable and very creative with color combinations and

themes. Colors determine how appealing your venue will appear. Decorating a wedding venue can be a daunting and time-consuming task. It entails the use of drapes, lights, chair covers, table linen, centerpieces, and flowers, among other things. To achieve the desired effect, these must be properly coordinated. You must exercise caution not to overdo it.

2.5.1.1 A typical setting for a wedding

A typical setting for a wedding is as follows:

1. The Top table (high table) (Plate 6)

There are three major settings in this.

- The most traditional is to have a very long table where the couple will sit, flanked by parents, the chairman and his wife, and other special guests as determined by the family (Figure 1). The table should be skirted and draped in the fabric of your choice, with a floral arrangement in the center, directly in front of the couple. Depending on the budget, the floral arrangement could also extend the length of the table.
- Another option is to have a table in the center for the couple, as well as the groom's man and maid of honor. This table is flanked by tables for the parents, chairman, and special guests.
- Another option is to seat just the couple, along with the groom's man and maid of honor, at the table. This makes the top table appear less crowded and more romantic. The cake is traditionally placed to the right or in front of the table (it can be altered to suit your venue arrangement)



Plate 6: Examples of Top and Cake Table

2 Layout & Seating Plan (Plate 7)

The first step is to agree on the location of the top table in the venue's center. It could be on the venue's length or breadth side (the venue could be a hall or marquee). The walkway/aisle can be determined from the top table. Chairs and tables should be balanced on both sides of the aisle. If the bride so desires, the walkway can be lined with a red carpet.



Plate 7: Sitting arrangement

3. Table setting. (Plate 8)

Always talk about how many chairs should go around a table. Tables and chairs come in a variety of sizes and styles. A round banquet table can be surrounded by 10 armless chairs or 8 cozy chairs in a venue with round banquet tables. Depending on the length of the table, rectangular banquet tables seat 8 to 12 people.

You should also discuss your preferred ambiance, which includes the type and color of table linen, chair covers, centerpieces, and so on. To ensure perfect coordination, it is best to communicate with the caterer. You must be able to sit with the client, get a complete understanding of what they want, and provide them with options that fit both their vision and budget.



Plate 8: Table setting

2.5.2 Corporate Events Decoration (Plate 9)

Corporate events range from simple seminars, AGMs, and product launches to investor forums and end-of-year celebrations. Corporate parties are relatively simple. You must always work with the company's colors, logo, and so on. Flowers are used sparingly; instead, candles, tea lights, and other creative touches are used. Corporate events are more prone to themes because they are easier to manage.

In decorating corporate events, you must understand the following:

- A. What the event is exactly about (objectives of event)
- B. What kind of entertainment to expect.
- C. What kind of guests was invited?
- D. What is the budget?



Plate 9: A typical Corporate event venue decoration

2.5.3 Working with a Theme

Working with a theme necessitates a high level of imagination and creativity. There are numerous event themes available, including oldies, nautical, earthy romantic, aqua, winter wonderland, forest, traditional, and many more. For example, an aqua theme would necessitate swaging drapes of aqua and white voile. The use of strung sea shells as mobiles will create the illusion of being underwater. To cover the tables, very pale blue linen would be used. Centerpieces would be gold fish in bowls surrounded by tea light candles or floating carnations

in fish bowls. The title of a theme usually dictates the colors and accessories to be used. A good event decorator must be willing to learn and adapt to meet the needs of a wide range of clients.



2.6 Summary

The event design focuses on the décor, style, and aesthetics of an event. It is all about creating a vision and then designing all of the visual details to transform a venue into that vision. The elements of design are: theme, colour, shapes, space, texture, lighting, sound/music, entertainment, settings/milieus, props, floral arrangements, branding are examples of these elements.

The adornment and beautification of an event is referred to as decoration. The event decoration emphasizes the small details that make up the environment in which event takes. The features of event decorations include: Space, Lines, Forms, Light, Color, Texture, Pattern, Plants. Most event decorations are named after the type of occasion, location, or decoration accessories used. Among the many examples are, but are not limited to: Balloon Decoration, Car Decoration, Room Decoration, Flower Decoration, Kids Party Decoration, Office Decoration and Anniversary decoration. Plants can be incorporated into your event design in a variety of ways, including: Hanging plants, Living backdrops or walls and Centerpieces. The following decoration styles as the most popular right now: Farmhouse-style event decoration, Minimalist event decoration, Theme-based event decoration, Boho style event decoration, Country style event decoration

2.7 Glossary (See unit 4 of module 4)



2.8 References/Further Readings

Debola Lewis: A Training Manual on Events Decoration.

Monroe, James C. (2006) Art of the event: complete guide to designing and decorating special events by

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2.9 Possible Answers to SAEs

Answers to SAEs 1

1. Event Design Approach

Depending on the nature of the event, event design will take a different approach.

- Formal or informal parties, weddings, reunions, or club gatherings will be designed more for look and feel, atmosphere, and personality.
 - More commercial events, such as conferences, conventions, concerts, festivals, and sports, necessitate the right look and feel, tone, and atmosphere.
 - When designing corporate or commercial events, the event designer is frequently required to consider branding, promotion, and marketing concepts.
2. The fundamental event design principles are: focus, space, flow, scale, shape, timing and building.

Answers to SAEs 2

1. The features of event decoration includes: Space, Lines, Forms, Light, Color, Pattern and Plants
2. We can highlight the following decoration styles as the most popular right now:
 - **Farmhouse-style event decoration:** This decoration style uses very neutral color plants and flowers from the same tones and color family; it has a rural feel and appears as if the flowers were picked fresh from the field. Furthermore, wicker and wooden materials are used to keep the compositions' natural elements.
 - **Minimalist event decoration:** The minimalist style remains at the top of the list of event decoration trends. It is a sophisticated and elegant style that uses neutral colors such as gray, navy blue, black, and white... It should be noted that the plants used are those that add vertical lines to the spaces.

- **Theme-based event decoration:** This is the style of decoration based on a theme. It can be used in a variety of events and is usually determined by the preferences of the event's participants. Here are a couple of examples: Events inspired by an era, a station, a character, a movie, and so on.
- **Boho style event decoration:** A boho style event decoration uses vibrant colors such as reds, yellows, and greens... The rose is one of the most iconic flowers of this style.
- **Country style event decoration:** The country-style (or rustic country) decoration style adds a natural touch to events. It is typically used in communions, weddings, and rehearsals, using natural materials and flowers and plants such as lavender to give guests the impression that they are in the middle of a field.

Unit 3: Accommodation, Transportation and Time management in Event

Unit Structure

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 - 3.3.3 Some Considerations when Planning and Coordinating Accommodations
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- 3.6 Summary
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- 3.9 Possible Answers to Self-Assessment Exercise(s) within the content



3.1 Introduction

Effective planning has been considered as strategic to enhance event success. In the last unit, we discussed the Principles and strategies for event design and decoration. This unit focuses on accommodation, transportation and time management in event. Travel and event planning frequently go hand in hand, especially for large national and international events. Access to simple and affordable travel and lodging options will contribute to greater event success for attendees, staff, and sponsors.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- Analyse the role of the event planner in coordinating hotel accommodations and travel arrangements.
- Evaluate the types of accommodation and transportation facilities that are available in event industry
- Discuss the meaning and importance of scheduling
- Demonstrate the different techniques of scheduling and the different stages
- Discuss the importance of time management



3.3 ACCOMODATION ISSUES IN EVENT

3.3.1 Meaning of Accommodation

A room, building, or lodging that provides shelter for a person to stay, sleep, and live is referred to as accommodation in the hospitality industry.

There are numerous types of spaces that qualify as accommodation; however, in the hospitality industry, the term is used to refer to a room at a hospitality company such as: hotels, resorts, motels, hostels etc.

The event manager or logistic coordinator's job includes ensuring that event attendees have accommodations if the event (conference or meeting) lasts more than one day or is in a remote location. It is possible to leave accommodations up to individual attendees (with the exception of VIP or guest speakers and when you have sponsorship for attendees), but providing this service reflects positively on you and removes a potential roadblock for travelers.

Choosing a suitable location, securing group rates, and providing adequate information about the host city are all important aspects of your job. It's in your best interests to keep that in mind, lest you end up with a slew of disgruntled attendees.

3.3.2 Types of Accommodation

There are various types of lodging available, including hotels, apartments, hostels, guesthouses, villas, vacation homes, and resorts. The prices for these accommodations vary. You can select your accommodation based on your preferences and budget.

1. Hotels: Hotels are the most common and easily accessible type of accommodation. Hotels range in quality from non-star to five-star. The hotel rates per day and night are determined by the facilities and amenities provided by the hotel.

2. Apartments: This is one of the various types of accommodation with large areas and all the amenities of a hotel. Furthermore, it has a fantastic location. One of the most important amenities is the kitchen, where you can prepare your own meals. One of the most significant advantages of the apartment is that it can be rented at a lower cost than hotels.

3. Hostel: Hostels are the most affordable and easily accessible form of lodging. Hostels provide shared rooms where guests can sleep in different beds in the same room. The bathroom and toilet will be shared by all guests. You will not be provided with towels, toiletries, or Wi-Fi. One of the best benefits is that there are separate dormitories for men and women. The benefit of staying in

a hostel is that you will be in the company of other people. You can go to the movies or on a trip with them. If you are single and looking for a cheap place to stay, a hostel is the best option.

4. Guesthouse: The guest house is the only part of the house that has been converted for the sole purpose of providing lodging. It is less expensive than hotels and apartments. The owner of the house, who lives separately in the same building, maintains and runs it. Furniture, a garden, parking, and a private bathroom are all possible features of a guest house. The owner of the guesthouse provides home-cooked meals. There are numerous guesthouse options ranging from budget to middle range to five-star resort. A guesthouse provides the feeling of home. You may feel more at ease and content.

5. Bed and Breakfast: A bed and breakfast (B&B) is a small lodging establishment that offers guests an overnight private room as well as breakfast in the morning. B&B run by a private family owner who also lives on-site. There are budget options ranging from low to high. B&Bs are less expensive than hotels and can be an alternative to traditional hotel living. Some B&B rooms include individually furnished rooms, air conditioning, free Wi-Fi, and parking.

6. Holiday Home: The holiday home is a type of lodging used for vacations. These types of properties have larger rooms and more outdoor space. Travelers can enjoy it as if it were their own room. When compared to a hotel, it provides more privacy. It is also less expensive than a hotel stay. If you have a large family or a group of friends and want to stay for a longer period of time, a holiday home is the best option for you.

7. Villas: Vilas is a luxurious type of accommodation that offers great locations, well-maintained furniture, and a variety of entertainments, some of which are not found in hotels. Villas typically have multiple rooms on the same property. Vilas provides the desired privacy and seclusion. If you have a large group of people traveling with you, villas are the best option. All people can live together, eat together, play together, and do many other things. Villas can enhance your vacation experience. Other amenities include a swimming pool and a spa.

8. Homestay: A homestay is a type of accommodation in which you share a home with a local from the city or village. The owner provides the traveler with food, internet, and furniture. The benefit of renting a vacation home is that you can meet the locals. It is significantly less expensive than a hotel. If you are traveling alone, this is the best option for you.

9. Private room: This is a single separate room in the traveler's rented apartment. It includes a bed, an air conditioner, a dressing table, and furniture. You are welcome to use the owner's living and dining room. The occupancy rate is determined by the size of the room. Breakfast or other types of food are not provided or are at the discretion of the room's owner. It is one of the best options if you are single.

10. Resort: Resorts are self-contained commercial accommodations that meet the needs of travelers by providing food, entertainment, spa, sports, and shopping. It also has a fitness center, a massage center, a tennis court, and a wellness center. Resorts are typically located outside of the city. Those who want to spend time away from the city, noise, and crowds should consider staying at a resort.

3.3.3 Some Considerations when Planning and Coordinating Accommodations

The event planning process includes arranging accommodations for guest speakers and participants as the case may be. Therefore, a memorable event must take the important steps of planning hotel accommodations. Preparing for hotel accommodations should start almost as soon as you start working on event dates. Many tasks are involved in the process of planning, coordinating, and managing accommodations that will be comfortable and convenient for your attendees.

- i. Look for lodging near or at your meeting location. You could hold your event in a hotel conference center with built-in rooms. Otherwise, pick a location near a lot of accessible hotel options. Pay close attention to what's happening in the city on or around the date you've chosen for your event. Things such as holidays, music

- festivals, and other conferences could make hotel space a difficult or premium commodity to secure.
- ii. Check room availability and bargain for the best deal. Hotel room rates are usually flexible, and reserving a block of rooms for event attendees can usually help you secure the best rate for your guests. If possible, provide hotel accommodations at various price points for both budget-conscious and more affluent travelers.
 - iii. Execute the contract. Be specific about check-in/check-out times, the number of rooms, pricing, and any deadlines that travelers must meet. For example, before the block of rooms is released back into the system and made available to the general public, there will usually be a cut-off date. Establish, and convey, registration procedures and deadlines. Let travelers know what is available to them, costs and deadlines with as much notice as possible. Publish this information on your event website, social media platforms, conference materials, etc.
 - iv. Confirm room reservations with the hotel as you go. If you notice a hotel quickly filling up, you can use this time to reserve more rooms or make other hotel arrangements if necessary.
 - v. If the majority of your attendees are coming from out of town, create an informational pamphlet about your host city. Include information such as major transportation routes, currency and safety information, dining options, and notable tourist attractions or destinations that your guests might want to visit during their downtime.

Self-Assessment Exercises 1

- | |
|---|
| <ul style="list-style-type: none">1. What is accommodation and why is it important in event?2. Highlight the different types of accommodation discussed in this unit |
|---|

3.4 Transportation Issues in Event

Transportation is as much a part of your event as the other elements are and creativity needs to be employed to make sure that getting to the event site is an enjoyable experience. Event transportation can include air, water or road travelling (air—private jets, private air charter,

commercial airplanes, helicopter, hot air balloons; land—limousines, private cars (road rally), motor coaches, private trains; and water—private boat charters, private barges) and the event manager should use this tool to manage the event perfectly (Allen, 2000).

Transportation would invariably affect the event site and the overall budget so special techniques are required to manage safe and timely transportation facilities for the event patrons, participants and volunteers (Kose *et al*, 2011).

Transportation requirements can also play an important part in choosing the best site in which to hold your event if it is being held locally and your guests will be making their own way there. It is important to look at where it make the most logistical sense to hold your event. For instance, If you are hosting a client appreciation event and your clients are located in the suburbs, does your choice of venue warrant bringing them downtown? Will all of your guests be arriving by car? When considering a location, in addition to parking, you also need to look at ways your participants will get there. Is public transportation available? How accessible is it, and how late does it run?

3.4.1 Some Considerations when Planning for Event Transportation

Event planners understand that organizing transportation for corporate events is an important part of the overall event experience. Transportation either sets your attendees up for a good time or causes so much stress that not even the most luxurious property can compensate.

How do you select a transportation partner to ensure that your event generates positive feelings? Here are some things to consider to make your attendees' travel a breeze:

- Look for venues with multiple accessible transportation options. Find a venue near a train or subway line, or one situated close to an airport where an airport shuttle can be used. If this is not an option, arrange for special travel arrangements such as a chartered bus or hired transportation service.

