UNIT: 01
INTRODUCTION TO EVENT MANAGEMENT

Structure

1.1 INTRODUCTION

Events create opportunities for people to connect with an area, spend time together, celebrate and experience the diversity of cultures and foster creativity and innovation. They allow a community to come alive and provide an opportunity for a destination to showcase its tourism experience and increase economic activity. Events contribute significantly to community building, lifestyle and leisure enhancement, cultural development, tourism promotion and increased visitation, volunteer participation, fundraising and economic development. Most importantly, events create a sense of fun and vibrancy, resulting in a strong sense of community connectivity, pride and a sense of place.

1.2 OBJECTIVES

After reading this unit learner will be able:
- To understand the concept of event management
- To study the different types of events
- To analyse the role of creativity in event management process
- To study about the various types of event management structure

1.3 DEFINITIONS OF EVENTS

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

The Accepted Practices Exchange Industry Glossary of TERMS (APEX, 2005) defines an event as, "An organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions."

Goldblatt (2005) focuses on special events as "a unique moment in time, celebrated with ceremony and ritual to satisfy specific needs." Getz (2008) notes that events are spatial - temporal phenomena and that each is unique because of interactions among the setting, people, and management systems, including design elements and the program. He highlights the fact that the biggest appeal of events is that they are never the same, and that the guest has "to be there" in order to enjoy the experience fully. He suggests two definitions, from the perspective of the event organizers, as well as the guests:

1. A special event is a one-time or infrequently occurring event outside normal programmes or activities of the sponsoring or organizing body.
2.   To the customer or guest, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience.

Bowdin (2006) notes that the term "event" has been used "to describe 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." Jago and Shaw (1998) suggest six features of special events. According to them, special events should: . Attract tourists or tourism development ,Be of limited duration , Be one-off or infrequent occurrence , Raise the awareness, image, or profile of a region, Offer a social experience , Be out of the ordinary

Summarising the definition of a special event, they note it as: "A one-time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience. Such events, which attract or have the potential to attract tourists, are often held to raise the profile, image or awareness of a region."

1.4 CLASSIFICATION OF EVENTS

There are different criteria for classification of events. The basic one classifies events as planned and unplanned. Planned events are the subject of study of event management and they require setup, management, executives and certain length of time. Unplanned events are accidents, natural disasters and other similar, and they will not be taken into consideration in this unit.

Events offer a unique form of tourist attraction, ranging in scale from small community festivals, through to international trade fairs, and on to the largest of global sporting events, such as the Olympic Games and the FIFA Football World Cup. One of the key differences between events and traditional attractions is the period of time over which they impact the host community or region. Events are shortterm by definition, often lasting only one or two days, although some larger events can last significantly longer (e.g. weeks for example Kumbh mela in India) while fixed attractions tend to draw visitors seasonally, or over an extended period
When considering the scale and impact of events, they fall into four broad categories Mega Events, Hall mark events, Major events and local events. The key factors typically recognised as determining the perceived scale and impact of events are the level of participation, audience/spectators, and media coverage; and the degree to which an event generates significant international demand for each.

1. **MEGA EVENTS:** Events with international appeal and true global reach typically fall into the categories of major or mega-events. Such events have the potential to act as catalysts for local development, and to deliver a range of economic, socio-cultural, environmental and other benefits associated with image, branding, and expansion of the visitor economy, just to name a few.

    Mega-events, as the largest and highest profile of all events, invariably, require the most significant and sophisticated infrastructure development, are typically the most expensive to host, and given the competitive bidding process for such events, typically take the longest time from inception to delivery. They also tend to have the longest legacy period. However, there are also very limited opportunities for cities and countries to host these very largest of events. Problems of infrastructure, facilities, transport and cross cultural issues are some of the limitations in the organization of these events. Despite this, many countries continue to view the investment of resources necessary to bid for and potentially host these mega-events, as one that can provide commensurate returns.

    For the largest of events in particular, the specific aims and desired outcomes from a national perspective, may vary between potential host candidates depending on their level of economic development, existing infrastructure, identified security needs, plans for urban regeneration, current and desired international image, maturity as a tourism destination, and sustainability credentials, just to name a few. Therefore it is clear that events provide different potential legacies, depending on the requirements of the respective host city or country.

    Getz (2005) defines them: "Mega-events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization." Another author, Hall, explains that mega events owe their name to their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community (Allen et al., 2011).

2. **HALLMARK EVENT:** These are the events with the distinctive quality of the program. Hallmark events are so identified with the spirit and soul of a host community that they become synonymous with the name of the place, and gain widespread recognition and awareness. Hallmark events are of special importance and attractiveness both for particiants and visitors, they attract great attention of the public, contribute to the image of destination and maintain and revitalize the tradition. Classic examples of hallmark events are Carnival in Goa, Dussehra of Kullu and Khuajoroho Dance festival. These events are identified with the very essence of these places and their citizens, and bring huge tourist revenue as well as a strong sense of local pride and international recognition.

3. **MAJOR EVENTS:** Major event is a large-scale event, with strong public interest and media coverage. Major events attract large numbers of visitors, and help the organizers achieve good economic results. In practice of management of events, these events are often sports-oriented, with an international reputation, and defined structure of competition for example: Formula One Grand Prix or trade fair exhibitions held at Pragati Maiden New Delhi.

4. **LOCAL EVENTS:** Local event is an event that is targeted mainly for local audiences and staged primarily for their social, fun and entertainment value. These events often produce a range of benefits, including engendering pride in the community, strengthening a feeling of belonging and creating a sense of place. They can also help with exposing people to new ideas and experiences, encouraging participation in sports and arts activities, and encouraging tolerance and diversity. Various local events are celebrated in India such as Lohrai, Baisakhi and exhibitions to display new products .

1.4.1 Categories

Another common way of classifying events is by their form or content:
- Cultural celebrations
- Arts and Entertainment
- Business and Trade
- Sport competitions
- Recreational
- Educational and Scientific
- Political and state

One more criterion of classifying the events that is often mentioned in literature is according to the level they are attached to particular destination. Therefore, there are events that always take place in the same community, those that always take place in a different community, and those that take place simultaneously in several communities, or they cover the entire region. As Getz (2008) explains, mega events, which by definition always take place in different community, are typically global in their orientation and require a competitive bid to "win" them as a one-time event for a particular place. On the other hand, hallmark events cannot exist independently of

their host community, as well as regional and local events which are rooted in one place.

1.4.2 Types of Events

Getz provides a typology of the main categories of planned events based primarily on their form which have obvious differences in their purpose and program. Some are for public celebration (this category includes so-called "community festivals" which typically contain a large variety in their programming and aim to foster civic pride and cohesion), while others are planned for purposes of competition, fun, entertainment, business or socializing. Often they require special-purpose facilities, and the managers of those facilities (like convention centers and sport arenas) target specific types of events:

- CULTURAL CELEBRATIONS
  - o Festivals
  - o Carnivals
  - o Commemorations
  - o Religious events
- POLITICAL AND STATE
  - o Summits
  - o Royal occasions
  - o Political events
  - o VIP visits
- ARTS AND ENTERTAINMENT
  - o Concerts
  - o Award ceremonies
- BUSINESS AND TRADE
  - o Meetings, conventions
  - o Consumer and trade shows
  - o Fairs, markets
- EDUCATIONAL AND SCIENTIFIC
  - o Conferences
  - o Seminars
  - o Clinics
- SPORT COMPETITION
  - o Amateur/professional
  - o Specator/particpant
- RECREATIONAL
  - o Sport or games for fun
- PRIVATE EVENTS
  - o Weddings
  - o Parties
  - o Socials
  - o Business events and tourism

Finally, all events can be categorized as profitable and non-profit events. Non-profit events are characterized by special programmes mainly devised to enhance the image of the organizers, participants or some organizations. Another type of non-profit events is charity events, devised to collect funds, not for the organizers or

participants, but for charity purposes. Nevertheless, the majority of events are profitable. Their economic goal is the profit, and social objectives are related to implementation of various types of programmes - sports, cultural, artistic, business, educational, political or scientific.