According to Allen (2000), the event manager must consider different transportation options to cut down on the cost of the event. Further, where possible, the vehicles used to transfer guests and participants of any event should enjoy the event experience and be as comfortable as possible (Allen, 2000).

- Consider the **proximity** of your event to a majority of your guests Think about hosting closer to home or in a more centralized location.
- Car parking: Events that involve moving guests from one location to another can be a creative challenge. There are times when you may need to be inventive with parking and transportation. Where else can you park in the area? Are there nearby shopping malls or other places with larger parking facilities that you can rent? Shuttles to ferry your guests to and fro will solve all parking problems. You can make them fun—double-decker buses, school buses or, in some places, chartered ferry or yachts. You can use open-air “conch” trains to transport guests from one place to another during “progressive” dinners, where you have cocktails at one location, dinner at another, and finally a lively nightspot.
- Road closures: There could be unplanned road closure situation due to construction or other things. You need to know and plan for alternative routes in such situation.
- Transport control and movement: transportation also entails managing the event so that it does not impact traffic for the non-event community and emergency services (Kose et al, 2011).
- Cost of the available transport: For special events such as wedding ceremonies, transportation from the ceremony to the reception is of paramount importance and special care must be taken to offer the best valet service in the most affordable cost (Daniels and Lovelace, 2012).
- Professionalism and competence: A great transportation partner must offer more than just vehicles and drivers. It must be capable of handling all aspects of transportation management and delivery. While door-to-door service is impressive, additional services such as airport greeters and luggage handling provide your attendees with the high-touch treatment they deserve.
- Be prepared for the unexpected: One of the more difficult aspects of an event is transportation. Inquire with your transportation partner about contingency plans for anything from weather to security emergencies to traffic to special needs or VIP requests

that may necessitate a change in plans. Choose a partner who has demonstrated the ability to respond to whatever issues arise.

- **Make safety your top priority:** Collaborate with a partner who prioritizes the safety of your visitors. Vehicles should be meticulously maintained, and drivers should be thoroughly trained.

- **Plan ahead of time and share information:** Simply sharing the dates, locations, and expected number of guests is beneficial. This does not bind you to anything, but it does assist your partner in highlighting issues that should be addressed ahead of time.

- **If your attendees are coming by Air:** To ensure smooth, stress-free security checks, planners are now making sure that participants are receiving detailed information in their pre-trip material, such as itinerary booklets. Attendees need to be informed of:
 - What is allowed in carry-on
 - What is not allowed in carry-on
 - What is allowed in checked baggage
 - Maximum weight restrictions for baggage
 - Additional baggage charges
 - Proper airport etiquette when interacting with airport staff and security.

3.4.2 Common Complaints on Event Transportation Providers

Below, is the list of the top ten things that can frequently go wrong with event transportation planning. Therefore, when you want to put on a professional event, you also have to use professional people and services to get you to the level where you want to be.

1. Late for the pick up
2. Road closures changing the route plan
3. You didn't give us correct address for the venue
4. Driver arriving at wrong entry to the venue
5. Poorly coordinated event plan leads to passenger confusion
6. Outdoor event was disrupted by poorly planned arrivals
7. Vehicles breaking down
8. Inadequate transportation provided due to lack of complete passenger count
9. Drivers/staff did not provide hospitable customer service
10. Vehicle type of style didn't match style of event

Self-Assessment Exercises 2

1. What are the things you should inform attendees traveling by air?
2. List ten things that frequently go wrong with the event transportation.

3.5 Scheduling and Time Management

3.5.1 Scheduling

3.5.1.1 Meaning of scheduling

Scheduling is when the planner identify, breakdown and do all the important tasks and activities when they are needed to do them. These tasks and activities could be for instance making the budget, planning the site layout, recruiting the event team, Financial and procurement planning or even planning the logistics. For this the planner should have some software to keep up with the tasks and activities. (Dowson, Basset 2015.)

Every project including an event has a delivery date. Schedule is a vital tool in facilitating on-time delivery. This allows the team members to see deadlines for their assigned tasks and plan their work accordingly. Also, it allows the manager to monitor the work in progress and take necessary actions (Slack et al., 2004).

3.5.1.2 The stages of scheduling

The stages of scheduling are:

- Event component breakdown
- Activity analysis
- Deciding the order of completing activities
 - i. Arranging the necessary resources to complete each activity
 - ii. Arranging the timing of activities.

i. Event component breakdown

A technique used within traditional project management is to create a product breakdown sheet (O'Toole and Mikolaitis, 2002). In the event industry the product is the event itself, which could be an exhibition with a supporting conference and seminars, followed by a conference dinner with entertainment. It is important to break down the whole event into its component parts, taking into account many of the intangible aspects of the event that have been described and considered necessary in its original objectives. This is called the event component breakdown.

ii. Activity analysis

Once the event components have been defined, the next stage is to analyse every element of work that needs to be completed during the planning, implementation and control of the event.

Subsequently each of these groupings can be broken down into more activities, so that eventually as each unit is expanded it will show all of the work that must be completed.

The *activity analysis* becomes the representation of the entire event project. As such, the event team, client, suppliers, sponsors and volunteers should easily understand it, and it gives a quick reference for all aspects of the event. These separate units of activities can also provide a basis for costing and a managerial structure, and they denote levels of responsibility.

iii. Deciding the order of completing activities

This can be referred to as critical path analysis. All the activities should now be arranged in chronological order, working back from the event date so that each prerequisite activity gets scheduled in proper sequence. The resultant schedule is a network of interconnected tasks, and

the actual critical path in the network is the shortest possible sequence of activities needed to get the event operational (Getz, 1997).

When all the activities are linked and the dates by which those tasks should be finished have been identified, a line can be drawn to establish how long the event preparation and lead up to delivery will take.

There is a variety of computer software packages that are useful for analysing the enormous number of tasks and links that are essential to any event. The software will also show the earliest start time, the latest start time, and the most probable start time.

3.5.1.2 The use of Gantt charts in event scheduling

Another technique that could be used is a Gantt chart. Henry Gantt first devised this chart in 1917. The bottom line of the chart represents time, and this time line can represent weeks, days or minutes. Each activity should be entered onto the vertical axis and plotted onto the graph to indicate the start and finish times.

The Gantt chart shows (Figure 7) when each activity should start and finish, and enables everyone’s responsibilities to be identified. It also shows their relationships to each other. As the activities are completed, they can be coloured differently, and so the chart acts as a means of control to show which activities have been completed, which still have to be completed, and whether the timeframe is being kept to.

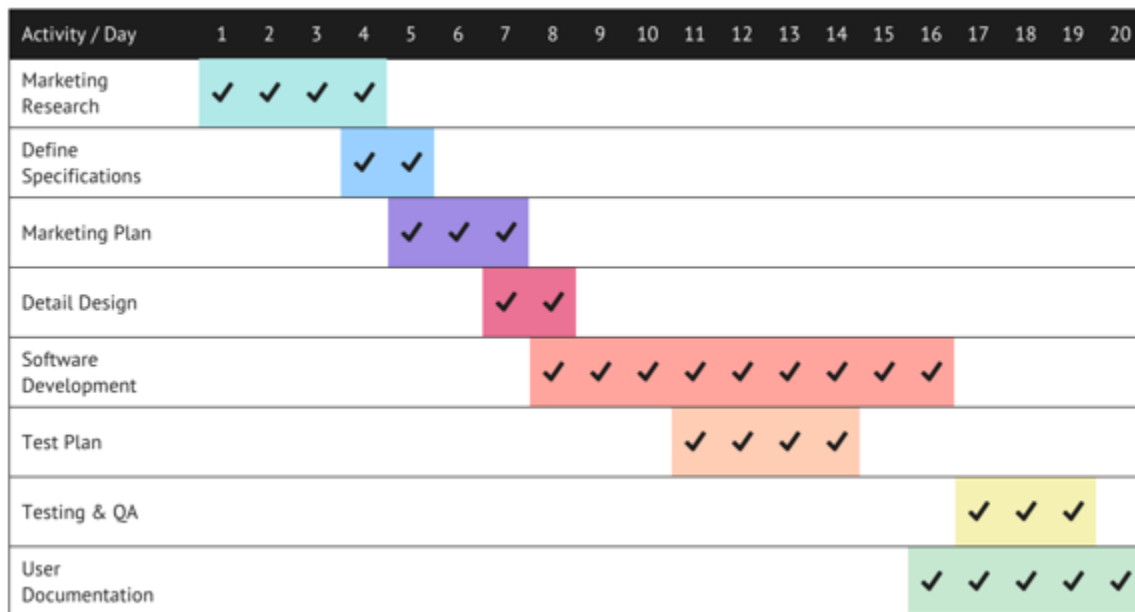


Figure 7: Event marketing Gantt chart

3.5.2 Time Management

3.5.2.1 Definition and Meaning of Time Management

Time management is the exercise of conscious control over the amount of time spent on specific activities, especially with a view to increasing effectiveness, efficiency or productivity. It has been an important aspect of **business** and **project management** for some time.

Time management is a skill that can ensure efficiency, productivity, and help to reduce stress. It's all about knowing how much time you have to start with, and thus how much you can allocate to certain tasks.

Time can be managed by first estimating how much time a task should require, and when it must be completed, and then adjusting events that might otherwise interfere with its completion so that it can be completed in the appropriate amount of time.

3.5.2.2 The Importance of Time Management in Event Planning

- It encompasses another important skill: prioritisation – which means recognising tasks based on importance and tackling things in a logical sequence to get the best result.
- It ensure efficiency. The more effectively you manage your time, the more efficient you will be.
- It also helps you recognise how much you can achieve in a day by setting targets and deadlines.

3.5.2.3 Time management Technique

As for all events, the first step is to know what the objectives are, and the steps or activities needed to achieve the objectives. It is also important to prioritize objectives and steps.

A five-step approach to personal time management is as follows:

1. List the tasks. Sort those that will advance the organization's interests and those that don't really add value to the business. Discard those that don't add value.
2. Prioritize – i.e. determine which objectives are the most important and the order in which they should be done. This includes deciding which cannot be delayed, and which are not important. Sometimes it is possible to get rid of several small tasks in a short space of time, but don't get bogged down with a trivial task.

3. Having decided the order of objectives, then in the same manner list the tasks required for each objective and assign priorities to them.
4. Make a schedule of jobs to be done and, in brackets, allot time to each.
5. Tick off items as they are completed (this is the best bit).
6. On the day of the event, all the activities must have a time schedule for effective coordination.



3.6 Summary

Scheduling is when the planner identify, breakdown and do all the important tasks and activities when they are needed to do them. These tasks and activities could be for instance making the budget, planning the site layout, recruiting the event team, Financial and procurement planning or even planning the logistics. The stages of scheduling are: ● Event component breakdown, ● Activity analysis, ● deciding the order of completing activities.

Time management is the exercise of conscious control over the amount of time spent on specific activities, especially with a view to increasing effectiveness, efficiency or productivity. It has been an important aspect of business and project management for some time. The Importance of Time Management in Event Planning: It encompasses another important skill: It ensure efficiency. The more effectively you manage your time, the more efficient you will be.

3.7 Glossary (See unit 4 of module 4)



3.8 References/Further Readings

Bhe, T., Glasmacher, P., Meckwood, J., Pereira, G., Wallace, M. (2004). Event Management and Best Practices. IBM: International Technical Support Organization.

Bowdin, G., McDonnel, I., Allen, J. and O'Toole, W. (2001). Events Management. Oxford: Butterworth Heinemann.

Bowdin, G., Toole, W., Allen, J., Harris, R., and McDonnel, I. (2011). Events Management. New York : Routledge.



3.9 Possible Answers to SAEs

Answers to SAEs 1

1. A room, building, or lodging that provides shelter for a person to stay, sleep, and live is referred to as accommodation in the hospitality industry. By providing accommodation service reflects positively on event planner and removes a potential roadblock for travelers.
2. The various types of lodging include hotels, apartments, hostels, guesthouses, villas, vacation homes, and resorts etc.

Answers to SAEs 2

1. Attendees need to be informed of:
 - What is allowed in carry-on
 - What is not allowed in carry-on
 - What is allowed in checked baggage
 - Maximum weight restrictions for baggage
 - Additional baggage charges
 - Proper airport etiquette when interacting with airport staff and airport
2. Ten things that frequently go wrong with the event transportation
 1. Late for the pick up
 2. Road closures changing the route plan
 3. You didn't give us correct address for the venue
 4. Driver arriving at wrong entry to the venue
 5. Poorly coordinated event plan leads to passenger confusion
 6. Outdoor event was disrupted by poorly planned arrivals
 7. Vehicles breaking down
 8. Inadequate transportation provided due to lack of complete passenger count
 9. Drivers/staff did not provide hospitable customer service
 10. Vehicle type of style didn't match style of event

Unit 4: Laws, Permits and Licenses in Event Management

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Laws and Regulations in Event Management
 - 4.3.1 Definition and meaning of laws and regulations
 - 4.3.1.1 Definition of law and regulation
 - 4.3.1.2 Meaning of laws and regulations in Event industry
 - 4.3.2 Meaning of Legal Compliance
 - 4.3.2.1 Ways to Ensure Legal Compliance
 - 4.3.3 Types of Laws and Regulations Relating to Events
 - 4.3.3.1 Types of Laws Relating to Events
 - 4.3.3.2 Types of Regulations Relating to Events
 - 4.3.3.3 Guidance relating to events
- 4.4 Licenses and Permission needed for Event
 - 4.4.1 Licenses
 - 4.4.2. Permission/Approval
 - 4.4.2.1 Event application details when writing to authorities for Permission
- 4.5 Certification
- 4.6 Summary
- 4.7 Glossary
- 4.8 References/Further Readings
- 4.9 Possible Answers to Self-Assessment Exercise(s) within the content



4.1 Introduction

In the previous modules (1-3) we have learnt about the different aspects of event management. In this Unit, we will study the laws, licenses, permits and the basic rules and regulations associated with event management which are necessary to satisfy authorities such as government agencies and department, event professionals as well as ensuring safety of audience when organizing

event. Event managers must take into consideration not only the desires/demands of their commissioning parties and/or attendees of the events, but also those of other parties that may be involved, such as nearby residents (nuisance), the government (licenses), legal institutions (criminal liability in case of accidents), the media (positive/negative reporting), etc.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning and various laws in the event industry;
- Write on the different regulations attached to event production
- Evaluate the different licenses required during event execution;
- Analyse the permissions required to be obtained before staging event.
- Write on the implication of compliance to event laws and regulations



4.3 Laws and Regulations in Event Management

4.3.1 Definition and meaning of laws and regulations

4.3.1.1 Definition of law and regulation

A law is a set of regulations made by state institutions acting under the authority of the state. The state recognizes the laws' penalties, which are carried out by state-approved organizations

A regulation is created by a governmental agency, often to actually implement a given law. It refers to the promulgation of targeted rules, typically accompanied by some authoritative mechanism for monitoring and enforcing compliance.

4.3.1.2 Meaning of laws and regulations in Event industry

Many facets of the administration of an event are governed by laws and regulations. The development of event procedures and related support documentation necessitates a review of the requirements with regard to a particular event in order to successfully comply with laws and regulations. In order to ensure that venues and event activities are safe and do not bother the local community, laws are designed to provide standards for event organizers. These increase

event safety, specify the fundamental requirements required to appease authorities, and offer a uniform approach to events at the state level. Rules and regulations must be read to ensure that the right information is taken considering the magnitude and complexity of event. Government at all levels has produced and is continually adopting regulations to ensure compliance and so safeguard the stakeholders in the entirety of the events business. It is important to keep in mind that each state has its own standards, therefore it is crucial to confirm that they have all been listed for the intended event.

Issues that are covered in the event industry laws may include: Liability, General conditions, Copyright law, Artists agreements, Contracts, Intellectual Property, Internet, Disputes, Licenses, Management contracts, Media affairs, Brands, Radio & TV, Advertising law, Tax and Duties, Criminal prosecution. Event organizers need to meet a range of general and specific event regulations that include: Responsible service of alcohol, Food safety, Occupational Health and Safety (OHS), Environmental regulations including noise and waste, Security and crowd control, Fireworks, Ticketing, Entertainment, Use of temporary structures.

4.3.2 Meaning of Legal Compliance

Legal compliance is the process by which a corporation complies with the laws, regulations, and procedures that govern commercial activity in a certain country. One component of compliance is being aware of and understanding the regulations that are relevant to the organization; another is being able to demonstrate that the business and its entities are compliant at all times. A thorough compliance process keeps track of checks, has rules and processes in place around the law, and retains proof that the appropriate personnel are in charge of ensuring compliance, among other things.

Legal compliance is one of the important events monitoring purpose. Laws and regulations control their access. A corporation that ignores assessing compliance risks not only running afoul of the law but also risking penalties, reprimands, harm to its reputation, and in certain cases, even bankruptcy.

4.3.2.1 Ways to Ensure Legal Compliance

Legal departments may assure compliance, according to Thomson Reuters Practical Law's compliance and ethics toolbox, by:

- Putting into place strong compliance polices.
- Informing staff members of such regulations
- Being aware of any changes to the numerous rules that the business must follow in all of the jurisdictions in which it conducts business;
- Recognizing problems that might develop into violations and making sure there are processes in place to deal with them.

4.3.3 Types of Laws and Regulations Relating to Events

4.3.3.1 Types of Laws Relating to Events

The list below provides some of the laws relating to event industry.

- ❖ Health and Safety at Work Act
- ❖ Licensing Act
- ❖ Disability Discrimination Act
- ❖ Race Relations Act
- ❖ Children Act
- ❖ Food Safety Act
- ❖ Food Standards Act
- ❖ Environmental Protection Act
- ❖ Occupiers Liability Act
- ❖ Fire Safety Act
- ❖ Goods and Services Tax
- ❖ Building Regulations Act
- ❖ Personal information protection and electronic documents act
- ❖ Entertainment law
- ❖ Customs Duty
- ❖ Insurance

4.3.3.2 Types of Regulations Relating to Events

Some of the regulations relating to events include the following:

- ❖ Food Hygiene Regulations
- ❖ Fireworks Regulations

- ❖ Control of Substances Hazardous to Health Regulations
- ❖ Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- ❖ Personal Protective Equipment at Work Regulations
- ❖ Lifting Operations and Lifting Equipment Regulations
- ❖ Provision and Use of Work Equipment Regulations
- ❖ Safety Signs and Signals Regulations
- ❖ Hazardous Waste Regulations
- ❖ Manual Handling Operations Regulations
- ❖ Environmental Protection Regulations
- ❖ Management of Health and Safety at Work Regulations

4.3.3.3 Guidance relating to events

- ❖ The Event Safety Guide
- ❖ Fairgrounds and Amusement Parks, Safe Practice
- ❖ Managing Crowds Safely.
- ❖ Giving your own firework display
- ❖ Avoidance of Danger from Underground Services
- ❖ Five Steps to Risk Assessment
- ❖ Guidance on Temporary Demountable Structures
- ❖ Temporary Electrical Distribution Systems
- ❖ Provision of Temporary Sanitary Appliances
- ❖ Industry Guide to Good Hygiene Practice
- ❖ Nationwide Caterers Association.
- ❖ Hazard Analysis and Critical Control Points.

Self-Assessment Exercises 1

1. Define Laws and Regulations
2. State five laws in the event industry

4.4 Licenses and Permission needed for Event

4.4.1 Licenses

A license is a legally binding contract that allows someone or something to do, own, perform an action or use a service as long as they agree to the provided terms and conditions. Licenses are granted by relevant authorities.

1. Intellectual Property Rights (IPR)

Intellectual Property is a property created by the intellect of a human being. Every human being has a right over his/her property, to use it or to restrict it from being used by other person. The laws related to IPR need to be considered in events especially for the following:

ii) To play music: An event manager needs valid licenses and permissions to play music especially by live performers.

ii) Use of trademarks and logos: Under Trademarks act, the registered logos and trademarks cannot be used in any event without prior permissions.

iii) Use of Designs and Art work: The copyright Designs and Patents Act ensures that patented designs (any type) cannot be used by any other person. The protection of trademark ownership is generally covered within legislation, including Trademarks Act, the Copyright Designs and Patent Act. The legislation prevents any other party from the use of logo, motto and related word by another party without the owner's permission

2. Phonographic Performance License (PPL)

The license allows the event organisers to use other artistes' music with freedom at the event. This means that businesses and organisations playing recorded music in public (whether live or via CDs, radio/ TV broadcasts, background music systems or other sources) will usually need to obtain PPL.

3. Excise License

Excise license is the license which the event organizer needs to procure in order to serve alcohol in a live or recorded music event. However, when the event is organized at an 'alcohol on-licensed premise' like hotels, the organizer is not required to procure the license.

4. Loudspeaker License

Any event held in any public or private venue needing to use a loudspeaker requires a loudspeaker license. Depending on the nature of the event, the authorities may limit the size and number of speakers to be used at the event.

5. Premise License

A license of the premise allows the event organisers to carry out all the permissible activities at the venue. The activities include late night entertainment between 11 p.m. and 8 a.m., large-scale events allowing an audience of over 500 people, selling alcohol as well as serving food and beverages during specific timings and so on. The license can be obtained from the local authority under which the venue falls.

6. Performance License

This is the permit that allows a minor (anyone under the age of 18) to perform for money at a musical event. Once more, the local authorities are where the license can be obtained. As a result, the event's organizers must get a performance license from the local authority if a youngster performs at the event for payment.

7. Public Works/emission License

When a generator will be used at your event, you must obtain this.

8. Foreign Artist Permission

Whenever you have people from another nationality performing at your event, you require to get a license for it separately.

4.4.2. Permission/Approval

A permit is an official document which gives an individual permission to do, carry out an activity.

Other compliance aspects that does not specifically relate to certification, but yet are legal requirements. These are written document obtained as approval/permission from the local authority. They are listed as follows:

- Approval from the Local Police Station/ Police Commissioners Note
- Approval from the Fire Brigade
- Approval from the Electrical Inspector
- Approval from the Health Department
- Approval regarding fitness of the machinery (in case of amusement rides)

4.4.2.1 Event application details when writing to authorities for Permission

A typical examples of Event application details when writing to authorities for Permission or Approval is presented below:

1) Event / Venue Details

- Event Location
- Brief history of the event/venue
- Length/duration of the occasion (schedule and timing)
- Expected number of people
- Admission arrangement (open to public / by invitation / with tickets)
- Details of activities and how / when / where they will take place
- Event management structure (set out the key management personnel)
- Functions of key personnel (event controller, safety officer, and health and sanitation in-charge)
- Event control and communications (location of central control room, who will be there, and what means of communication will be used) for reporting
- Any particular arrangements (for spectators with special needs with any or disability, pre-lunch ceremonies etc.)
- Overview of large equipment and temporary structures (like staging, sanitary, facilities and lighting)
- Contact details of event organisers / administrators and venue owner

2) Site Plan: The site plan must include maps showing location and details of:

- Transportation hubs (like bus-stops, railway stations, and taxi stands)
- Places of stay
- Information kiosks
- Places of interest at the venue / event
- Entry or exit points at the venue / event
- Meeting points
- Holding area(s), queue complex(s), routes for movement
- Watch towers at vantage locations for observing and monitoring the crowd.
- CCTV coverage at all vulnerable locations to be monitored at the control room.
- Sector wise deployment of policemen
- Police/security mini stations
- Reporting places for lost / stolen / found items, missing persons etc.

- Parking lots
- Health facilities
- Shopping areas
- Food joints
- Hazard points
- Emergency exits
- Emergency assembly points
- First aid services
- Emergency services (fire, ambulance)
- Emergency operations center and incident command posts

Self-Assessment Exercises 2

1. Explain Intellectual Property Right and state three licenses/permission under this.
2. Highlight five other licenses relating to event apart from IPR.

4.5 Certification

Certification is a worldwide requirement when it comes to compliance with legislation covering aspects ranging from electricity, health, and building regulations.

Certification can and should cover the following:

- (a) A Structural Engineer Certificate - which certifies the structural integrity of a venue, including any temporary structures; like tents, stages, marques, and rigging, big screens etc
- (b) A dated Fire Safety Certificate in respect of the venue, issued by the head of the fire department, located within the immediate vicinity of a venue; that has inspected all the fire extinguishers, and fire hydrants, as well as fire retardant materials, and emergency exits.
- (c) A dated Electrical Safety Certificate, issued by a competent registered person.
- (d) A dated Occupational Health and Safety certificate, issued by an appropriate authority.

(e) A dated Health Certificate in respect of all aspects of food integrity; waste management, water sanitation, bottled water expiry dates, and even tests results, may be required, and all aspects of sanitation, that are applicable by law.



4.6 Summary

Event managers must take into consideration not only the desires/demands of their commissioning parties and/or attendees of the events, but also those of other parties that may be involved. Many facets of the administration of an event are governed by laws and regulations. In order to ensure that venues and event activities are safe and do not bother the local community, laws are designed to provide standards for event organizers.

Issues that are covered in the event industry laws may include: Liability, General conditions, Copyright law, Artists agreements, Contracts, Intellectual Property, Internet, Disputes, Licenses, Management contracts, Media affairs, Brands, Radio & TV, Advertising law, Tax and Duties, Criminal prosecution. Event organizers need to meet a range of general and specific event regulations that include: Responsible service of alcohol, Food safety, Occupational Health and Safety (OHS), Environmental regulations including noise and waste, Security and crowd control, Fireworks, Ticketing, Entertainment, Use of temporary structures.

Legal compliance is one of the important events monitoring purpose. Laws and regulations control their access. A corporation that ignores assessing compliance risks not only running afoul of the law but also risking penalties, reprimands, harm to its reputation, and in certain cases, even bankruptcy. Legal departments may assure compliance, according to Thomson Reuters Practical Law's compliance and ethics toolbox, by:

- Putting into place strong compliance policies.
- Informing staff members of such regulations,
- Being aware of any changes to the numerous rules that the business must follow;
- Recognizing problems that might develop into violations and making sure there are processes in place to deal with them.

4.7 Glossary

Critical path analysis is a planning and scheduling tool that can help to streamline all the processes to be undertaken (Getz, 1997). It examines the relationship between all the resources

and the activities that need to be undertaken in order to ‘deliver’ the event – i.e. those listed in the activity analysis.

The event design focuses on the décor, style, and aesthetics of an event. It is all about creating a vision and then designing all of the visual details to transform a venue into that vision.

Time management is the exercise of conscious control over the amount of time spent on specific activities, especially with a view to increasing effectiveness, efficiency or productivity.

Scheduling is when the planner identify, breakdown and do all the important tasks and activities when they are needed to do them.

Decoration refers to the adornment and beautification of an event. The event decoration emphasizes the small details that make up the environment in which event takes.



4.8 References/Further Readings

Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2012). Events Management - An Introduction. Oxon:Routledge

Malouf, Lena (2012). Events Exposed: Managing and Designing Special Events. New Jersey: John Wiley & Sons. McDonnell, I., Allen, J. and O’ Toole, W. (1999). Festival and Special Event Management. Brisbane: John Wiley & Sons.



4.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers in accordance with the way the SAEs appear in the content. For example

Answers to SAEs 1

1. A law is a set of regulations made by state institutions acting under the authority of the state. The state recognizes the laws' penalties, which are carried out by state-approved organizations
A regulation is created by a governmental agency, often to actually implement a given law. It refers to the promulgation of targeted rules, typically accompanied by some authoritative mechanism for monitoring and enforcing compliance.

2 Health and Safety at Work Act, Licensing Act, Disability Discrimination Act, Race Relations Act, Children Act, Food Safety Act, Food Standards Act, Environmental Protection Act, Occupiers Liability Act, Fire Safety Act, Goods and Services Tax, Building Regulations Act, Personal information protection and electronic documents act, Entertainment law and Tax, Customs Duty

Answers to SAEs 2

1. Intellectual Property is a property created by the intellect of a human being. Every human being has a right over his/her property, to use it or to restrict it from being used by other person. The laws related to IPR need to be considered in events especially for the following: i. To play music, ii. Use of trademarks and logos and iii. Use of Designs and Art work

2. Public Works Department License, Performance License, Premise License, Excise License, Phonographic Performance License (PPL)

Module 5 Risk and Safety Management, Medical care and Event Evaluation

Unit 1 Risk Assessment and Management in Event

Unit 2 Safety, Security and Crowd Management

Unit 3 Emergency management and First Aid/ medical care in Event

Unit 4 Event Evaluation

Unit 1: Risk Assessment and Risk Management in Event

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Definition, Meaning and Reasons for Risk Management
 - 1.3.1 Definitions and Meaning
 - 1.3.1.1 Definition and meaning of Risk analysis
 - 1.3.1.2 Definition and meaning of Risk management
 - 1.3.3 Types of Risk/Hazard Associated with Events
- 1.4 Risk Management Process
 - 1.4.1 Steps involved in Risk Management Process
- 1.5 Risk communication
 - 1.5.1 Purpose of risk communication
 - 1.5.2 Importance of Communication & Consultation in event risk management
- 1.6 Summary
- 1.7 Glossary
- 1.8 References/Further Readings
- 1.9 Possible Answers to Self-Assessment Exercise(s) within the content



1.1 Introduction

In the last unit, we discussed the legal issues relating to event management such as laws, permit and certifications. This unit focuses on risk assessment and risk management in the event industry so as not to go foul of the laws. Risk management is concerned with taking steps to limit the chances of negative impacts occurring or deciding to accept that something may occur and being prepared for the consequences.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Write on the definition and meaning of event risk and risk management
- Analyse the importance of risk management in the event industry
- Discuss the risk analysis and ranking procedures
- Evaluate and categorise the types of risks and hazards associated with events



1.3 Definition, Meaning and Reasons for Risk Management

1.3.1 Definitions and Meaning

1.3.1.1 Definition and meaning of Risk analysis

Risk analysis is the core of the risk management process. In many cases it is a required supplement to the application for a police permit for the event. The risk analysis forms the basis for many of the event safety measures. Often the focus of these efforts at various events shifts according to what it has revealed.