1.4.2 Types of Events

Events that drive international tourism in large numbers can be grouped into four main categories:

- ✓ **Niche Events** – often with close links to the host destination, whether the connection is literary, culinary, adventure sports, music festivals etc. (e.g. Agra music festival). This category may also include events at the smaller end of the spectrum, such as Hemis Festival of Ladakh. Such events are relatively inexpensive to organise and are likely to attract a higher proportion of high spending international attendees.

- ✓ **Participatory Sports Events** – for example, the world masters games, world police and fire games, ironman events, and junior sports events. These are 'destination' events which attract thousands of competitors from outside the host country, most of whom bring multiple people with them (spouses, friends, family) and often extend their event related stay into a holiday.

- ✓ **Signature Cultural Events** – events which gain an international reputation as 'must see' and include, for example, South by South West (SXSW) in Austin, Texas, Sonar festival in Barcelona, White Nights in Melbourne, or the Edinburgh Fringe Festival and Hogmanay, in Scotland

- ✓ **International Sports Events** – for example, single or multi-sport events such as the World Cup Rugby, the Tour de France, and World Championships for a variety of sports (athletics, swimming, gymnastics etc.). Such events can not only bring in large numbers of participants and spectators but also achieve large worldwide television coverage and can play a significant role in raising the profile of the destination and the brand of the country. The biggest events of this type would be the Summer Olympic Games and the Football World Cup; however, smaller international sports events can have a similar effect on a smaller scale, often with less financial risk

CHECK YOUR PROGRESS I

Q1 Summarize the key experience of any mega event that you have attended

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Q 2 Discuss the important features of private events with examples
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1.5   BENEFITS OF EVENTS

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

1. **Structural expansion of the visitor economy**: Visitors coming to a city or region for an event will contribute to a more buoyant economy, with visitor expenditure having a multiplier effect on incomes throughout related supply chains. With the multiplier effect the host destination shall benefit in terms of employment, income and better standards of living.

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

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

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

A positive legacy can encourage community and stakeholder support for an event, represent a tangible return on investment, or justification for public expenditure. However, to achieve a positive result requires strategic planning well in advance of the event, adoption of a long-term perspective and evaluation throughout the event lifecycle, from inception through to the post-event period. Any infrastructure

development needs to be built with long-term use as the priority, and ideally with funding and resources earmarked for the post-games period

1.6   EVENT MANAGEMENT STRATEGY

Events Management Strategy Events are widely acknowledged as presenting opportunities as a strong economic and tourism generator as well as bringing a range of community and social benefits to their host destination.

The major drivers of this strategy are the cultural, social and environmental benefits of community events. A clear vision is needed to provide direction to activity in the future, hence the development of an Events Management Strategy for Irwin. In developing this Strategy our objectives are to:

- Gain a sound understanding of existing events and venues;
- Achieve clarity regarding the role and responsibilities of event management company to support and host events
- Develop a sustainable, outcome focused events programme which maximises the potential of our involvement in events;
- Incorporate the cultural, lifestyle and environmental factors unique to the destination into the events programme;
- Pursue campaign which support events and which contribute to overall destination marketing;

1.7   OBJECTIVES OF EVENT MANAGEMENT

Every event must have a clearly stated overall aim; otherwise the event should not happen. Events demand a lot of concentrated effort and commitment. This commitment can only come out of a genuine belief among all participants that the aims are worthwhile and that they will be beneficial in the long term.

As well as an overall purpose any specific event must have its own set of objectives, these must be clear and be set down in a way which will allow you to judge the success of the event after completion.
Objectives should always be SMART.

- SPECIFIC to the particular event and particular aspects of it
- MEASURABLE express the objectives in numbers and quantities
- AGREED make sure all team members know the objectives
- REALISTIC set objectives the organising team can realistically achieve
- TIMED   set a timescale for achievement of the objectives

1.8   ROLE OF CREATIVITY

Creativity is marked by the ability to create, bring into existence, to invent into a new form, to produce through imaginative skill, to make to bring into existence something new. Creativity is not ability to create out of nothing , but the ability to generate new ideas by combining, changing, or reapplying existing ideas

Creativity is also an attitude, the ability to accept change and newness, a willingness to play with ideas and possibilities, a flexibility of outlook, the habit of enjoying the good, while looking for ways to improve it, we are socialized into accepting only a small number of permissible or normal things

Creative in event management helps companies by opening up new opportunities for problem solving and growth that more conventional methods would not allow for. New perspectives on problems from a creative approach can lead to new and perhaps previously unheard-of solutions.

There are many advantages to creativity among managers in an event management company. Some of these are listed below:

- Achieving growth
- Mentoring teams in the workplace
- Finding unlikely perspectives within the business

Each of the advantages of creative managerial skills and their applications to business are listed below:

a. **Achieving Goals and Growth:** When Event managers approach goals from a creative point of view, they gain the ability to reach goals more easily. A creative manager sees unique paths to reach these goals. Whether it is how to increase profit or expand product offerings, the creative manager has the ability to map out a path to reach new levels of success that other managers within the company can't see.

b. **Fostering a Positive Workplace Mentality:** As companies grow and processes change over time, lower-level staff can often feel neglected. Creative managers present a number of opportunities to remedy this mindset by implementing non-traditional techniques and ideas to include people and teams into the company's success.

   A creative manager might suggest having employees brainstorm ideas from their point of view, instead of taking ideas from the top. Employees don't always have the same information as management, so seeing problems or innovating ideas from within could lead to new or profound ideas and information to help form solutions to problems.

c. **Finding Unlikely Perspectives:** In order to thrive, an event management company must grow, adapt, and create its own path to success. Creative managers embrace unlikely and unpopular viewpoints. Unlikely perspectives allow for new and exciting avenues to be revealed, which can be used to devise new and exciting changes to help the company thrive and grow.

1.9 EVENTS COMMITTEE

 The Events Commit created with the purpose to plan, develop and administer community, recreational, and cultural events within budgetary guidelines approved

annually by council and to provide advice to Council on short term issues and long term planning related to these events.

The Events Committee strives to stimulate and encourage events that meet the needs of the community and offer the best opportunity to provide economic benefits and potential to market prominent places.

Functions and Responsibilities of the Committee
The Events Committee is to:
- Advise Council on recommendations for Council Expenditure prior to the annual budget cycle;
- Fund or co-fund any capital and maintenance improvements, within agreed budgets and delegations of staff;
- Develop and attract new events; ☐ Seek partnerships to develop new events;
- Provide advice when required regarding Council's major events and
- Evaluate events at the completion
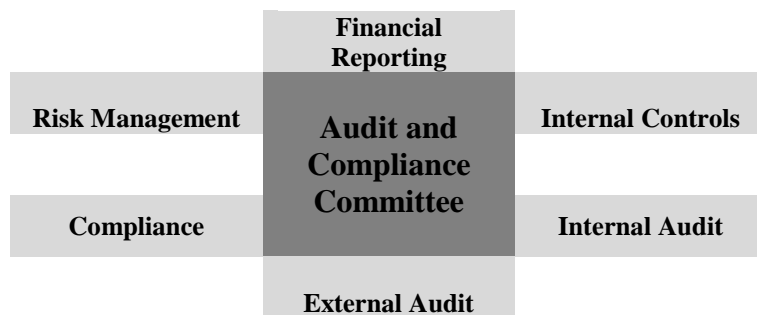
Figure 1.1 Responsibilities of the Committee