Identifying and assessing potential risks and then continuing to work on this basis is an excellent means of raising risk awareness and understanding throughout the organisation. The information obtained from a risk analysis forms the basis for the general plans of the event, above all for the incident specific plans that need to be drawn up. The risk analysis can also point to the preventive measures that it is applicable or necessary to take.

1.3.1.2 Definition and meaning of Risk management

Risk Management is the systematic identification, comprehension, and management of risks that are faced during the conceptualization, planning, execution, and operation of events.

Risk Management is about being aware of what may happen when planning and delivering an event. It is concerned with taking steps to limit the chances of negative impacts occurring or deciding to accept that something may occur and being prepared for the consequences. It is also concerned with maximizing the opportunities associated with an event, and ensuring it is as successful and safe as possible.

Event holders should carry out a risk assessment for any new event, but it is also a continuous process that is designed to help them prioritise where to dedicate resources and resources, therefore you should review the assessment each time you organize an event and keep it "top of mind." Event risk should not be seen as a single factor, but rather as an accumulation of variables.

1.3.2 Reasons for Event Risk management

Some good reasons why we manage risks include:

- Helps with event planning.
- Reducing unexpected and costly surprises.
- More effective and efficient allocation of resources.
- Better results from event management.
- Assists to clearly define insurance needs, and obtain insurance cover.
- Better information for decision-making.
- Compliance with regulatory requirements.
- Assists in preparation for auditing.
- Lessening risk encourages more people to participate in the event.
- Balancing opportunity and risk.

1.3.3 Types of Risk/Hazard Associated with Events

Risks or hazards associated with events can be broadly grouped into three types as follows:

1. Man-made risks including:

- _ Travel (airline, local - bus & taxi)
- _ Financial or trading risks
- _ When your ability to trade is stopped
- _ Fraud or theft
- _ Insolvency by suppliers
- _ Budget overrun
- _ Health issue
- _ Food poisoning
- _ Noise
- Pollution
- Epidemics
- Safety and security matters
- Inadequate crowd control mechanism
- Unsafe audio-visual equipment
- Inadequate firefighting facilities
- Inadequate VIP protection
- Inadequate exhibition security management
- Lack of staff training
- Poor planning
- Unstable environment (e.g. war)
- Management failure
- Professional negligence
- Failure of directors, officers or staff to carry out their duties
- Labour disputes

2. Natural risks including:

Weather

- Bad weather preventing travel
- Unsuitable structures for open air events
- No allowances made for extremes of temperature

- Pollution factors not anticipated

Natural disasters

- Tornado and hurricane seasons
- Floods
- Earthquakes
- Forest fires

3. Political risks including:

- Political change
- Protocol, ignorance of Terrorism, deliberate acts aimed at the Event or individual participants
- Copyright issues
- Government action, such as taking over venues or aircraft at short notice
- Visas
- War or acts of violence
- Regulatory changes

Self-Assessment Exercises 1

1. What is risk analysis
2. What are the reasons for risk management in event

1.4 Risk Management Process

Event planners/organisers need to take action and inform everyone involved in the event about their roles and responsibilities in the risk management process. The task of risk management involve event organisation, team, contractors, volunteers, participants and spectators as they all have a role to play in risk management.

1.4.1 Steps involved in Risk Management Process

Risk management is a five-step process (Figure 8). This is explained in the figure below and the discussion that follows:

Risk Management Process

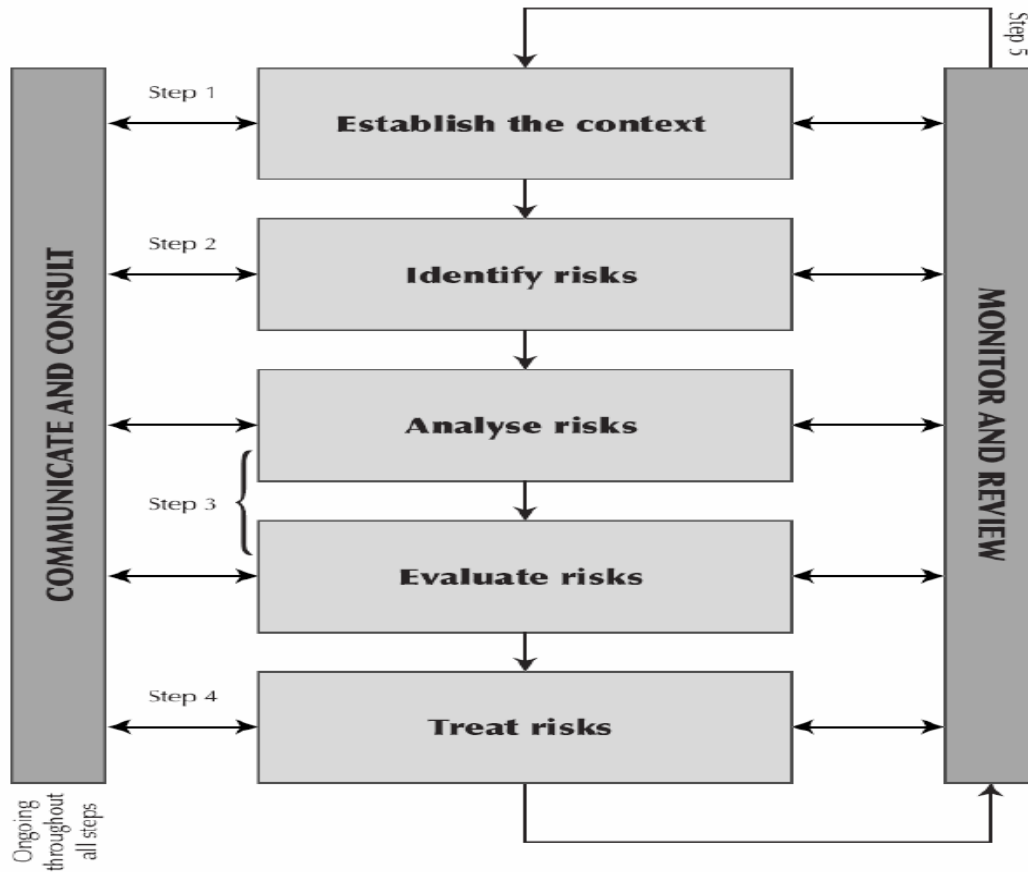


Figure 8: Risk management process. Adapted from Tourism Western Australia (October, 2012) www.tourism.wa.gov.au

STEP 1 Establish the Context

Effectively identifying risks will include taking into account the event objectives and event holder capabilities as well as factors external to the organisation or event. Different event elements will lead to different risks. Some events have many purposes and require more detailed risk management plans.

1. *Identify the event and stakeholders*

i. Be clear on the scope and objectives of the risk management planning in relation to the event by answering the ‘who’, ‘what’, ‘when’, ‘how’ and – ‘with what’ questions?

- Who is going to be involved?
- What are they actually going to be doing?
- When are they going to be doing it?
- How are they going to do it?
- With what resources will they undertake this?

ii. Identify key elements of your event

In identifying the key elements of your event, ask:

- Is it a one-off, annual or regular event?
- Is it a sport, cultural or community event?
- Is the purpose of the event competition, participation, demonstration or other?
- What is the size and public profile of the event?
- Is it local, regional, national or international?

iii. Identify the event stakeholders impacted by your event

Potential stakeholders include: Participants, spectators, general public, local community, sponsors, local authorities, venue or facility owner. Government etc.

2. Develop Risk Criteria

Choose the criteria against which risks are to be evaluated. Important criteria that should be considered include:

- The kinds of consequences that will be considered
- How likelihood will be defined
- How decisions will be taken.

3. State Risk Assessment specific issues

This means that you have to establish the boundaries for each specific risk assessment.

- Define the event for which risks are to be identified
- Define functions or activities;
- Define event stages.
- Will there be more than one assessment undertaken, and how often will it be reviewed?

STEP 2: Identify Risks

The identification of risks has two stages; determining what can go wrong, and establishing how it can happen (or the causal factors).

What can go wrong/happen? List risks, incidents or accidents that might happen by systematically working through each function, activity or stage of the event to identify what might happen at each stage. Think about:

- Inadequate venue selections and site plans
- Inadequate promotion of the event
- Inadequate ticketing
- Failing to ensure adequate waste management, lighting and power, water and toilets
- Poor weather
- Unsatisfactory food hygiene
- Inadequate emergency procedures, including first aid and medical services
- Lack of document retention
- Failing to secure appropriate licenses (e.g. liquor licenses, council permits)
- Poor consultation or briefings with stakeholders
- Inadequate signage

How and why, it can happen? List the possible causes and scenarios or description of the risk, There may be more than one causal factor for each risk. For example:

Risk: Participants could become lost deviating from the intended event route

Casual factors:

Route/ course markers are spaced too far apart

There are not enough event marshals

Pre-event instructions do not provide clear route details

A systematic approach is critical to effectively identifying event risks and their causes. During risk identification, all conceivable risks are compiled, regardless of how serious or probable they are (no risk is too small or insignificant to be included).

Methods used in risk identification

Experience and records: Start by reviewing internal and industry records for the types of incidents that have happened in the past (this is only an indicator as not all future risk incidents have previously happened). Consider records of past events, reviews, newspapers, internet, social media, financial audits or post event evaluations, talk to other event organisers about approaches and risks they have identified

Brainstorming: Get together with analysis group to find out what the business relies upon and the things that can and do go wrong. Talk to staff, participants, volunteers, professional organisations, assess national body rules, regulations and risk management guidelines.

Record all your event risks and their causes on a risk register. However, do not evaluate or comment on them at this stage. Below are the items included in the Standard columns of event risk register.

- Identification number (to quickly refer to or identify each risk)
- Name or brief description of the risk
- Risk categories (whether it's internal or external, material-related or labor-related, etc.)
- Probability (how likely the risk is to occur)
- Impact (if the risk takes place, how seriously will it impact your project)
- Rating (where does this risk fall on your priority list)
- Approach (will you monitor the risk, try to mitigate it, avoid it, etc.)
- Action (if you plan to mitigate or avoid the risk, what are the steps involved, and when will they occur)
- Person responsible for overseeing or mitigating the risk

STEP 3: Analyse and Evaluate Risks

i. Analysis Risk

This involves analysing the likelihood and consequences of each identified risk. The purpose of this step is to separate high risks from low risks, to prioritise those areas where resources should be allocated.

The below categories may be helpful to determine the likelihood of a risk incident occurring.

Almost certain: The risk incident has a 90%+ likelihood of occurrence

Likely: The risk incident has a 70-89% likelihood of occurrence

Moderate: The risk incident has a 30-69% likelihood of occurrence

Unlikely: The risk incident has a 5-29% likelihood of occurrence

Rare: The risk incident has a less than 5% likelihood of occurrence

The below categories may be helpful to determine the consequences/impact of a risk incident if it were to occur.

Extreme: Death, brain/spinal injuries, serious organ damage, permanent disability, emergency medical assistance, hospital for 6+ weeks.

Major: Fractures, crush injuries, serious facial injuries, recovery of 6+ weeks, emergency medical assistance, hospital care.

Moderate: Dislocation/simple fractures of ribs/limbs, medical assistance on-site/at the hospital/at a GP, participant does not continue event, recovery of 1-6 weeks.

Minor: Contusions, sprains, lacerations, minor first aid, participant continues event, less than a week recovery.

Insignificant: Bruises, grazes, participant continues event, no recovery time or medical assistance.

NOTE: For each identified risk, assess the potential impact and likelihood of occurrence using the above criteria. Next, use the risk matrix to determine the overall level of risk for each risk. This is done by plotting the risk likelihood (on the vertical scale) and the risk impact (on the horizontal scale), and identifying where on the matrix they intersect.

	1. MINOR DANGER	2. LIMITED DANGER	3. DANGEROUS	4. CRITICAL	5. DISASTROUS
1. Highly improbable	MONITOR	MONITOR	MONITOR	MONITOR	MANAGE
2. Improbable	MONITOR	MONITOR	MONITOR	MANAGE	ELIMINATE
3. Some probability	MONITOR	MONITOR	MANAGE	ELIMINATE	ELIMINATE
4. Probable	MONITOR	MANAGE	ELIMINATE	ELIMINATE	ELIMINATE
5. Highly probable	MANAGE	ELIMINATE	ELIMINATE	ELIMINATE	ELIMINATE

Figure 9: The risk matrix

ii. Evaluate the risks

Setting a priority list for handling risks is part of the evaluation process. You must choose how to address each danger after establishing the total level of risk. Depending on the level you could decide to:

- Eliminate means that the risk should be completely eliminated or forestalled.
- Manage may mean, for example, using various means to reduce the probability of the risk occurring and/or minimising in advance the harm that the risk might cause.
- Monitor/ accept means that the risks are monitored; no direct measures to reduce the risk are undertaken.

Hint: Only choose the category of consequences that apply to that risk.

STEP 4: Treat / control/ Rectify risks

Draw up proposals for measures that can reduce the risks or eliminate them. The goal is, through probability or impact reduction measures, to move all the risks identified from the red and yellow fields to the green field labelled “monitor”. After a decision on reduction measures, a new assessment is undertaken as to whether the risk has been satisfactorily managed. If not, it will be necessary to return to risk assessment and then devise further measures.

What are the choices?

i. avoid/isolate the risk

- ii. minimise the risk, or
- iii. transfer/share the risk.

Avoid/isolate: If a risk for an activity is too great you may simply decide not to undertake that activity. Or, you may decide to isolate the hazard that gives rise to the risk.

For example, you could put up temporary fencing around hazardous ground works or conditions.

Minimise risk: Minimising risk is about reducing the likelihood a risk will become a reality, and the impact it would have if it did.

For example:

- ensure speed is reduced
- limit number or type of participants
- demand particular equipment or devices
- put up safety barriers and signage
- deploy additional marshals
- provide on-site medical expertise and emergency transport.

Transfer/share: To transfer risk, you get someone else to take some/all of the responsibility. These risks can be transferred to or share with specialist and participants.

i. Transfer

Example for specialist responsibility for risk:

- contract a safety officer to plan and implement event risk management
- contract specialists to control part of your event, such as qualified white-water kayakers for a river stage of a multi-sport race
- insure against public liability.

When you transfer risks, it is crucial the individual or team is qualified and capable. These parties must be thoroughly briefed to ensure they clearly understand and accept their responsibility.

Example for Participants' responsibility for risk:

If you expect participants to accept responsibility for some of the risks, it is essential to:

- clearly identify the risks in a written pre-event briefing
- gain participants' written acceptance of the risks and conditions of entry, usually with a signature on the entry form
- ensure that, when entering online, participants go to a web page with the full pre-event briefing and conditions of entry, and with an "I accept" click through to submit the entry.

ii. Share: You may be able to share some of the risks by using waivers and disclaimers to tell participants of the potential consequences of the activity, and make them aware they have responsibility if those consequences arise. If properly used, waivers and disclaimers are an effective way to emphasise that an activity has potential risks and is not to be undertaken lightly. However, waivers and disclaimers must not be used to off-load risks that are your responsibility or statutory obligations. Therefore, should always seek legal advice about developing and using waivers and disclaimers.

STEP 5 Monitor and Review

Review progress of new 'Treatment Action Plans' (i.e. the implementation of new controls). Risk management is an ongoing process, so event holders need to regularly review whether anything has changed which may impact on the risk issues previously identified. For instance, if you estimated two moderate injury accidents and there were actually four.

Self-Assessment Exercises 2

1. Highlight the steps involved in risk management process
2. Explain risk transfer and sharing

1.5 Risk communication

Risk communication is an open exchange of explanatory information and opinions between risk managers and stakeholders. It ensure that all information and opinion, essential for effective risk

assessment and risk management is exchanged among interested parties and incorporated into the decision making process.

1.5.1 Purpose of risk communication

- To achieve a common understanding of risk
- To develop credible regulations
- To inform interested parties about an issue which is submitted to a decision making
- To lead to better understanding about the scientific process involve in a PRA
- to allow the decision makers to take better decisions, enhancing trust and confidence in the regulatory agencies.
- To promote the participation and appropriate involvement of all interested parties
- Strengthen the working relationships among participants;

1.5.2 Importance of Communication & Consultation in Event Risk Management

Importance of Communication & Consultation in risk management process

The ideal individuals must be involved at the right time and with the proper understanding so that they can participate in and contribute to the risk management process. Communication and consultation are essential to the success of every phase in the risk management process. For instance, in:

- Setting the scene/context: In order to identify the aim and scope of the exercise and to get a complete awareness of the working environment, interaction with internal and external stakeholders is crucial.
- Risk identification - A variety of communication and consultation can help guarantee that no significant risks are missed and that risks are appropriately represented.
- Risk assessment - communication and consultation allows all perspectives to be considered in arriving at a realistic level of risk.
- Risk treatment - is more effective because treatment plans are better understood.
- Monitoring and review - depends upon effective communication to ensure risk information is in use and current.



1.6 Summary

In this unit we have discussed the meaning and reasons for risk analysis and management in the event industry. The stepwise procedures in risk management process was also emphasized. These include: Establishing the risk management context, Identifying Risks, Analysing and Evaluating Risks, Treating / controlling/ Rectifying risks, and Monitoring and Reviewing. The criteria used in risk identification, the likelihood of occurrence and consequences of risk (using risk matrix) as well as the isolation, acceptance and transfer or sharing of risk was also discussed. Finally, the documentation of risk in a risk register was also learnt.

1.7 Glossary (See unit 4)



1.8 References/Further Readings

Event Risk Management: The Wiley Event Management Series 2002

Guidelines for Risk Management in Sport and Recreation. New Zealand Handbook – [SNZ HB 8669], 2004

O'Toole W (2007). What is the latest in the Event Industry [Online] Available: <http://www.embok.org/EPMS.NET/html>.

Goldblatt J (2008). Special events: the roots and wings of celebration. New Jersey: John Wiley & Sons Ltd.



1.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers according to the SAEs. For example

Answers to SAEs 1

1. Risk analysis is the core of the risk management process. In many cases it is a required supplement to the application for a police permit for the event. The risk analysis forms the basis for many of the event safety measures.
2. Some good reasons why we manage risks include:

- Helps with event planning.
- Reducing unexpected and costly surprises.
- More effective and efficient allocation of resources.
- Better results from event management.
- Assists to clearly define insurance needs, and obtain insurance cover.
- Better information for decision-making.
- Compliance with regulatory requirements.
- Assists in preparation for auditing.
- Lessening risk encourages more people to participate in the event.
- Balancing opportunity and risk.

Answers to SAEs 2

1. The steps involved in risk management process are: Establishing the risk management context, Identifying Risks, Analysing and Evaluating Risks, Treating / controlling/ Rectifying risks, and Monitoring and Reviewing.

2. To transfer risk, you get someone else to take some/all of the responsibility. These risks can be transferred to specialist and participants. When you transfer risks, it is crucial the individual or team is qualified and capable. These parties must be thoroughly briefed to ensure they clearly understand and accept their responsibility.

i. Transfer

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ii. Share

Example for Waivers and disclaimers

You may be able to share some of the risks by using waivers and disclaimers to tell participants of the potential consequences of the activity, and make them aware they have responsibility if those consequences arise. If properly used, waivers and disclaimers are an effective way to emphasise that an activity has potential risks and is not to be undertaken lightly. However, waivers and disclaimers must not be used to off-load risks that are your responsibility or statutory obligations. Therefore, should always seek legal advice about developing and using waivers and disclaimers.

Unit 2: Safety Measures and Crowd Management in Event

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Safety and Security Issues in Event
 - 2.3.1 Meaning of Event Safety and Security
 - 2.3.2 Some Categories of Safety Issues to be addressed in Event
 - 2.3.3 Safety Specification that must be adopted during event
 - 2.3.4 Safety and Security Strategies and Operations On-site
- 2.4 Meaning and Types of crowd and crowd management
 - 2.4.1 Meaning of Crowd, crowd control and crowd management
 - 2.4.2 Types of Crowd
 - 2.4.3 Causes of crowd Panic/ disorder
- 2.5 Crowd Management Planning and crowd control Tools
 - 2.5.1 The Crowd Management Planning Process
 - 2.5.2 Crowd Control Strategies
 - 2.5.3 Crowd Control Tools
- 2.6 Summary

2.7 Glossary

2.8 References/Further Readings

2.9 Possible Answers to Self-Assessment Exercise(s) within the content



2.1 Introduction

In the last unit we discussed about event risk management and risk analysis as it relates to the success of the event. This unit focuses on safety and security issues as well as the crowd management and crowd control strategies to ensure safety and a lasting and worthwhile experience.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- Evaluate the key considerations in event safety and security
- Analyse categories of safety issues in Event
- Discuss the safety Strategies and Operations to be adopted in event
- Discuss the meaning of crowd and crowd management
- Analyse the different types of crowds
- Discuss the various theories of crowd control and crowd management in event



2.3 Safety and Security Issues in Event

2.3.1 Meaning of Event Safety and Security

Safety: is a state whereby hazards and situations that might endanger people's physical, psychological, or material well-being are under control in order to safeguard both their health and that of the community.

Security: Security may imply a lot of different things, but generally speaking, security refers to something that ensures or provides safety.

Event Safety and Security addresses the safety and security needs of event planners, producers and venues as well as attendees. In the past, it has frequently been a deciding factor in organizers'

decisions, but today, it has acquired a new significance due to recent political developments as well as other phenomena like global warming (which has adverse effects on the weather), globalization, and the increased demands and pace of the modern workplace, as well as a rise in crime. Event Organizers and all those involved have various 'safety' duties, known collectively as duties of reasonable care.

Safety planning and safety work should be guided by the following keywords:

- Looking forward, making plans, and weighing possible outcomes.
- Acting rapidly to make sure that key individuals have the skills, resources, and information necessary to complete their tasks.
- To fully examine the event (including its security and safety) and take appropriate action.
- To alert participants to recognized risks
- To prepare for each participant's safety and welfare
- To guarantee that participants are not exposed to disproportionate risks or harm

2.3.2 Some Categories of Safety Issues to be addressed in Event

i. Venue Safety

: When choosing a location, delegate security and safety should always be taken into account. Additionally, it is important to consider the importation of goods as well as the convenience of access for Participants, Organizers, and Suppliers. Venue Safety Plan (OHS issues, venue fire safety, electricity and water supply, temporary structures etc). Food poisoning and the quality of drinking water should be taken very seriously.

Electrical Safety Checklist must be adhered to. Many festivals and festivities extend into the late hours with lighting. In these situations, having excellent illumination is crucial to reducing the danger of damage.

Sound safety rules must be considered and adhere to.

ii. Car Park safety issue

- The development of techniques to prompt individuals to remember to lock their automobiles.
- Valuables should not be left in a vehicle, especially if they can be seen through the window.
- All parking lots should include emergency phones that are well-lit and simple to use.
- Cameras should also be scanning large lots when it is impossible for personnel to do an adequate job of patrolling the parking lots.

iii. Traffic & Transport /Traffic Safety Issue for Pedestrians

Start by contacting the municipality's traffic coordinator if there is a need to close a road, lower the speed limit or put-up road signs around the event. The traffic coordinator will probably know who the road authority is and who to contact.

To help save lives, use these simple but effective techniques:

- When possible, have people walk on the sidewalks. Make sure that pedestrians walk facing traffic, so they can see oncoming vehicles or an out-of-control vehicle.
- Encourage bright-colored clothing. Bright colors are easier to spot both during the day and at night.
- Review where people cross the street. If at all possible, provide crossing guards; if not, think about installing crossing lights.
- Discourage running at street crossings. Running increases, the risk of falling or knocking someone else over. People must walk across the street rather than sprint.
- Make a strategy for assisting those who are deaf or hard of hearing to cross streets and navigate pathways and roadways.
- Develop adjacent walking paths so that bicycle and pedestrian traffic do not interact.
- Use universal signage. Words such as "Walk" or "Stop" are less helpful than international signage. The most typical "Walk" symbol is a stick figure of a person starting to walk (often represented in green), whereas "Stop" is denoted by an outstretched hand (commonly white on a red backdrop).
- Control speed. The higher the chance that a motorist may be able to stop before an accident happens, the slower the speed should be where there is considerable pedestrian traffic.

iv. Pre-admission screening is a reasonable preventive measure to prohibit or reduce such items as weapons, dangerous objects, alcohol, drugs and other undesirable objects and substances from being introduced on to the premises. Contraband materials not allowable at major events and also require the contraband prohibition to be posted at the event and on tickets.

v. Health safety issues

- Safety Issue for snake bite and insect
- Another safety issue that is often overlooked and yet can have great consequences, especially for an outdoor event, is that of insect bites or stings.
- If sitting on the ground poses a danger, then other alternatives need to be found. Alternatives must be thought of if a specific variety of flower or plant might trigger allergic responses.
- Avoiding snakes is the greatest approach to reduce your chances of getting bitten. Some bites happen when someone unintentionally steps on a snake or covers it with a blanket before sitting on it. Think about the following to reduce your chance of getting bitten by a snake:
 - Posting signs, reminding people to leave snakes alone. Trying to inspect a snake in the wild is dangerous, and from the snake's point of view, a snake present at an event is a snake in the wild.
 - Instructing people to avoid standing in thick grass. The ideal places to stroll are on trails and walkways.
 - Urging visitors and participants not to pick up pebbles. At half its length, a snake can strike.
 - Educating visitors on appropriate snake "etiquette." The recommended course of action if a visitor comes across a snake is to go around it and give it at least 6 feet of room.

vi. Exhibitions: Whilst the Organizer will take responsibility for the organization of the Exhibition (access, exit, setup, order of construction), the Exhibitors are responsible for all activities conducted on their stand, for example, the actions of their employees (personnel) and Exhibitors' contractors. Organizers are responsible for requesting proof that the Exhibitor and their Contractors will ensure the stability of stands and structures.

vii. Crowd Management: The strategies put in place for crowd management should be written in the crowd management plan to ensure and measure compliance

2.3.3 Safety Specification that must be adopted during event

- A competent person should be chosen to manage security, health, and safety measures.

- Examine the venue's security lapses and/or accident statistics.
- Think on the specific venue safety and security rules.
- Plan the general layout and use of the venue, and then get the necessary approvals.
- Conduct a risk analysis for the event.
- Inform all parties of any excessive risk identified by the risk assessment.
- Create the Health and Safety File for the Organizer.

2.3.4 Safety and Security Strategies and Operations On-site

The following strategies and operations need to be considered in the light of the security requirements of the Event:

- Have the designated security guards do a security inspection of the event premises each morning before the sessions.
- Ensure sufficient 24-hour security.
- Ensure thorough screening of visitors using authorized surveillance methods, such as security personnel, video cameras at entrances and exits (including basements), and examination of devices like laptops, cameras, and mobile phones.
- Implement entry restrictions.
- Distribute badges to all staff members and attendees, verify their identities, and guarantee that badges that are lost or forgotten are tracked down. Use photo IDs, RFID chips in ID badges, bar-coded badges, etc. as necessary.
- Make sure there is close coordination between the police, security personnel, fire department, first aid/medical services, etc.
- Include the expense of risk management in your budget.
- Emphasize information on the crisis management plan in the prospectus for the exhibition or sponsorship and, as necessary, in the delegate packets. Make sure exit directions are unambiguous and simple to follow.
- Check the emergency call system.
 In the event of pressure-induced partial failure
 Make sure it doesn't obstruct speaker communications.

- Agree on a location for a gathering in case of an emergency and talk about the chain of command for emergency decision-making in advance.

Self-Assessment Exercises 1

1. Highlight the categories of safety issues to be addressed in event
2. What are the safety specifications proposed for event?

2.4 Meaning and Types of crowd and crowd management

2.4.1 Meaning of Crowd, crowd control and crowd management

A **crowd** is a sizable gathering of individuals who have come together for a particular reason, such as to see or hear something entertaining or to voice their disagreement.

In the event industry a crowd refers to the attendees/audience that have gathered to participate in the event.

Crowd management involves planning and directing the manner in which the public gathers together at an event and moves at and around the event terrain.'

Crowd control is the controlling of a crowd, to prevent the outbreak of disorder and prevention of possible riot. As a part of crowd management, measures can be taken to direct or limit the behaviour of groups of people.

2.4.2 Types of Crowd

Elias Canetti divided the crowd as:

- i. The invisible crowd: The crowd that gathers to represent a deceased individual and quickly degenerates into a riot.
- ii. The bating crowd: the crowd that gathers to achieve a well-defined, easily accessible objective. The lynching mob is an example of this type of crowd.
- iii. The fleeing crowd: The crowd that notices a threat and runs from it, frequently in fear. Risk managers should seek to avoid this type of crowd at all costs.

- iv. The prohibition crowd: The crowd who defy orders and follow their own self-imposed rules. This type of crowd has often been viewed in a political context, but it can also be borne of a crowd that is coming for entertainment purposes and suddenly adopts a cause.
- v. The reversal crowd: The group that wants to change the current political landscape. These crowd are defenseless but, due to their numbers, gain strength and often gain control.
- vi. The feast crowd: These are people, according to Canetti, who are in a crowd only to celebrate. They have no purpose other than to have a good time.

Alexander Berlonghi discusses four types of crowds:

- i. Ambulatory Crowd – People walk in and out of or to and from a venue. (Example: carnival or trade show)
- ii. Crowd of Spectators – People are present to watch an event, not to communicate with each other. (Example: football game or concert)
- iii. Participatory Crowds – People are involved with the activity. (Example: volunteers come on stage to perform with clown)
- iv. Expressive or revelers Crowds – People have an emotional release. (Example: cheering or dancing)

Table: Allocentric/Psychocentric Event Crowd Characteristics

Allocentric	Psychocentric
Wants excitement, will tend to ignore security personnel's warnings	Wants fun without danger, may be overly
Free with money	Is frugal with money, may worry about being overcharged
Bored easily, will not complain to security until after an incident has occurred	Tends to complain about everything from people watching him or her to atmospheric conditions
Person will climb onto stage and seek crowds	Person wants to enjoy show and avoid crowds
Troublemaker—wants to challenge Single	Does not want to stir the pot or make trouble Family oriented

2.4.3 Causes of crowd Panic/ disorder

The problem of panic in crowds is one that has to be addressed since it may be quite disruptive. It's crucial to be aware of the hazards associated with crowds when one is confronted with an out-of-control crowd. Also, a strong background in crowd management issues is essential to understand the logistics of large gatherings.