1.10 THE BIG EVENT COMMITTEE STRUCTURE

a) Executive Director/ President
- Reserve space for executive committee meetings
- Plan and run executive committee meetings
- Oversee all procedures day of the event
- Plan and run "mock" Big Event day
- Oversee executive committees
- Liaison between client and stakeholder
- Committee development – plan social activities for the executive board
- Work with partners on participant sign up and assignments to worksites

b) Treasure Revenue
- Create and manage budget
- Approve spending
- Oversee all Expenses

c) Vice President Events
- Set-up day of event
- Reserve all facilities for the day of the event
- Arranging all aspects
- Back Stage Management
- Work with local institutions and Police
- Work with Executive Director for "mock" event
- Registration and other formalities on behalf of the Organization
- Form committee of visit each site
- Team Management Coordination
- Work on Team Manager Trainings
- Worth with Parking Coordinator
- Create a parking plan
- Create a parking plan for rain plan
- Create and manage a team of volunteers for parking
- work with Ceremony Coordinator
- Solidify entertainment, including arranging sound and audio visual
- and set up of the day
- Manage entire event

d) Marketing Director
- Develop and maintain website
- Make sure guidelines are followed for advertising
- Work with Communication and marketing personnel
- Create and implement an Action Plan for Recruitment
- Develop and execute marketing materials for Recruitment
- Push registration for Big Event at Get on Board Day and other events
- Develop videos to promote The Big Event
- Decides in consultation with Marketing Advisor who will be the official spokesperson for The Big Event.

e) Communication Sub Committee
- Develop all promotional marketing items o Make and hang banners on campus
- Design t-shirt for committee and volunteers (work shirt and nice shirt)
- Update Logo
- Communication other Sub Committee
- Manage all social media accounts (Instagram, Twitter,
- o Book showings for morning news programs
- Contact radio stations
- Photographer/videographer day of the event
- Organize the group picture during opening event o Host media on the day of The Big Event

f) Standards Sub Committee
- Contact organizations in about participating
- Work with Marketing Director
- Present for Organization Expo at orientation
- Create and implement an Action Plan for Recruitment, including:
- Coordinate interest meetings

- Plan and implement recruitment events
- mall Organization Recruiter
- Create and implement an action plan to recruit small organizations such as honors societies, college organizations, athletic teams

g) Finance Sub Committee

- Manage the monetary donations
- Write thank you notes to key players in the day and to any donors
- Gather any donations
- Communicate with Finance Director
- Govern sponsorship letters and make sure we deliver on what is on the letter to sponsors
- In kind Sponsorship Coordinator
- Seek donations/sponsorships from various restaurants and stores for ceremony food, volunteer snacks and water, and possibly for fundraising events

1.10 COORDINATION AMONG COMMITTEES

Co-ordination among sub commitees is the unification and integration of the efforts of group members and to provide unity of action in the achievement of common goals. It is a hidden force which binds all the other functions of management. No function of management can be efficiently performed unless the activities under the function are coordinated. Coordination is helpful in achieving the objectives of the organization. Coordination among sub commitees is a process and it is not fixed. Individual activities are not applied in coordination, it prefers group activities. The managers have to make special efforts for coordination. Coordination does not come automatically. Coordination leads to unity of action. It is essential at every level of management in order to achieve the organizational goal.
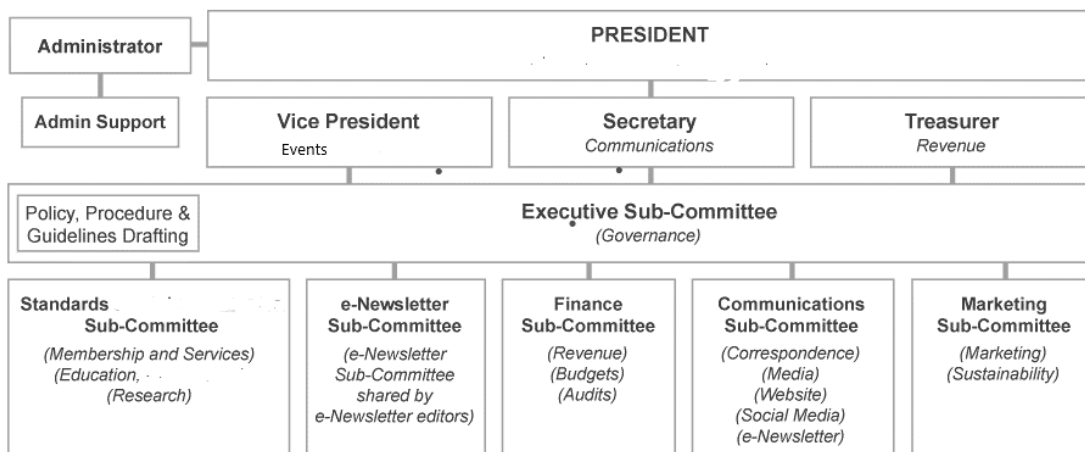
CHECK YOUR PROGRESS II
Q 1 Highlight the impact of event on local community.

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Q2 What is the role of Event Management Committee

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1.11   FUNCTIONS OF EVENT MANAGEMENT

1. **Planning:** Planning tries to optimize resource utilization across the board. A cross-functional team is a necessity here given the complexity in decision-making involved and the requirement for various event activities. Beginning with understanding the client profile, the brief for the event, the target audience and number expected, a major component of any event that follows is the preparation of the event budget preparation. The planning function is involved in micro-level event coordination activities such as liaison with the creative team discussing, facilitating and arranging for the technical specification viz., sound, light, stages and sets. Short-listing artists and stand by artists in tune with the dictates of the creative artists is one of the most challenging tasks in the planning function. It also involves checking out alternative arrangements for locating the event, the venue, the conditions for the event and gathering information to assist in taking a decision on whether the event would be held indoors or outdoors. While at the last task, understanding the requirements of licenses, clearances, etc. and arranging for the same as and when required is a fundamentally responsible task that the event coordinator is burdened with.

   Deciding soft issues such as whether the show is to be a ticketed, non-ticketed, fully or partially sponsored is also part of the planning exercise. Planners then do a risk rating for the event. During the planning process various aspects such as defining arrangements for the quality of hospitality and the dress code of the hosts/hostesses depending on audience profile as well as deciding the appropriate food and beverages to be served on the occasion also is a planning function. This is especially so since the security and other arrangements will vary with the type of beverages served.

   In the cash flow statement, inflows to the event company's are basically from a combination of the revenues from sponsorships, ticket sales, commissions, event production charges, artist management fees and infrastructure and equipment rental charges. All these flows should be At the same time, on the outflow front, one can include headings as suppliers' payments, venue hiring charges, payment to artists and performers, etc. The major outflows though are mainly on the event production front combined with the licensing and tax payments liabilities. The mode of payment for events ranges from part payments to cash payments and is mutually agreed

upon between the parties involved and authenticated in the form of a contract after negotiations.

Penalty clauses may also be included for defaults in the payments. Depending on the nature of the project, relationship with the clients and the objectives of both the client and the organizer, the actual plan of payments can be worked out. This may involve a certain amount as part payment in advance, a certain, amount upon completion of specific milestones and finally payment of the balance amount either at the beginning of the event or upon completion of the event. It is essential that a certain amount be taken as advance to take care of the working capital needs.

The planning function defines the limits of the creative function as it provides the constraints that the creative team has to work with. It deals with hard practical realities such as the logistics i.e., transportation of material, travel, stay, etc. and the networking viz., media plan, ad designs, banners printing, tickets invites designing and printing. It tries to create the perfect picture of the event flow and tries to define and exercise control on the inflow and outflow of money before, during and after the event. Therefore, it is imperative that the planning function plays an important role in the preparation for any event. In addition, the time frame involved in decision making being limited, planning assumes that much more importance as a function. Some of the event planning services that need to be taken care of by the event organizers are listed as follows: Travel Arrangements, Audio Visual Needs, Catering, China and Flatware, Convention services, Decor, Decorations and Props, Entertainment, Exhibitor Needs, , Site Selection, Sound and Lights, Speakers, Stage Decor, Staging, Web Site Management etc.