Some of the main triggers is presented in the Table below:

Table: Factors leading to Event Crowd disorder

Types of Event	Contributing factors
Festivals (music festivals)	Drugs, alcohol, sudden noises, fighting, gunfire
Political	Speeches, planned violence, drugs, gunfire
Street events	Alcohol, drugs, boredom, fighting, sexual acts
Sport events	Alcohol, drugs, boredom, fighting, sexual acts
Student events/parties	Alcohol, drugs, sexual promiscuity, tolerance by authorities
Corporate events	Argument, Anger, fire, attack etc

Self-Assessment Exercises 2

1. Highlight the Allocentric and Psychocentric Event Crowd Characteristics
2. In tabular form, state the factors causing crowd disorder at event

2.5 Crowd Management Planning and crowd control Tools

2.5.1 The Crowd Management Planning Process

Effective crowd management occurs throughout the event, from pre-event to post-event. Prior to the event, advanced planning and training are needed. During the event, organizers focus on handling the internal and external crowds and providing security. Immediately after the event, accountable parties should reunite and compile the lessons discovered in order to prepare for further occurrences.

The success of an event depends on developing a crowd management strategy and choosing the right tools to implement it. By carefully evaluating the magnitude of the event, the hazards to attendance, and the effects on the local community, an event organizer may create a crowd control strategy that will work for their particular situation.

Planning should take into account and comprehend the following:

- Event type (concert, charity event, political rally, etc.)
- Location (indoor, outdoor, urban or rural)
- Crowd size, demographics and behaviour
- Architectural and environmental concerns (seating, perimeter fencing, and barricades)
- The timing of the event, session times and peak times
- The layout of the venue and other facilities
- Security services
- Entrance and exit points
- Vehicle entrances and parking
- Ticketing processes and pre-admission screening
- Restroom facilities
- The legal requirements and general guidelines.
- Know the location of exits, stairs and other aspects of buildings,
- Know the position of emergency equipment such as fire hoses and
- Know the location of communication devices e.g. alarms, public address systems and telephones
- Concession needs
- Develop Crowd Management Plan and tools: The strategies put in place for crowd management should be written in the crowd management plan to ensure and measure compliance

2.5.2 Crowd Control Strategies

As part of event risk managers' training, they should invest some time developing expertise in such areas as:

- **Crowd types.** Not all crowds are the same. A beach-going crowd may be very different from a city political rally which may be different from a stock car race.

- **Crowd socio-psychology.** After understanding the particular nature of a specific crowd, the risk manager can then use the principles of social psychology to predict behavior and how resources need to be distributed.
- **Legal issues in crowd control.** How far can the risk manager go? What are the legal rights of the police and security officials? What are the parameters of the law within which he or she must operate?
- **Crowd management tactics.** The risk manager must carefully consider each circumstance. Will signage work? Are loudspeakers and barriers necessary? Is this a crowd that builds fires? How much trash will be left behind and can trash turn into a safety hazard?
- **Crowd control equipment.** He or she has to be aware of what equipment is necessary, what equipment can serve several purposes, what equipment breaks down frequently, and what kind of equipment best fits the picture that the event is aiming to convey.
- **Use of force.** The risk manager must know when and when not to use force.
Biochemical risk management. It takes only small amounts of a biochemical substance to murder hundreds of people, including those in charge. Personnel should know when to enter and when to avoid possibly contaminated areas, types of equipment to use, and what the signs of a biochemical attack may be.
- **Vehicular rescue.** Event risk managers often overlook the issue of saving both people inside of vehicles and the vehicles themselves.
- **Monitor sexual assaults.** Crowds are a great way for people to touch other people inappropriately. Make sure that there are people not only watching for sexual assaults, but also easily identifiable as capable of taking reports and responding in an appropriate manner.
- **Monitor drugs and alcohol.** Drugs and alcohol make people lose their common sense and do things that can lead to physical security issues.
- **Encourage people to carry identification cards with them.** People should carry identification cards with their names, contact information, and addresses on them.
- **Get injured people to trained medical personnel as quickly as is safe and possible.** Make sure that there is a full written report taken of all injuries, treatments, and reasons for medical decisions (i.e., why a person was moved or not moved).

- **Move people to the edge of the crowd.** Move individuals to the edge of the crowd as quickly as you can if there are any crowd crushes or "mushing" incidents. Be careful of walls and unmovable barricades.
- **Avoid general admission.** It is best to avoid the standing room-only sections as trouble can often begin in one of these areas.
- Monitor for signs of dehydration. Younger people, especially people at concerts and at the beach, become so wrapped up in the events that they forget to consume enough liquids.

2.5.3 Crowd Control Tools

Tools for managing and controlling crowds may be found in a variety of products. There are several alternatives for crowd control systems for special events. The best - known products include:

Crowd Control Barriers

One of the most established crowd control and management tools used by organizers is the interlocking steel barrier. These crowd control barricades provide both a physical and psychological line to keep people out of an area or to direct crowd movement. Interlocking steel barriers are used along parade and marathon routes, at sporting events, political rallies, concerts, outdoor festivals, and other areas where large crowds gather. The barriers provide additional capabilities for law enforcement to move crowds back or provide containment should a crowd surge or riot occur.

Plastic Jersey Barriers

At special events, plastic Jersey barriers now offer a practical alternative for managing automobile and pedestrian traffic. These barriers may be utilized to separate off certain regions, facilitate crowd flow, and create extra event perimeters. They are made of durable plastic and may be filled with water or other materials to increase solidity. They can also be used to guide traffic into parking lots and toward entry and departure points for vehicles.

Line Management Stanchions

Retractable belts or rope connecting portable stanchions (posts) together form clear, arranged lines.

Attendees will be aware of where the queue starts so they may move swiftly from there to the point of service.

Temporary Fencing

Event planners may clearly and safely divide off spaces with the help of temporary fence items. Chain link, welded wire, or roll-out fence can all be used as forms of fencing.

Turnstiles

Many events have turnstiles at the main entrances as well as the entrances/exits of minor areas, such as souvenir/merchandise stores. Turnstiles boost an event's overall safety by offering entry control. They also offer information on the attendance at an event, enabling planners to halt admission if crowd sizes get too high or become hazardous.



2.6 Summary

In this unit we discussed safety and security issues in the event industry. Safety is a state whereby hazards and situations that might endanger people's physical, psychological, or material well-being are under control in order to safeguard both their health and that of the community. The categories of safety issues discussed includes; Venue Safety, Car Park safety, Traffic Safety Issue for Pedestrians, Pre-admission screening, Health safety issues, Exhibitions, Crowd Management. Safety and Security Strategies and Operations On-site was also discussed. Crowd meaning, types and characteristics were also evaluated. Crowd management planning process and crowd control tactics and tools to ensure safety was equally discussed.

2.7 Glossary (See module 4)



2.8 References/Further Readings

Further Readings

Crowd control at venues and events Work safe Victoria/ State Government Victoria, 2006

The event safety guide, Second edition HSE Books, 1999

Major Incident Medical Management and Support, Second Edition BMJ Books, 2002



2.9 Possible Answers to SAEs

Answers to SAEs 1

1. Some of the categories of safety issues include: Venue Safety, Car Park safety, Traffic Safety Issue for Pedestrians, Pre-admission screening, Health safety issues, Exhibitions, Crowd Management

2. **Safety Specification that must be adopted during event**

- A competent person should be chosen to manage security, health, and safety measures.
- Examine the venue's security lapses and/or accident statistics.
- Think on the specific venue safety and security rules.
- Plan the general layout and use of the venue, and then get the necessary approvals.
- Conduct a risk analysis for the event.
- Inform all parties of any excessive risk identified by the risk assessment.
- Create the Health and Safety File for the Organizer.

Answers to SAEs 2

Allocentric and Psychocentric Event Crowd Characteristics

Allocentric	Psychocentric
Wants excitement, will tend to ignore security personnel's warnings	Wants fun without danger, may be overly
Free with money	Is frugal with money, may worry about being overcharged
Bored easily, will not complain to security until after an incident has occurred	Tends to complain about everything from people watching him or her to atmospheric conditions
Person will climb onto stage and seek crowds	Person wants to enjoy show and avoid crowds

Troublemaker—wants to challenge
Single

Does not want to stir the pot or make trouble
Family oriented

2 Factors leading to Event Crowd disorder

Types of Event	Contributing factors
Festivals (music festivals)	Drugs, alcohol, sudden noises, fighting, gunfire
Political	Speeches, planned violence, drugs, gunfire
Street events	Alcohol, drugs, boredom, fighting, sexual acts
Sport events	Alcohol, drugs, boredom, fighting, sexual acts
Student events/parties	Alcohol, drugs, sexual promiscuity, tolerance by authorities
Corporate events	Argument, Anger, fire, attack etc

Unit 3: Emergency Plan and Medical cover in Event

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Emergency Management
 - 3.3.1 Definition and Meaning of Emergency Management
 - 3.3.2 Types of emergency situations in event
 - 3.3.3 Factors that could determine the extent of emergency crisis
 - 3.3.4 Typical Emergency scenarios and Proposed Actions
- 3.4 Planning for Emergency in Event
 - 3.4.1 Objectives of emergency management planning
 - 3.4.2 Emergencies Planning Process
- 3.5 First Aid and Medical care in Event
 - 3.5.1 Basic Questions You Should Ask When Planning the Medical Needs of Your Event
 - 3.5.2 Different Levels of Medical Services on-site
 - 3.5.3 Emergency Medical Services Resource Matrix
 - 3.5.4 Procedure to follow for transportation of event patient to the hospital
 - 3.5.5 Anticipated Medical needs for a large event
- 3.6 Summary
- 3.7 Glossary
- 3.8 References/Further Readings
- 3.9 Possible Answers to Self-Assessment Exercise(s) within the content



3.1 Introduction

In the last unit, we discussed the safety and security and crowd management process in event. This unit focuses on the emergency management and First-Aid/medical cover in event management. Emergencies can occur at any time and in any location, including conference or

meeting. Whether it is a larger-scale natural or weather-related disaster, fire, acts of violence, terrorism, or pandemic, or a smaller-scale problem such as an accident, illness, or death, having an emergency response plan in place is critical.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning of emergency management
- Analyse the categories of emergency situations and the probable causes
- Write on the objectives and emergency planning process
- Discuss the meaning of First Aid and Medical care in Event
- Evaluate the different Levels of Medical Services needed on-site and procedure to follow for transportation of event patient to the hospital.



3.3 Emergency Management

3.3.1 Definition and Meaning of Emergency Management

Emergency Management is defined as “an ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.” (Blanchard, 2008, p. 346).

Careful handling of emergency situations is essential in event management because if emergency situation is not handled professionally, it can cause further harm to the image and or reputation of the brand / company / institution. Emergency situations are unpredictable and unavoidable, the best way to handle emergency in event is to **embrace emergency management as a second chance** to fix something that has been mishandled and, therefore, can even save life and the reputation of an entity. Emergencies can occur at any time and in any location, including conference or meeting. Whether it is a larger-scale natural or weather-related disaster, fire, acts of violence, terrorism, or pandemic, or a smaller-scale problem such as an accident, illness, or death, having an emergency response plan in place is critical.

When an emergency situation arises, you have only a few moments to respond, and the actions you take may not only mean the difference between life and death, but will undoubtedly influence how your attendees perceive your organization and its leadership in the future. That is why it is critical to have an emergency response plan in place so that you can deal with any type of unexpected situation.

3.3.2 Types of emergency situations in event

Common **types of crises/emergencies** can include:

- Epidemics, pandemics
- Fire in the venue
- Electricity going off
- Equipment malfunction
- Flooding
- People having trouble to find the place
- Fighting
- Medical emergency
- Storm/whirl wind
- Collapse of infrastructure/tent/canopy
- Demonstration
- Kidnapping
- Death
- Theft

Possible **root causes** might be:

- Macro environment
- Bad installations
- Low quality facilities
- Non-qualified vendors
- Natural disasters
- Crime
- Accidents

Note that all these happenings don't have the same level of relevance or impact, but all of them need to be fought right at core for not scaling up quickly. Secondly, **some of these emergencies are way beyond the control of the Event Manager**, like crime, natural disasters, politics, epidemics, etc. However, those factors should be considered when developing the event Crisis Management Plan / Emergency Plan.

3.3.3 Factors that could determine the extent of emergency crisis

When emergency things happen, the extent to which it unfolds is determined by a few critical factors. They are:

i. The skills and knowledge of those in charge of the event on the day (Emergency Coordinator, First Aid Personnel, Crowd Control Agents). The personnel in charge of emergency management on the day of event require the following training:

- The key personnel roles and responsibilities
- Locations and routes for emergency exits
- Locations of assembly points
- Locations of firefighting equipment
- Rehearsal (exercise drills) of what to do on the day of the emergency

ii. The planned response actions to any specific emergency scenario: Knowing what to do in an emergency is critical to saving lives. For each type of scenario considered, a planned set of actions must be implemented by all those assigned responsibility. The response actions may include:

- Evacuation procedure (when to evacuate, how to evacuate, where to evacuate to)
- Sounding an alarm
- Calling for ambulance, police, or fire
- Opening entrance ways
- Using emergency equipment, such as a fire station;
- Calling for a doctor in the crowd (if one exists) to come forward

iii. The equipment's readiness: Equipment failure is a very real and persistent threat. This could include:

- Mobile phones or 2-way radios with flat batteries
- Public announcement equipment (loudspeakers) that do not work
- Alarm signals that fail to go off
- Fire hoses that cannot be used (e.g. tap rusted, hose damaged)
- Gates or doors that cannot be unlocked
- First aid kits that are not replenished after use

3.3.4 Typical Emergency scenarios and Proposed Actions

1. Fire

In case of fire at the event venue, use fire extinguisher to extinguish the fire. In the meantime take everyone out of the venue safely through emergency exit. If fire is uncontrollable then call the fire brigade.

2. Power Failure

If you are organizing event at a place where power failure is common, then you should have adequate power backup.

In case of a power failure, switch on the emergency lights and then turned on the generators. If you have UPS (uninterrupted power supply) system, then it is the best. Create a separate emergency plan to handle crowd and guests in case of a power failure.

3. Equipment Failure

Use equipment of only reputed brands so that the possibility of their failure is least. Hire only those light and sound technicians who know how to fix up their equipment in case of any problem and who carry backup equipment also.

4. Medical Emergency

A paramedical team along with ambulance must be present at the event venue. If this is out of budget, then at least a doctor with first aid box must be present.

Response by on-site persons with First-Aid like check for breathing, CPR, controlling bleeding, effecting a prompt rescue or other medical training or equipment

Securing an interference-free work space for EMS and provide privacy for the patient

Ensure a clear pathway for responding vehicles / responders and maintain the egress route

5. Brawl/Stampede

Have the necessary security arrangements in place for crowd control and policing. Have barriers and signage in place so large crowds are managed and funneled safely.

6. Bad Weather

If you are hosting an outdoor event, always have arrangements in place in case the weather takes a turn for the worse. This way your event can be a success, whatever the weather. Arrange alternative indoor entertainment or activities and have portable marquees ready and waiting if required.

7. Last Minute Turn Down

Have alternative arrangements in place as much as possible for all aspects of your event. If your key speaker pulls out at the last minute, the DJ pulls out or your special guest doesn't show up?

8. Sponsorship Withdrawal

It's a good idea to have a backup organization lined up as an alternative sponsor, just in case your primary sponsor withdraws for any reason.

Self-Assessment Exercises 1

1. Define emergency management
2. List some of the emergency situations in event

3.4 Planning for Emergency in Event

It is crucial that event planners have a backup plan in place in case of emergencies. An emergency plan outlines the organization's rules and processes for dealing with abrupt, unforeseen events that call for quick action.

For example, it is a reasonable community expectation that an Emergency Plan will be in place at all sporting events. The possibility of medical emergencies affecting athletes and spectators

exists even at modest athletic events. Every event manager has to contemplate the need to deal with a range of scenarios from minor cuts and bruises to life-threatening injuries or illnesses that need require the immediate attention of paramedics.

3.4.1 Objectives of emergency management planning

The goals of such a strategy would be to lessen the potential effects of an emergency by:

- Creating awareness of types of emergencies at a given event
- Ensuring early recognition of an emergency situation
- Facilitating actions to be taken to bring medical services (e.g., ambulance) to those in need
- Providing effective crowd communication, direction and control
- Accelerating the resumption of normal operations

3.4.2 Emergencies Planning Process

You must have plans available to react adequately to well-being and security scene and new crises that might arise at an event. The format of the plan needs to be suitable for the event type and the venue. Where necessary, prepare the plan in conjunction with emergency services and venue managers. The plan should include the following:

- Consideration of the key risks
- Collaborating and sharing your plans
- Develop an emergency plan
- Emergency procedures
- Have clear emergency roles and responsibilities
- Evacuation
- Show stop
- After the incident
- Testing and validation

i. Consider the key risks

Using the resources accessible to you onsite, cultivate emergency processes expected followed by team and volunteers in a meaningful scene/crisis, eg unexpected severe weather, a fire or fundamental disappointment, the dearth of key work force in your crew. You will likewise need to contemplate your reaction to more weighty crises, including main scene that will need help from the emergency aids and implementation of their provincial emergency plans (that may not be specific to the event).

ii. Collaborating and sharing your event plans

For all but the smallest events with low risks (or those in fixed venues with established procedures), draw up and discuss your plans with:

- the police
- fire and rescue service
- ambulance service
- emergency planning
- the venue management, for fixed premises like stadiums and arenas

The detail and complexity of any discussions should be proportionate to the risks involved. You, as the organiser, and emergency services should be clear about who will do what if there is an emergency or major incident.

iii. Develop an emergency plan

Most event emergency plans should address the same basic requirements, to:

- get people away from immediate danger
- summon and assist emergency services
- handle casualties
- deal with those who have been displaced but not injured (eg at a festival with camping)
- liaise with the emergency services and other authorities and, where the situation is serious, hand over responsibility for the incident/emergency
- protect property

iv. State the Emergency procedures

Procedures for staff and volunteers to follow in an emergency should include:

- raising the alarm and informing the public
- onsite emergency response, ie use of fire extinguishers
- summoning the emergency services and continuing to liaise with them
- crowd management, including evacuation, where necessary
- evacuation of people with disabilities
- traffic management, including emergency vehicles
- incident control
- providing first aid and medical assistance

v. Have clear emergency roles and responsibilities

You should appoint people to implement your procedures if there is an incident or emergency. Make sure that all relevant staff members, whatever their normal role, understand what they should do in an emergency, for example:

- the location of exits
- how to use emergency equipment
- how to raise the alarm
- who they should receive instructions from

vi. Establish First aid, medical assistance and ambulances centres

Include workers and the visiting public in your first-aid, medical and ambulance needs assessment. This is to ensure you have enough medical assistance and ambulances onsite. Liaise with your local NHS and ambulance service so they can balance your needs against their local capacity. Plans should be drawn up in conjunction with the local NHS ambulance service to clarify how patients will be taken to hospital

vii. Evacuation

If the emergency situation call for evacuation, make sure you are equipped to move the audience to a total or relative place of safety without delay. The following actions will help.

Exits and escape routes

Plan escape routes and ensure they are always available and unobstructed. Ensure that all doors and gates leading to final exits, as well as site exits themselves, are always available for immediate use.

Examine them to see that they:

- are unlocked - if security is a concern, they should be staffed rather than locked
- are free of impediments
- open to the outside in the direction of escape

Signage and lighting to aid in evacuations

- Consider signs for people who are unfamiliar with escape routes.
- Light all escape routes sufficiently for people to use them safely in an emergency.
- Emergency lighting should meet British Standard BS 5266-1 requirements.
- In case the mains electricity supply fails, use an independent power source, such as a generator. If using floodlighting, lighting towers, or other temporary lighting, make sure it does not shine in people's faces along the escape route, making it more difficult for them. Alternatively, 'festoon lighting' along an escape route eliminates glare.

Locations of safety

Plan how you will evacuate people to a location of relative safety from which they can travel to a location of total safety.

People who are vulnerable

- Plan to help people with disabilities, people with learning disabilities, people with limited mobility, and children.
- Where children are separated from their parents, such as in play areas, make clear plans for their safe evacuation so that parents do not attempt to reach them against the normal direction of escape.

viii. Communication with the general public

Plan how you will communicate official event messages to the public in collaboration with emergency services, such as through social media.

ix. Show stop

An effective response to an emergency may require a quick and controlled halt to a performance in order to avoid further risk to the audience or to initiate an evacuation.

This type of 'show stopper' entails:

i. Identifying the key players, particularly those who can:

- start a show-stopping procedure
- communicate with the performer or participants
- communicate with the audience

ii. Deciding how these key people will initiate a show-stop procedure

iii. Having pre-agreed wording for public announcements (consider your lines of communication, e.g. radios, PA systems) informing performers or participants about the show-stop procedure in advance

iv. Briefing the management of performers or participants in advance about the show-stop procedure

x. Testing and validation

Many times, validation of your emergency plan will take the form of a table-top exercise in which you and others work through a variety of scenarios to determine the effectiveness of your responses. Before the event, test the communication systems, such as radios and public address systems.

Self-Assessment Exercises 2

1. What are the objectives of emergency management planning?
2. Highlight the key components of emergency management plan

3.5 First Aid and Medical care in Event

A first aid and/or medical services strategy is necessary in light of the event's risk assessment. First aid or other qualified first aid/medical personnel should participate in the plan. Based on the risk assessment, and in conjunction with a first aid/medical provider where appropriate, determine:

- The type and level of services required (e.g., qualified first aider, nurse, medical doctor).
- First aid equipment and supplies needed (e.g., first aid supplies, defibrillator).
- Location for first aid posts. They should be easily accessible to all event participants, accessible to emergency vehicles, and not located in busy or heavy traffic locations.
- Facilities and services (e.g., power, water, closed area, signage, flooring, table and chairs).
- How will the event management team communicate with first aid/medical personnel - (e.g. radios, mobile phone)? Have you developed a contact list for key personnel?
- What is your first aid policy in dealing with incidents (e.g., who is notified, chain of command, notification of Ambulance if required, incident reporting, etc.)?
- What is your plan to train staff, contractors, security, volunteers on the process for first aid/medical situations and emergencies?

3.5.1 Basic Questions You Should Ask When Planning the Medical Needs of Your Event

When planning a special event there are important questions you should ask to determine your first aid needs:

- ❖ How many people are expected to attend your event? Medical demands vary. An event hosting 200 people will have different first aid needs than an event with 5,000 participants.
- ❖ Is your event taking place during the daytime or at night? If it takes place at night, is there adequate or insufficient illumination nearby?
- ❖ What are the demographic characteristics of the audience you expect to see?? Does your particular group have any potential health issues that should be taken into consideration?

- ❖ When is your big occasion happening this year? What kind of weather do you expect: hot, chilly, or wet?
- ❖ What is the length of the event? Is your event one that lasts a few hours, a whole day, or several days?
- ❖ What is the anticipated use of alcohol and will it be available?
- ❖ Is there a single location for your event? Is it one set location or will there be multiple venues such as in a foot or bike race?
- ❖ Have you encountered any first aid related problems with the event in the past?
- ❖ How demanding is the activity if it's an athletic or sporting event?

3.5.2 Different Levels of Medical Services on-site

You will need to determine the appropriate level of medical services for your event based on your answers to the previous questions. All First Aid Stations should be located in clearly marked, public areas. Please designate your first aid site on your event map and include it with your permit application when completing your special event permit application.

i. Basic First Aid Station

The basic first aid station is staffed by someone who has been trained and certified to provide first aid and CPR (e.g., Red Cross certification). The basic first aid station should have three items: a plan to contact police, someone trained in Cardio-Pulmonary Resuscitation (CPR), and a basic first aid kit with at least compresses, ice packs, bandages, and antiseptic.

ii. First Aid Station Including Nurse

The first aid station including a nurse has the same elements as the basic first aid station plus a registered nurse.

iii. First Aid Station Including Physician

The first aid station including physician has the same elements as the basic first aid station plus staffing by a licensed medical physician.

iv. Basic Life Support Ambulance

An event may necessitate the presence of a Basic Life Support (BLS) ambulance. The Basic Life Support ambulance must meet the Professional Emergency Medical Services' minimum standard.

v. Advanced Life Support Ambulance

An event may require an Advanced Life Support (ALS) ambulance on site. An event requiring the use of an ALS ambulance may also fulfill its medical service needs by utilizing a Critical Care Transport (CCT) ambulance. The Critical Care Transport (CCT) may be substituted for an ALS ambulance if desired.

vi. Emergency Medical Team/Advanced Life Support Preferred Mobile Team

A mobile medical team is required for events that attract a large number of people or cover a large area. The team can reach a medical need on foot, bicycle, or small vehicle. The mobile teams are deployed in difficult or limited access areas, such as events that cover large areas of square feet, acres, or miles, such as runs or street festivals.

3.5.3 Emergency Medical Services Resource Matrix

According to the City of San Diego matrix of Emergency Medical Services Resources (See Table 5 below), special considerations that may have an impact on the recommended medical resources include:

Night vs. Daytime event

Number of active participants

Alcohol availability and anticipated use

Demographics of crowd

Number of attendees

Location of event/Multiple locations

Weather/Time of year

Length of event

Problems encountered with event in the past

Table 5: Emergency Medical Services Resources (Adapted from City of San Diego matrix)

<ul style="list-style-type: none"> ● Required resource. Multiple resources should be considered depending on boundaries of event or size of crowd. ✓ Recommend resource intended to ensure safety of participants 								
EVENT TYPE	Anticipated Crowd Size	Knowledge of 911 Access and CPR	Basic First Aid Station(s)	First Aid Station(s) Including Nurse	First Aid Station(s) Including Physician	BLS Ambulance(s)	ALS Ambulance(s)	Mobile Team(s)
Concert/ Music Festival Block Party/ Street Fair Outside Venue	Less than 2,500	●	●	✓		✓		
	2,500 to 15,500	●		●		●	✓	
	15,000 to 50,000	●		●	✓	●	●	●
	Over 50,000	●			●	●	●	●
Athletic/ Sporting Event	Less than 2,500	●	●	✓				
	2,500 to 15,000	●		●	✓	●	✓	
	15,000 to 50,000	●			●	●	●	●
	Over 50,000	●			●	●	●	●
Parade	Less than 2,500	●	●					
	2,500 to 15,000	●	●	✓		●	✓	
	15,000 to 50,000	●		●	✓	●	●	●
	Over 50,000	●		●	✓	●	●	●
Conference/ Convention	Less than 2,500	●	●					
	2,500 to 15,000	●	●	✓		✓		
	15,000 to 50,000	●		●		●	✓	●
	Over 50,000	●		●	✓	●	●	●

3.5.4 Procedure to follow for transportation of event patient to the hospital

When onsite staff and physician determine the patient needs to be transported to a medical facility.

1. After deciding call will be put through to contact the hospital by phone.
2. Give a brief report of the patient's condition including:
 - a. Chief Complaint
 - b. Vital Signs
 - c. Medications
 - d. Treatments / IV
3. Medical control will designate the receiving Medical Facility and run number
4. The patient will be transported with appropriate protocol
5. Enter patient into tracking system
6. Contact receiving hospital with brief report during transport
8. Return to posted location as soon as possible.

3.5.5 Anticipated Medical needs for a large event

To ensure that the appropriate planning takes place, it is crucial to identify prospective medical scenarios. The list of probable medical issues connected to the large gathering is provided below.

Potential Problem	Location of treatment
Sunburn	First Aid Tent
Minor dehydration	First Aid Tent
Acute dehydration	Acute dehydration
Fracture	Acute Care facility (requires transport)
Lacerations (Minor)	First Aid Tent
Lacerations (Severe)	Acute Care facility (requires transport)
Drowning	Acute Care facility (requires transport)
ETOH intoxication (mild)	First Aid Tent
ETOH intoxication (severe)	Acute Care facility (requires transport)
Hyperthermia (mild)	First Aid Tent
Hyperthermia (severe)	Acute Care facility (requires transport)
Hypoglycemia	Acute Care facility (requires transport)



3.6 Summary

In this unit we discussed the Emergency management as a process to reduce loss of life and property and to protect assets from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery. The aspects of Common **types of crises/emergencies** can include: Epidemics, pandemics, Fire in the venue, Electricity going off, Equipment malfunction, Flooding, People having trouble to find the place, Fighting, Medical emergency etc. and the possible **root causes** which might be: Macro environment, Bad installations, Low quality facilities, Non-qualified vendors, Natural disasters, Crime, Accidents etc. was also covered. The factors that could determine the extent of emergency crisis such as the skills and knowledge of those in charge of the event on the day; the planned response actions to any specific emergency scenario and the equipment's readiness was

also learnt. Other issues discussed include: Typical Emergency scenarios and Proposed Actions; Emergencies Planning objective and Process; First Aid and Medical care in Event; Different Levels of Medical Services on-site and procedure to follow for transportation of event patient to the hospital.