2. **Organizing:** These events typically have a team based work environment and a project type of organisation structure and that responsibility are assigned to the relevant staff members in the team for the event. Coordination of the arrangements required is divided among the team members. Understanding organizing in the context of event management essentially involves the description of the activities required for an event, identifying individual and team tasks and distribution of responsibilities to coordinators. The process also involve a clear delineation of authorities and delegation of authority. Such an exercise helps in creating an intentional structure for clarity of roles and positions. These structures change with almost every event depending upon the resources available. Project based structure are more popular in event management. Event coordinators are essentially required for the organizing part for an event. Starting from contacting the artist or performers and in case of absence or dropouts, making standby arrangements is one of the most important functions of the event coordinator. After planning and creative functions have worked out the game plan, the event coordinator then goes about fixing the date, terms and conditions with the artist. This is followed by arranging and creating necessary infrastructure. Planning and coordinating with the professionals for the physical availability of the sound, lights, stage, sets and seating is followed by arranging for some softer aspects of organizing. These involve handling the publicity, which

includes press meets, releases, etc. for a favourable coverage and handling of ticketing and invitations. The actual procurement of permissions and licenses from various Government departments finally becomes the coordinator's responsibility once the planning stage decides the requirements. Arranging for hospitality management such as the stay, food and beverages, hostesses, etc. and contacting sponsors to ensure fulfilment of commitments from the event organizers' side to their clients are part of the organizing function. In short, organizing is making the event happen within the constraints defined by planning.

3. **Staffing:** Functional responsibilities in a project type organisation structure define event management staffing requirements. The importance of team structure, experience, background and expertise of team members plays a crucial role in event management. It is the size and the resource availability in the events enterprise that to an extent defines the exact role of the staff members. In the management of events manpower with various expertise are required to manage diversified activities. In a big firm, there is more scope for specialized functional personnel with limited functional responsibilities, whereas, in a small firm, there is a fusion of roles depending purely ort availability of time and staff

Thus, while recruiting for events, one tends to feel that candidates with a past background in the hospitality industry, sales and advertising would be ideally suited to tackle the stress and uncertain situations during the entire process Events as mentioned earlier are very physical in nature. A host of skilled and unskilled volunteers and labour staff need to be guided effectively. Functionally, one can segregate the following functional level responsibilities that need to be addressed within the team for a specific event as discussed above in the section on organizing.

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

5. **Leading and Coordination:** The sum and substance of events as a whole revolves around interpersonal skills. The need for achieving synergy among individual efforts so that the team goal is reached is the main aim of coordination. The overall coordinators need to be managers with fantastic people skills. They are continually required to motivate the staff and other junior coordinators to work real hard given the physical nature of the job, the time constraints involved and the one-off nature of the event.

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

patience without letting too many errors happen as well as knowing how to use the carrot and the stick in a balanced manner are the basic characteristics of the overall coordinator. In addition to the above, the managership qualities desired of an event manager include the ability to spot and the issues and to manage them.

6. **Controlling:** Evaluation and correction of deviations in the event plans to ensure conformity with original plans is the gist of controlling. Evaluation is an activity that seeks to understand and measure the extent to which an event has succeeded in achieving its purpose. The purpose of an event will differ with respect to the category and variation of event. There can be two approaches with which evaluation can be put in its proper perspective. The concept of evaluation stated above was a critical examination digging out what went wrong. A more constructive focus for evaluation is to make recommendations about how an event might be improved to achieve its aims more effectively.

To conduct an evaluation and measurement exercise it is essential that the predefined objectives of the events have been properly understood. The brief should contain all the data to be communicated since if an event has been organized without a clearly defined purpose then any evaluation of it would be rather pointless. The basic evaluation process in events involves three steps viz., establishing tangible objectives and incorporating sensitivity in evaluation; measuring the performance before, during and after the event, and lastly correcting deviations from plans. Being a very essential function by itself, we have discussed it in greater detail in a separate on evaluation of events.

1.12 SUMMARY

Events are a dynamic and fast-growing sector that has obvious synergies with tourism. If managed and hosted effectively, they can expand the visitor economy, provide media exposure, promote regional development, and stimulate the upgrading of infrastructure and the emergence of new partnerships for financing sport, tourism, culture, and leisure facilities.

The hosting of major events, therefore, represents a unique opportunity to rethink or reposition a destination and to support the development of modern infrastructure. As such many countries now view the successful hosting of such events as a vehicle for economic growth, job creation, branding, well-being, and urban regeneration.

From a tourism perspective, many cities, regions and countries are now devoting considerable resources to developing, attracting and supporting major events as part of a wider strategy to increase visitor numbers and expenditure. However, hosts cities, regions and countries of such events face a range of challenges including funding, effective governance, and the ability to accurately evaluate the economic, social, environmental, and other added value of tourism events

1.13 GLOSSARY

Concert: A public performance of music (singer(s) and/or instrumentalist(s)) with entertainment purposes. Concerts could have various forms: indoor or outdoor, paid or free, for-profit or fundraising/cause events.

Cultural Event: An event related to and honoring culture in its various forms and aspects and considered as valuable, enriching and enlightening for the society.

Fair: A public,live event gathering people for a variety of entertainment or commercial activities. It could last from one afternoon to several weeks.

Incentive Travel / Incentive: A form of group travel, paid by companies to reward their top performers or customers by sending them on unforgettable trips of a few days' duration. Incentive events are always 'live'/in-person events.

Live Event: 'Live' events or in-person events are events whose attendees are physically present at a certain (physical) location as opposed to online or virtual events.

Goal: A specific intended result of a strategy; often used interchangeably with Objective.

Organization: The command, control and feedback relationships among a group of people and information systems. Examples: a private company, a government agency.

Stakeholder: An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services. Stakeholders influence programs, products, and services

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1.17 TERMINAL QUESTIONS

Q1 What are the benefits of hosting events for the growth and development of a region.

Q 2 Explain the role and responsibilities of various committees in event management

UNIT: 02
EVENT MANAGEMENT PLANNING

Structure
2.1   Introduction
2.2   Objectives
2.3   Event Planning
             2.3.1   Benefits of Event planning
2.4   Forces affecting Event planning
             2.4.1   Conducting An Environmental Scan
2.5   Steps in Event Management Plan
             2.5.1   Starting off
             2.5.2   Feasibility
2.6   Operational Planning
2.7   Finances and Budgets
             2.7.1   Sponsorship
             2.7.2   Sponsor ship Development Plan
2.8   Organize a team
2.9   Blue Print of Functional Area
             2.9.1   Venue, Logistics and Ambience
             2.9.2   Site Plan
2.10   Sample Site Plan
             2.10.1 Security Check posts
             2.10.2 Power & Lighting
             2.10.3 Water
             2.10.4 Sanitary facilities
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2.11   Marketing
             2.11.1 Celebrities in Events
             2.11.2 Promotional Tools
2.12   Preparing for Event Operations
             2.12.1 Managing Chief Guest
             2.12.2 Event Entertainers
2.13   Close-Down, Evaluation, and Legacy
             2.13.1 Event evaluation techniques
2.14   Event Planning Timeline
             2.14.1 Six Months Ahead of Event
             2.14.2 Four Months Ahead of Event
             2.14.3 Two Months Prior to Event
             2.14.4 One-Two Weeks Ahead
             2.14.5 One Day Ahead
             2.14.6 Event Day
2.15   Post-Event
2.16   Greening Your Event
2.17   Summary
2.18   Glossary
2.19   Bibliography

2.1   INTRODUCTION

Events give organisations the opportunity to showcase their activities or services in the community. Events are an important part of community life and it is a rewarding experience to contribute to a successful event. However, anyone who has been involved in running an event understands how daunting the task can be. This unit has been designed to provide an insight to prepare a comprehensive Event Management Plan. The activities included in this unit can be used to plan any event an organisation conducts.

2.2   OBJECTIVE

On completion of this unit a learner should:
- Know about different stages of event planning
- Know about the roles and responsibilities of people involved in planning and delivering   of events
- Be able to plan and develop timeline for event management
- Be able to review the planning and delivery of a event

2.3   EVEN PLANNING

Event management is the process by which an event is planned, prepared and produced. As with any other form of management, it encompasses the acquisition, allocation, direction and control of resources to achieve one or more objectives. An event manager's job is to oversee and arrange every aspect of an event, including researching, planning, organising, implementing, controlling, and evaluating.

Event Planning is a process of creating, communicating and implementing a more operational roadmap to guide the actions, policies and decision-making. It should align with the strategic plan and assist in its implementation .

The plan of an event management company is simply the document which lays out the resulting directions, actions and implementation schedule. It is typically focussed on the short term operational horizon generally one to three year . These Plans are typically created to guide the internal operations of an enterprise, and summarise its operational and financial objectives for the near future and to indicate how these objectives will be achieved and monitored.

It provides a roadmap to guide actions and is continually modified as conditions change and new opportunities or threats emerge. While it should be fundamentally targeted at guiding regular operations, it should also be adaptable to account for new opportunities and challenges

2.3.1 Benefits of Event Planning

- To define and practically apply good event planning and financial management practices in annual planning and day-to-day work.
- To provide logic and justification for prioritising different tasks and decisions over others.
- To systematically define tasks, logic, roles and responsibilities, strategic alignments (internally and externally), timetables, and budgets.
- To provide an opportunity for key players such as boards, staff, stakeholders, and partners to be consulted when setting key objectives and methods.
- To provide frameworks for developing strategies related to manpower management, marketing, competitor analysis and stakeholders.

Event Planning help us to	Help to Eliminate
Help us to think ahead and prepare for the future clarify goals and develop a vision identify issues that will need to be addressed choose between options consider whether a project is possible make the best use of resources motivate staff and the community assign resources and responsibilities achieve the best results	overambitious projects unsustainable projects undefined problems unstructured project work plans

2.4 FORCES AFFECTING EVENT PLANNING

It is important for every event organization to interact and transact with its environment as the business environment has direct relationship with the organization. The success or failure of an organization is primarily established by the effectiveness of its interaction with its environment. The enterprise has little influence on the environment and therefore, it is important for the company to identify with the environment of its operation and devise its policies in relation to the forces in that environment. The forces affecting external environment of business are as follows:

- The political environment of any region or state influences the event to a larger extent. This environment is influenced by the political organization, philosophy, government ideology, nature and extent of bureaucracy and political stability. Event organizer may get various concessions and benefits in hosting the event as per the local government policies.
- In today'scompetitive world the majority of people have an urbanized approach towards celebration. There are many community events and festivals in the urbanised world, celebrating their character of life. In India many festivals such as Durga Puja, Ganesh Chautri and Dusshera are celebrated with enthusiasm and local participation. This leads to emergence

of event management companies at local levels who promote organization of events with a professional approach.

- Technology is an important aspect in the world of special events, as everything from planning to programming to great extents relies on technological solutions. Internet provides new possibilities for communication, information resources, and is an efficient marketing tool. Staying current with technology is important for event managers as consumers expect quick feedback from the organizers of events.

- Changing generations and cultural diversity in many communities has resulted in a shift of values, which implies both opportunities and challenges for events. Diversity, unity, and equality is emphasised. Environmental and globalisation awareness and quality are emerging as important values for event management companies. In India various events such as Jaipur Literature festival , various trade fairs and travel marts promote the spirit of cultural synthesis.

- Stakeholders are groups, organisations, and individuals who have invested or keep an interest in the successfulness of an event. Typical stakeholders of events are the organisers, sponsors, partners, customers and the community Sponsors and partners supporting an event, either by contributing financially or by providing in-kind support, are also stakeholders. Guests and customers are stakeholders because an event is organised for providing them a particular product, which is commonly leisure, education, or other service. . The local community provides many resources for events, such as businesses, hospitality services and public places, staff and volunteers.

- The other forces affecting Event management are the people interested in participating in certain events as performers, the media, local tourism bodies, or providers of facilities and infrastructure for instance. Moreover there can be local firms and businesses looking to improve revenue through events.

  An event management company's stability and profitability are interdependent on its ability to quickly identify and respond to changes in the external environment. Change is inevitable and having the flexibility to deal with unexpected market mutations can mean the difference between survival and extinction for an organization.
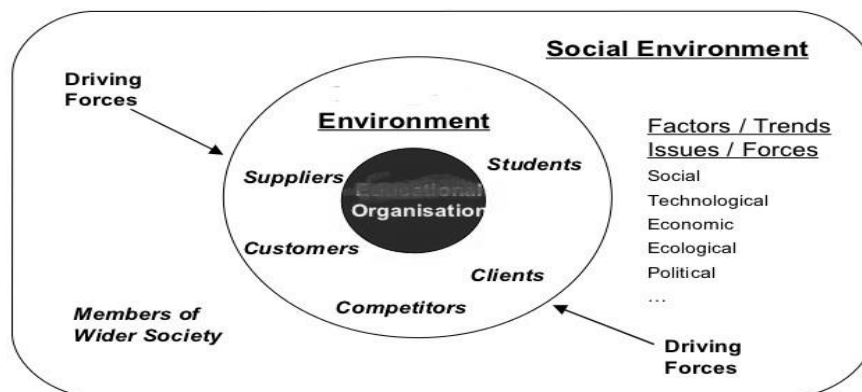
2.4.1 Conducting an Environmental Scan

While external factors like government policy changes are sometimes unexpected, that doesn't mean one can't prepare for them. The most effective way for a business to prime itself to be flexible and adaptive is to develop a framework for conducting an environmental scan.

An environmental scan is the process of methodically gathering, analysing, and interpreting data about external opportunities and threats. It's a mechanism to collect relevant information about the outside world, the competitors, and the market position of the event management company.

One of the most popular methods used to perform an environmental scan is the PESTEL analysis. This model is an external factor evaluation matrix that focuses on six spheres of data:

- *(P)olitical:* The extent to which a government may influence the economy and thereby impact organizations within a certain industry. This includes government policy, political stability, and trade and tax policy.

- *(E)conomic:* How economic conditions shift supply and demand to directly affect a company. This includes economic growth or decline, and changes in interest and inflation rates.

- *(S)ocial:* Changes in the socio-cultural market environment that illustrate customer needs and wants. This includes emerging trends, population analytics, and demographics.

- *(T)echnological:* How innovation and development evolve a market or industry. This includes automation, technology awareness and adoption rates, and new services or products.

- *(E)nvironmental:* The ecological and environmental aspects that affect a company's operations or consumer demand. This includes access to renewable resources, weather or climate changes, and corporate responsibility initiatives.

- *(L)egal:* The current legal allowances or requirements within countries or territories in which an organization operates. This includes health and safety requirements, labour laws, and consumer protection laws.

After one complete a PESTEL analysis (sometimes known as PESTLE analysis), i.e. a thorough environmental scan that identifies uncontrollable, external factors the organization should prepare for. It's appropriate to have a plan of action for the items one think could actually occur and have a material impact on the business.

2.5 STEPS IN EVENT MANAGEMENT PLAN

The steps involved in planning event management plan is studied in following sub-headings:

- Starting off
- Feasibility

2.5.1 Starting off

The first thing to consider when starting the creation of a special event is the people who will be involved. Secondly, they need to invent ideas for the event. Thirdly, a feasibility-screen of the ideas needs to be conducted.

The event may be organised by an already existing group, such as a committee of a club, organisation or agency for instance, who already have structures and resources for event management. In events an organising team needs to be formed, and the type of event needs to be considered. Will the event be cultural, leisure, personal, or organisational, and will the organisation be volunteer or professional, or both? The optimal size of a team is said to be around six people in order to maintain good organisation. The team member selection process needs to consider skills and previous experiences, as members should complement each other's strengths and weaknesses. Typical tasks within a team are organising, financing, marketing, resource finding, health and safety, legalities, and recording. The members' levels of motivation and spare time need consideration as well. Effective leadership is the key to the progress of the team's work, as even a small amount of team members can find it difficult to reach unity. Once the team has been formed, it needs to start discussing and brainstorming around the event.

Ideas for events can either come from somewhere else than the event organiser, such as community networks, individuals, and special interest groups, or the organiser needs to invent ideas. An occasion for brainstorming may be needed, and it is advised that brainstorming also include consultation with stakeholders separately, or together with the team. The discussion should result in some ideas for the event, creative ideas that according to the customer expectations.