3.7 Glossary (See unit 4)



3.8 References/Further Readings

Blanchard, B. Wayne (2008, p. 346). *A Tutorial on Emergency Management, Broadly Defined, Past and Present*. National Fire Protection Association. *NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs, 2007 Edition*. Quincy, MA: <http://www.nfpa.org/assets/files//PDF/CodesStandards/1600-2007.pdf>



3.9 Possible Answers to SAEs

These are the answers to the SAEs within the content. Arrange the answers according to the SAEs. For example

Answers to SAEs 1

1. Emergency Management is defined as “an ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.”
2. Some of the emergency situations in event are: Epidemics, pandemics, Fire in the venue, Electricity going off, Equipment malfunction, Flooding, People having trouble to find the place, Fighting, Medical emergency, Storm/whirl wind, Collapse of infrastructure/tent/canopy, Demonstration, Kidnapping, Death, Theft

Answers to SAEs 2

1. The goals of such a strategy would be to lessen the potential effects of an emergency by:

- Creating awareness of types of emergencies at a given event
- Ensuring early recognition of an emergency situation
- Facilitating actions to be taken to bring medical services (e.g., ambulance) to those in need
- Providing effective crowd communication, direction and control
- Accelerating the resumption of normal operations

2. The key components of emergency management plan

- Consideration of the key risks
- Collaborating and sharing your plans
- Develop an emergency plan
- Emergency procedures
- Have clear emergency roles and responsibilities
- Evacuation
- Show stop
- After the incident

Testing and validation

Unit 4: Event Evaluation

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Definition, Meaning and Need for Event Evaluation
 - 4.3.1 Definition and Meaning of Event Evaluation
 - 4.3.1.1 Definition of Event Evaluation
 - 4.3.1.2 Meaning of Event Evaluation
 - 4.3.1.3 The three Critical Ss' of event evaluation
 - 4.3.2 Reasons for Event Evaluation
 - 4.3.3 The Importance of Event Evaluation
 - 4.3.4 Considerations during Event Evaluation
- 4.4 Event Evaluation Process
 - 4.4.1 Event Evaluation Approaches
 - 4.4.2 Steps involved in Event Evaluation Process
 - 4.4.3 Procedures (where and how) to collect data for Event Evaluation
 - 4.4.4 Models Used in Event Evaluation
- 4.5 Contents/Components of Post-Event/Evaluation Report
- 4.6 Summary
- 4.7 Glossary
- 4.8 References/Further Readings
- 4.9 Possible Answers to Self-Assessment Exercise(s) within the content



4.1 Introduction

The event management process encompasses research, planning, coordinating, executing and evaluation. In the last three units of this module we discussed the risk management and analysis, safety issues and crowd management as well as emergency management and first aid cover in event. This unit focuses on the post event feedback and evaluation. Event evaluation is the key being used to measure if an event organiser meet event objectives, purpose and documenting all the lessons learned to improve the performance for the next event.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- Discuss the meaning, importance and reasons for evaluation
- Analyse the things to be considered in event evaluation
- Analyse the event evaluation approaches
- Discuss the process of evaluation and procedures for data collection for evaluation
- Demonstrate how the evaluation report should be like



4.3 Definition, Meaning and Need for Event Evaluation

4.3.1 Definition and Meaning of Event Evaluation

4.3.1.1 Definition of Event Evaluation

Event evaluation can be defined as the holistic assessment of an event through the utilization of a broad range of measures and approaches to determine its value and impacts in an agreed or prescribed context.

4.3.1.2 Meaning of Event Evaluation

Event evaluations are focused on measuring and monitoring the implementation of an event (Allen et al., 2008; Bowdin et al., 2006). Event evaluation is the key being used to measure if an event organiser meet event objectives, purpose and documenting all the lessons learned to improve the performance for the next event.

The primary goal of event evaluation is to identify good and bad practices in order to enhance future performance, whether in terms of financial performance, environmental effect, or overall event operation. Every aspect of the event must be evaluated (Tum et al., 2006), including factors such as human resource management and volunteerism, facilities and access and hospitality (Wendroff, 2004)

The results of post-event evaluation process can be used to generate public relations (PR), encourage more attendees, and improve engagement with the customer. It can also be used to convince sponsors, companies, or stakeholders to support upcoming events. The review of the

event's outcomes or success and the techniques used to attain the desired objectives is the final process of event management.

4.3.1.3 The three Critical Ss' of event evaluation

- Event Significance: Assessing, measuring and monitoring the nature, purpose and intent of the event and feasibility to realize the expected outcome
- Event Success: determining whether the event execution and contributing elements have achieved the expected outcome.
- Event Sustainability: measuring, assessing and monitoring the event's impact on the environment and community and; the potential for the event to be continued in future

4.3.2 Reasons for Event Evaluation

Internally-Driven Reasons

- Allows for more informed decisions towards greater efficiency and more positive results to be made
- To determine whether goals and objectives have been met
- To engender accountability
- To identify and address problems and challenges
- To determine whether event management functions have impact on tourist arrivals
- To understand who attends the event to determine who else can be targeted
- To determine worth of the event to its workers and volunteers
- To determine whether and how the event can remain viable and become sustainable

Externally-Driven Reasons

- To measure success or failure
- To determine level of awareness of sponsors' products/services
- To satisfy accountability requirements
- To determine level of media interest and coverage
- To determine event's level of achieved expected outcomes
- To determine event's level of impact on business and other related industries
- To determine whether event satisfies the expectations of community stakeholders

- To determine worth of the event to its patrons

4.3.3 The Importance of Event Evaluation

Here are some of event evaluation's importance:

i. It can be used to assess the event Brand Image

- ii. This information also provides you with valuable feedback that can help to provide justification for your current sponsor and other organizations you want to work with for future events.
- iii. post-event survey questions is essential for gathering information and feedback to evaluate whether you meet the objectives and goals of your event and learn about your attendees' expectations and needs.
- iv. The post-event survey information can be used to create new marketing strategies, sales, logistics, retain customers, clients, sponsors, come up with the best approach and build more smart goals and future businesses.
- v. It can be used in establishing a better relationship with the sponsor
- vi. With event evaluation, you can justify the outcome of sponsors' resources (good brand recognition, enhance their brand value, and create positive public relations as well as Return of Investment (ROI) with the data and analysis you have in hand.

4.3.4 Considerations during Event Evaluation

The event manager needs to keep the following considerations in mind while designing and executing the evaluation exercise. These considerations have a great impact on the tools, techniques and approaches devised for event evaluation. The considerations are as follows:

- i. Meeting Stakeholders' Expectations in Synergy with Event Objectives
- ii. Tangible and Intangible Outcomes
- iii. Motivation of Attendees
- iv. Experience-based Attendee Outcomes
- v. Socio-cultural and Political Outcomes
- vi. Environmental Outcomes
- vii. Economic Outcomes

Self-Assessment Exercises 1

1. Define event evaluation
2. What are the importance of post-event evaluation?

4.4

Evaluation is an essential managerial function which has to be followed with a systematic approach, so that the results of the evaluation process can be effectively used in future planning and hence should not be overlooked.

Event can be evaluated in a variety of ways with each method providing fantastic results and key performance indicators (KPI).

4.4.1 Event Evaluation Approaches

(1) Quantitative – primarily concerned with counting complex data sets such as attendance levels, information sources and event activities.

- Challenges and limitations of using quantitative approaches exclusively:

- Low response rates to surveys

- Inconsistencies arising out of varied interpretations of terminology used in surveys leading to over- calculation and possible misrepresentation of data

(2) Qualitative – focuses on obtaining opinion and attitudes on issues like motivations for attending the event, advantages sought, degree of satisfaction, stakeholder attitudes, etc. by using open-ended questions that allow for in-depth replies.

Can complement quantitative approaches because useful details can emerge that may not be derived or represented numerically

- The challenge of using qualitative approaches exclusively is that it cannot reach the numbers of quantitative approaches

(3) Financial approaches – are concerned with collecting, assessing and monitoring numerical data on the fiscal elements of the event such as cash flow, gate receipts, patron expenditure, profit, loss and debt

- Economic approaches – examine numerical data related to employment, tax, visitor expenditure and triggered economic activity in other businesses and related industries

- Challenge with both approaches can be address through the use of non-financial and non-economic approaches

(4) Non-financial and non-economic approaches – utilize qualitative approaches to monitor and assess fiscal and economic matters that cannot be easily quantified but which are relevant such as:

- Assessment of intangible costs and benefits
- Assessment of net value
- Assessment of stakeholder perceptions
- Assessment of economic and market factors that can influence the event

4.4.2 Steps involved in Event Evaluation Process

The steps involved in carrying out evaluation is as follows:

- Determine the purpose of the event evaluation exercise
- Identify the focus of evaluation
- Select the most suitable approach for conducting evaluation exercise
- Select model(s) for evaluation as a framework for data collection based on suitability, practicality and relevance
- Develop appropriate data collection strategies based on the methods selected
- Collect, analyze data and present findings
- Prepare and disseminate event evaluation report
- Formulate and implement decisions for improvement based on findings of event evaluation report

4.4.3 Procedures (where and how) to collect data for Event Evaluation

The following are some ways to gather data that can be used in post-event evaluation:

a. Event director/manager assessment

- Is there any objective/activity not achieved during the event?
- Compare your event to your competitors to give you an indication of how well you did. It's crucial to consider situations as comparable to your own as feasible. Don't compare your event to a major musical event if it's a tiny local music festival.
- Make observations during the event: You should look around and pay attention as one of your key duties during the event. Make notes on how things are progressing. Are the visitors having a

good time? Is your squad having trouble? To record observations for the day, use a notepad, phone, or jotter.

b. Attendee feedback: Asking the attendees about the event will provide you with their impressions and feelings about it. You can gather all the data through post-event surveys, social media queries, email follow-ups, or other methods.

i. Ask guests for feedback on site: Don't be afraid to ask your guests what they think on the day of the event. You might speak with them immediately and record their comments.

Making it a part of the event, however, is a more entertaining approach to receive feedback on the day. For instance, you might provide attendees with gift bags in exchange for their comments on your event app.

You can also make it interactive by asking them to put their trash in one bin if the visitors enjoyed the event,, and if not, ask them to put it in the other.

ii. Send feedback surveys online after the event: There are a number of online survey tools (like Survey Monkey, Google form, Type form etc) you can use for that purpose.

As an alternative, you might make your own feedback form and distribute it to your visitors. Thank them for coming, and then explain why you value their input. Then, request ratings from 1–5 or 1–10 from your visitors for each aspect of the event:

- The event as a whole
- Venue and facilities
- Food and drinks
- Speakers and entertainers
- How likely they are to recommend the event

You should also leave some space for the guests to write additional comments

c. Social media mentions/registration platform

i. Collect press clippings and media mentions: A good way to keep track of media mentions is to set up a Google Alert with your event name. It's important to keep an eye on social media mentions, which are presumably more common.

ii. Look at social media engagement: Every social media platform will have an insights tool that gives you valuable data. You can use these tools to calculate your: Likes, Comments, Shares, Mentions and Followers.

A social media monitoring tool like Hootsuite may be used to gather all the information from various sites. The precise comments individuals make about your event on social media may be of interest to you. You ought to make use of a product like Spezify for that.

iii. Tally up how many people attended: You should have a ticketing system that allows you to count attendance.

An effective ticketing system will also inform you of:

How your guests found out about your event

The preferred payment method of your guests

How and when they checked in

It should also be able to tell you how many people registered but didn't show up.

D. Profit and loss (budget evaluation)

The effectiveness of your event management is determined by the relationship between the expenses on event planning and the income earned.

Calculate expected cost vs. estimated revenue during the event planning stage, as well as actual cost vs. actual revenue after the event, to track your financial results.

E. Feedback from event team

Hold a debriefing with your event team. After everything is over, it's always a good idea to have a debriefing meeting. Ask everyone what they thought went well and what they thought could go more smoothly the next time.

Additionally, you should request statements from any speakers or performers you hired for the occasion. They may make for good quotes on social media.

4.4.4 Models Used in Event Evaluation

- Impact Assessment – assesses the impact of events on the economy, society, environment, and culture, particularly when a compelling argument needs to be made supporting the event.
- Cost-benefit Analysis – identifies and measures the costs and benefits of an event and takes into account 'externalities' or spill-over benefits for the host community (Burgen and Mules, 2000)

- Triple-bottom Line Evaluation – a systematic framework for measuring and reporting the event's performance against economic, social and environmental parameters, to determine negative or positive impacts on the host community (Fredline et al., 2005)
- Ethnographic Profile - Through an analysis procedure that includes participant observation, interviews, and the use of documentary materials, ethnography offers an evaluation of these experience-related events that are frequently employed in the evaluation of cultural festivals and special events.

Self-Assessment Exercises 2

- 1 State the event evaluation approaches
2. Where can you get the data for post-event evaluation?

4.5 Contents/Components of Post-Event/Evaluation Report

The report of the post-event evaluation should contain the following information

- 1. Executive Summary:** Your executives want answers right away. Was the event successful or not? There should be a summary of every result, including staff performance and brand impressions. Additionally, suggestions for upcoming events must be provided.
- 2. Goals and Objectives:** This is where you should list the specific and measurable goals you first made before the event.
- 3. Return of Investment Report:** In this report, include data from – Ad leads, meetings, purchases, demonstrations, and samples.
- 4. Return of Objectives Report:** Include in this report the total number of press conferences, media appearances, and referrals. Include the anticipated costs of advertising that will help your brand and company's reputation.
- 5. Event Effectiveness:** In this section, you can evaluate the event itself and include feedback details regarding location, product displays, traffic flow, etc. Don't forget to include high-quality event photos.

6. Budget: Compare your estimated budget to the final investment. Include expenses that had an impact on the budget and state whether the budget was fulfilled or the projected cost was exceeded.

7. Areas for Improvement: What would you do differently at the next event? Here, clearly outline opportunities for improvement.

8. Conclusion: End the post-event evaluation report by stating out how you see the latest event compared to the past same events. Was it better or worse? Additionally, don't be afraid to share any issues you encountered. Include any suggestions you have for enhancing future events.



1.6 Summary

Different primary and secondary research techniques are used by the event evaluator for data collection. Event evaluation process enables the event manager to analyze and document the value of the event in terms of its performance, relevance, achievements of event objectives, meeting expectations of various stakeholders, impact analysis, cost- benefit analysis and at the same time advising the areas of improvement /corrective measures for future

An event evaluation should focus on, among several other factors, the three Critical Ss – Event Significance, Event Success, and Event Sustainability. Impact Assessment, Cost-benefit Analysis, Triple-bottom Line Evaluation and Ethnographic Profile are the four models that can be utilized to evaluate events.

1.7 Glossary

A risk can be described as a weighing together of the probability that an incident will occur and the (negative) consequences that this could conceivably have. In relation to threats, a risk is viewed as a more tangible effect of various phenomena.

Risk transfer: Shifting responsibility or burden for loss to another party through legislation, contract, insurance or other means.

Likelihood: This is a measure of how likely it is that a certain consequence will eventuate, ranging from rare to almost certain. What is the likelihood of the risk occurring?

Consequence: This is the impact or outcome of a risk eventuating. A risk can have multiple consequences being a loss, injury, disadvantage or gain. What is the consequence of the risk?

Event evaluation can be defined as the holistic assessment of an event through the utilization of a broad range of measures and approaches to determine its value and impacts in an agreed or prescribed context.

Emergency Management is defined as “an ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.”



1.8 References/Further Readins

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1.9 Possible Answers to SAEs

Answers to SAEs 1

1. Emergency Management is defined as “an ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.”

2. Here are some of event evaluation's importance:

- i. It can be used to assess the event Brand Image
- ii. This information also provides you with valuable feedback that can help to provide justification for your current sponsor and other organizations you want to work with for future events.
- iii. Post-event survey questions is essential for gathering information and feedback on the objectives and goals of your event expectations and needs.
- iv. The post-event survey information can be used to create new marketing strategies.
- v. It can be used in establishing a better relationship with the sponsor
- vi. With event evaluation, you can justify the outcome of sponsors' resources (Return of Investment (ROI)).

Answers to SAEs 2

1. Quantitative, Qualitative Financial and economic Non-financial and non-economic approaches
2. a. Event director/manager assessment; b. Attendee feedback; c. Social media mentions; d. Profit and loss (budget evaluation); e. Feedback from event team