The ideas should next be feasibility tested. The key aspects of feasibility are who will organise, attend, watch, participate in, and pay for the event is considered. This stage also involves understanding of marketing, operational and financial aspects. All aspects related to target market, competitors strategies, business operations and budgets need to be considered in this initial phase of event management.

2.5.2 Feasibility

What are you trying to do and for whom?
 What benefits to the participants can we build into our concept?
What are the various plans to achieve this?
 What are the pros and con's of each concept?
What is the best concept and how will you get there?

2.6   OPERATIONAL PLANNING

An event can be successful with the result of careful, structured, and logical planning, which decreases uncertainty, centres attention to goals, and makes operation effective Planning is probably the most important phase of organising events, as it is directly linked to the successfulness of the event. Planning can be a tool for better coordination, focus, and ahead-thinking, as well as a means of evaluating and controlling the progress and outcome of the event.

A draft plan should be created during the brainstorming process with the important team member . To systemise the draft plan, the outcome of the feasibility study should be incorporated, along with key focus area , namely the purpose of the event, people involved, what are the various activities that will be happening, as well as how, where, and when the event will happen.

At this point in the planning process, ask these key questions:

- Who are the key representatives from within the stakeholders to champion our event?
- What is our action team committed to?
- What particular strengths and experiences do our committee members bring?

During the planning process the team needs to envision possible problems and create courses of action for urgent situations. In order to foresee such possibilities an analysis should be carried out in order to analyse the internal and external environments, including available dates and times, competing events, demand and capacity of the market, and potential venues and staff. The material gathered during this assessment should be used in the setting of strategies.

2.7   FINANCES AND THE BUDGET

It is essential that all team members are awareness of what has to be spent financially for planning and managing event. For a public event, the financial matters become more complex the larger it i, involving studies on financial feasibility based on various financial techniques .Regardless of the complexity level, the financial plans need to match the objectives of the event.

The expenditure should be estimated through an identification and assessment process. The variable and fixed costs need to be identified in order to make clear where the point of break-even is reachable. 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. At the completion of the total costs it is important that all fixed, variable, and other possible costs are calculated and included, in order to give a genuine picture of the cost side of the budget. Budget items to consider:

- Staff time
- Marketing expenses (design fees, printing, postage, etc.)

- Transportation
- Venue
- Guest accommodations (if applicable)
- Food and beverage
- Entertainment and recreation
- Audiovisual equipment and production cost
- Security (Police) etc.
- Special needs (interpreters, etc.)
- Taxes and gratuities, service charges, etc.
- Contingency fund for unanticipated, last minute expenses

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. Moreover, events organised by governmental agencies may depend on a budgeted part of tax money, and funding for events can be sought at governmental agencies or official bodies, or sponsors. Public agencies and private foundations can make a grant to support a cause. Local governments may give grants to events that advance community spirit and unity.

2.7.1 Sponsorship

Special events may attract sponsors if they have target markets in common. Sponsorship is an effective tool for promotion of products or services for businesses, and they may get opportunity to be exposed in media. Continuation grants from private foundations: Funding from private foundations can be used to support ongoing projects and programs.
- State funds
- Colleges/Universities
- Partnerships

2.7.2 Sponsorship Development Plan

Step 1 – Brainstorm: Create a long list of businesses or organizations that would align well with the event. Those who may have access to funding and tend to be highly involved with community functions should be included

Step 2 – Determine Purpose: There are two ways to work with a sponsor.
a. Sponsor provides a monetary contribution to the event
b. Sponsor and organizer agree upon a trade value

An example of this would be a media sponsor running ads for the event through their outlets and the organizer would provide credit to that sponsor through including their logo on advertisements, social media mentions, event announcements, etc.

Step 3 – Outreach: Once the list of potential sponsors is finalized it's time to start outreach. It is important to be prepared for the conversation of what an event manager may expect from the sponsor and the benefits that they meant.

Step 4– Agreement: It is important create and execute some sort of agreement between the event planner and the sponsor. This agreement should include the terms discussed during outreach.

Engaging Sponsors: Once an event planner has secured a sponsor than it is important to stay in touch with the sponsors throughout planning execution, and wrap up of the event.

During the pre event phase the event planner need to consider the terms in the sponsorship agreement. This could include things like logo inclusion on marketing materials or social media mentions.

Not all sponsors choose to be present during the event, but if they would like to be included, here are some options for the event planner such as Providing a tent area for the sponsor's guests to gather, Hang signage (typically provided by the sponsor) somewhere visible on the event site and allow opportunity for the sponsor to handout free branded materials.

Sponsorship can be sought in different ways as there are contacting agencies working to match sponsors with causes in need of sponsoring, and bodies related to trade and business whose aim is to endorse commercial organisations in their relationships to seekers of sponsorship or benefaction. An agreement that ensures benefits for both parties, stating the objectives, people responsible, marketing statements, and budget, as well as an evaluation part for measuring the outcome and impacts of the event is needed.

With the budgeted revenue and costs prepared in detail and approved by both client identify any deviations from the and organising management, serious preparations can start. Effective control system should be designed to rectify the deviations from the standards.

2.8   ORGANIZE A TEAM

No matter the size, a special event takes a concerted team effort to handle all of the details. Where possible, the stakeholders involved with activity should be invited to participate on the planning committee. Depending on the type and scope of your event, one may consider identifying an Event Manager or Event Chair as well as individual Chairpersons for subcommittees, such as:

- ✓ Venue, logistics & catering management (selection, contracts, permits, insurance, etc.)
- ✓ Guest management (invitations, RSVPs, greeters, registration, seating arrangements, etc.)
- ✓ Speakers/presenters (selecting, confirming, logistics, management, etc.)
- ✓ Activities/entertainment
- ✓ Publicity/promotion (Web presence, events calendars, printed programs, media relations, signage, social media, etc.)
- ✓ Sponsor/partner management

- ✓ Transportation
- ✓ Volunteer management

CHECK YOUR PROGRESS I

Q 1   Highlight the various environmental factors that affect planning of events.

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Q2   Discuss the role of sponsors in promoting an event

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2.9 BLUE PRINT OF FUNCTIONAL AREA

Finding the location and venue is important for the development of the event. There may be several attractive choices of venue, in which case the organisers need to check each venue and spot which of them matches the requirements of the event best, is best priced, and is professionally managed. Attention is to be paid to appearance and aesthetics, sound, smell, and cleanliness of facilities and equipment's.

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.

When deciding on a suitable venue the following needs to be considered:
- ✓ the anticipated size of the event and expected visitors
- ✓ entrances and exits and car parking provisions
- ✓ indoor versus outdoor requirements related to activities
- ✓ requirements of people with special needs
- ✓ access to infrastructure - power, water, communications, washrooms, etc
- ✓ risk management and occupational health and safety

2.9.2 Site Plan

A site plan is an overall framework indicating the ground layout of the event. Typically event site plans will indicate the site boundaries, street accesses, stalls locations etc.

All key stakeholders can use the site plan as part of the planning process, with consultation as to its final layout.

A site plan should be easy to interpret and in case of large event, be posted strategically around the site for use by patrons. The site plan can be used by staff and volunteers in setting up the event and is also invaluable as a reference in an emergency situation.

2.10   SAMPLE SITE PLAN

When drawing the site plan it is essential to use a simple format and include surrounding streets and landmarks. The site plan must be clear and show all important event features.
- ✓ all entrances and exits
- ✓ Information centre
- ✓ paths used by vehicles
- ✓ paths for pedestrians only
- ✓ food and other stall holder locations
- ✓ stage and temporary structure locations
- ✓ seating arrangements
- ✓ shade and/or shelter
- ✓ emergency access routes
- ✓ entertainment sites ie rides, jumping castle
- ✓ toilet facilities
- ✓ waste bins/refuse sites
- ✓ first aid posts
- ✓ drinking water sites
- ✓ approved liquor consumption areas
- ✓ non-alcohol (dry) areas

2.10.1 Security Check posts

Another very important consideration of special events is crowd management. A first step in this endeavour is estimating the number of attendees in order to develop a sound monitoring and control plan. It is very important that you understand the characteristics of the expected audience; the need to evaluate different crowd management controls for different types of events.

A comprehensive security plan is a must to properly control event the protect attendees, and provide a fun and secure environment. A good security plan will assure the right number of law enforcement and security personnel. It will address training, logistics and scheduling. Maps of the event area and surrounding areas should be developed. The security plan should involve everyone associated with the event. The security plan should address the possible adverse behaviours of

individuals or groups. Large events should consider a command post that coordinates all event activities. This post should be open before the public enters the event area and should operate until after the event is completed.

2.10.2   Power & Lighting

It is essential that the Event Organiser reviews and make necessary arrangements for the supply and installation of any electrical/power requirements for the event, such as the use of generators, extension cords and cables.

It is important to ensure that adequate safety guidelines are followed so that electrical leads do not create trip hazards. Lead joints and connections are not to be accessible to the public or exposed to damp conditions, temporary electrical leads must be flexible cables and double adaptors and piggy-back plugs are not to be used.

2.10.3   Water

Water is required for multiple uses such as catering, entertainment or cleaning purposes before, during and after the event.

All taps located within the selected venue should be checked to ensure they are in good working order prior to the event. Where any deficiencies are identified they are to be reported to the concerned management at the earliest possibility to enable the problem to be repaired prior to the event.

2.10. 4   Sanitary Facilities

It is the responsibility of the Event Organiser to ensure adequate sanitary facilities are made available for participants. The number of toilets to be provided will depend on a number of factors including:
- ✓ anticipated crowd numbers
- ✓ the gender of patrons (women require more   facilities than men)
- ✓ the duration of the event
- ✓ are the toilets accessible to people with limited mobility and parents with small children
- ✓ to ensure toilet supplies are restocked and for safety and cleanliness regularly
- ✓ wastewater management
- ✓ availability of a plumber throughout the event for repairs and blockages
- ✓ Temporary Structures & Staging
- ✓ Tents, marquees and portable stages all qualify as temporary structures and if being used at an event should be marked on the Site Plan.

2.10.5   Risk Management

Risk management is the logical and systematic process of eliminating or minimising the adverse impact of activities which may give rise to dangerous or damaging situations. This requires the development of a framework within which risks can be identified, evaluated, treated and monitored. Successful event management requires a dedication to risk management. There are four main categories of risk which face

organisations conducting events. Understanding the general types of risk facing an organisation can provide a better understanding of the actions required to minimise exposure to risk. The four main categories of risk are:

- ✓ Physical risks involve injuries to people or the damage or destruction of property.
- ✓ Financial risks affect the financial situation of an organisation or event and could include increased insurance premiums, cost overruns or costs associated with injuries.
- ✓ Moral or ethical risks involve the loss of quality of participant experience and confidence, adverse publicity and damage to an organisation or event's image or reputation.
- ✓ Legal risks are losses and costs arising from legal actions for breach of a law, standard or guideline or breaches or statutory duty of care. For example, a kitchen facility or food stall which doesn't comply with local government regulations for food preparation

These risks should be treated with suitable action plan for avoidance and control. An emergency should   be designed .The aim of an Emergency Plan is to minimise the threat to life and damage to property.

Therefore, the risk analysis should be integrated into the event plan. . Precautions range from first aid staff to cleared emergency access routes, to comprehensive disaster plans, depending on the complexity of events

Good atmosphere can make an event very successful in the same way as negative atmosphere can cause an event to fail. Good ambience is created through good and sufficient stimuli of visitors' senses and therefore the physical environment of an event is important, which together with the physiological, emotional and cognitive reactions among the guests, become the ambience.

2.11 MARKETING

Celebrities in Events

When brands throw parties, trade show or brand launch events, one of the best ways to grab media attention is to have celebrities attend. To select celebrities the following factors should be considered:

- ✓ It is advisable to make a list of celebrities you would like to have at the charity event.
- ✓ Once make a list of potential celebrities to contact should be willing to shorten the list.
- ✓ Should make a list of potential celebrities whose personal interests and favourite causes are similar or matches the interests of events
- ✓ Need to make a plan detailing three methods of how to get into contact with the celebrity.
- ✓ It may be a good idea to reach the celebrities publicist when doing a charity event.

Organizes bring in celebrities to events because:

- ✓ Celebrities get media to attend and cover the event.
- ✓ Celebrities provide photo opportunities that will later make the event appear even more exciting – especially the sizzle reel.
- ✓ Celebrities can impact their fan bases through social media and raise awareness of the event.
- ✓ Celebrities are PR friendly, providing content for public relations story development.
- ✓ Celebrities excite other event attendees, whether they are distributors, C-level executives or the public.

When the plan is in place, and the event management team has agreed upon a general budget as well as type of celebrity to approach, it is time to create an Offer Letter outlining the deal points. The letter states what the talent is required to do (social media, red carpet, meet-and-greets, product photos, interviews, etc.) as well as what time they are committed to arrive and stay until.

2.11.2 Promotional Tools

Each special event will be marketed differently depending on its individual purpose, objectives, and markets. Marketing needs to be aimed at the target market, meaning the potential attendees. The team needs to determine whether the target market is a specific group or the general public, and whether groups of special interests can be attracted. The physical area and the population from where an event may attract visitors, is called the catchment area. The importance of an event usually determines the catchment area of the target market, which grows in relation to the size of the event and links the complexity of the marketing directly to the complexity of the event. Knowledge about the target market enables the organisers to reach and influence it, in terms of raising awareness of the event and convincing potential attendants to go. Various strategies for event promotion are used to attract the potential customers. Awareness should be created through campaigns, advertising and Public relations with the stakeholders.

> *Website* – Every annual event should have a website which gives essential details. This is an excellent source for advertising and promotion.

> *Newspapers* – Local and regional papers will usually publish feature articles on events – especially if they are well written and have photographs attached. It is important to email articles and photographs as attachments so that they will not have to be retyped.

> *Radio Stations* – Many local radio stations have early morning talk shows which welcome event celebrity as a guest. What a great way to promote at no cost. Stations will often trade sponsorships for advertising spots. It is important to establish a good relationship with station officials putting vendor applications online, photographs for media, and updates

> *Television Stations* – Most television stations have community calendar spots on air and on their websites.

Posters – Posters are a most for most events and festivals. Many festivals design an annual logo to reflect their theme and use it on their posters and t-shirts. Posters come in all shapes and sizes and should be placed in high volume traffic locations.

2.12   PREPARING THE EVENT OPERATIONS

As the day of the event approaches, people, equipment and supplies should be in order. Everybody who is part of the workforce needs to be appropriately briefed right before the event so they can be efficient in their job. The leader of the team needs to be good at communicating and delegating as the situation can be in a constant state of flux. The team members should be equipped with mobile phones, so they can reach each other at all times. A controlled system for delivery acceptance should be established.

2.12.1. Managing Chief Guest

Many Chief Guest and celebrities enjoy spending time with their fans and have no issue with interacting with fans. Many celebrities will have events where they invite their fans to come to, to meet the fans, sign autographs for the fans, and take pictures with the fans. Here are a few events where celebrities will interact with their fans:

- ✓ Special Events where the celebrities will stop on the red carpet to sign autographs and take pictures with fans.
- ✓ Awards ceremonies or Awards shows is also a place where celebrities will stop on the red carpet to interact with their fans.
- ✓ Celebrities will invite fans to their book signing events and record release parties to meet fans in person.
- ✓ Celebrities will even invite their favourite fans to VIP parties to interact with them on a certain level.
- ✓ However many celebrities are very cautious when it comes to allowing fans to get up close and personal because some fans become obsessed with the celebrity. Here is how celebrities take precautions when interacting with their fans:
- ✓ The celebrity will have security guards to protect them while out and about to deal with hostile and crazy fans.
- ✓ The celebrity will have a publicist who is the go to person if a fan wants to contact them personally.
- ✓ The celebrity will ensure not to put too much personal information on their social media pages to make sure fans do not have access to such information.
- ✓ The celebrity will have staff who will check and monitor their social media activities to ensure there is no hacking of their social media accounts.

2.12.2 Event Entertainment

In order for an event to be memorable, it requires special entertainment. Usually the entertainment matches the theme. Festivals are known for providing continuous

entertainment, which cover the entire kaleidoscope. Event entertainment may include:

- Amusement Rides
- Pony Rides
- Vocalists
- Dancers
- Parades
- Crafts Fair
- Food Fair
- Street Dances
- Magicians

CHECK YOUR PROGRESS II

Q 1 Highlights the role of any two promotional tools in marketing of event

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Q2 Discuss with examples the role of celebrities in event management

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2.13 CLOSE-DOWN, EVALUATION, AND LEGACY

A close-down of an event has both physical and administrative aspects. The physical close-down will involve the taking apart and removing of the equipment, whereas the administrative side of the close-down will involve filing, completion of accounts and paying bills, and collecting feedback.

The administrative side of the close-down will involve picking up comments and noting down verbal feedback, but also the settling of accounts and bills, acquittal of contracts, along with an evaluation of how contractors and suppliers have done their job. The outcome will show the successfulness, in financial terms especially.

2.13.1 Event evaluation techniques

Conducting surveys or providing feedback forms during and after the event to gauge attendee satisfaction. Evaluating your success against the aims and objectives you identified at the beginning of the event planning process. Preparing a SWOT analysis to examine the strengths weaknesses, opportunities and threats associated with your event.

SWOT Analysis: Your SWOT Analysis should be conducted upon receipt of completed surveys and individual feedback from event attendees. The SWOT Analysis firstly examines the strengths and weaknesses of the event, which should be determined with consideration given to the original event aims and objectives. Strengths of the event may include:

- ✓ Strong attendance numbers
- ✓ Wide range of food and beverages available
- ✓ Satisfaction with entertainers
- ✓ Ten new members recruited as a result of event

Some examples of event weaknesses are:

- ✓ Too few volunteers
- ✓ Limited media coverage
- ✓ Expenditure exceeding income

A SWOT Analysis also reviews opportunities and threats associated with the event. Opportunities are future prospects for improvement and threats are potential future impediments. Opportunities for improvement could include:

- ✓ Increasing attendance at future events
- ✓ Obtaining more sponsorship assistance
- ✓ Continuing future events into the evening to attract a wider range of attendees

Future threats might include:

- ✓ Event disruptions due to inclement weather
- ✓ Loss of key organising personnel, leading to a lack of direction for future events
- ✓ Inability to cover event costs due to limited income

Events are often celebrations of creativity and cultural uniqueness, local customs, lifestyle and talents, and can thus have significant cultural impacts. Preservation and revitalisation of unique cultures and traditions can be promoted by events. Some events leave social legacy or intangible impacts. The image and awareness of an area or tourist destination may be enhanced. Social integration of an area may be improved and wellbeing, confidence and pride of a community may be boosted.

2.14 EVENT PLANNING TIMELINE

2.14.1 High-Level Planning: Six Months Ahead of Event

- ✓ Establish event objectives
- ✓ Recruit event committee, solicit Trustee representative, select event manager or chair, and establish sub-committee chairs
- ✓ Select date
- ✓ Identify venue and negotiate details
- ✓ Develop event master plan and set theme for the event • Get cost estimates (e.g., room rental, food & beverage, equipment, speaker fees, travel, etc.) and create a budget
- ✓ Create communications plan (ensure staff and/or volunteers are identified to manage specific tasks – e.g., media relations, VIP coordination, printed material design and printing coordination, online /social media, etc.)
- ✓ Identify and confirm speakers/presenters/entertainers
- ✓ Determine sponsorship levels/amounts
- ✓ Identify and contact potential sponsors/partners

2.14.2 Four Months Ahead of Event

- ✓ Determine VIPs and create RSVP tracking document (e.g., spreadsheet)
- ✓ Speaker/Presenter Liaison:
    - Finalize presentation/speech topics
    - Request bio information, photo o
    - Make travel and accommodation arrangements
    - Have Legal review contracts, obtain signatures as appropriate, etc.
- ✓ Venue/Logistics:
    - Investigate need for any special permits, licenses, insurance, etc.
    - Determine and arrange all details regarding menu, A/V equipment, facilities, parking, signage, etc.
    - Review security needs/plan for the event with venue manager Communications Plan
    - Request logos from corporate sponsors for online and printed materials o Develop draft program
    - Create draft event script (e.g., MC, speaker introductions, thanks, closing, etc.)
    - Develop media list and prepare media alert/release, backgrounder, and media kit materials (e.g., speaker info, photos, etc.)
    - Create event page on Web site
    - Create social media accounts/pages as needed o Consider developing a promotional video for YouTube and Facebook page

<blockquote>

• If you are hosting a public event, consider registering your event on a variety of online event calendars, such, Rotary Club, etc.

</blockquote>

2.14.3 Two Months Prior to Event

✓ Send reminders to contact list regarding registration/participation
✓ Presenters/Speakers: e.g.
  • Confirm travel/accommodation details
  • Request copy of speeches and/or presentations
  • Sponsorship: Follow up to confirm sponsorships and underwriting
✓ Publicity:
  • Release press announcements about keynote speakers, celebrities, VIPs attending, honourees, etc

2.14.4 One-Two Weeks Ahead

✓ Schedule a meeting for all committee chairs to confirm all details against Master Plan – and ensure back-up plans are developed for any situation (e.g., plans for bad weather, back-up volunteers as VIP greeters, additional volunteers for registration or set-up, etc.)
✓ Finalize event script • Brief any/all hosts, greeters, volunteers about their event duties and timelines
✓ Final seating plan, VIP place cards, etc. Ensure that all Trustees that will be in attendance are included in stage seating or in front row reserved seating, as appropriate.
✓ Provide final RSVP numbers to caterer
✓ Make print and online copies of any speeches, videos, presentations, etc.

2.14.5 One Day Ahead

✓ Confirm media attending
✓ Ensure all signage is in place
✓ Ensure registration and media tables are prepared and stocked with necessary items (e.g., blank name badges, paper, pens, tape, stapler, etc.)
✓ Ensure all promotional items, gifts, plaques, trophies, etc. are on-site.

2.14.6 Event Day

✓ Appoint someone to arrive early to attend to important event details
✓ Ensure you have copies of all instructions, directions, phone numbers, keys, extra parking permits for VIP guests, seating charts and guest lists with you
✓ Check-in with each Committee Chair to ensure their team is on track
✓ Bring water for speakers • Bring an emergency kit (Kleenex, Band-Aids, safety pins, etc.)

2.15   POST-EVENT

- ✓ Conduct a Post-Event Survey – to learn what people enjoyed about your event, and where you have room to improve
- ✓ Conduct a post-event meeting and thorough evaluation of objectives vs. outcomes
- ✓ Gather all receipts, documentation, final attendance data, donations, etc. and update budget
- ✓ Implement post-publicity plan – thank attendees for participating and promote your ongoing programs and how they can support you throughout the year by joining, volunteering or making a sustaining donation.
- ✓ Send thank-you letters to: o Sponsors o Volunteers o Speakers/presenters o Donors o Media In your thank-you notes, be sure to remind the recipients of the event's success

2.16   GREENING YOUR EVENT

It is important to remember that events can harm our environment. By making the correct choices we could reduce our impact considerably. Below are some pointers to reduce the impact of your event.

- ✓ All events should aim to use the minimum amount of energy required.
- ✓ Minimise lighting needed by making use of natural light wherever possible.
- ✓ Water usage should be kept to a minimum.
- ✓ Tap water should be supplied to eliminate mileage and waste arising from bottled water.
- ✓ Recycling facilities are made available on site to match the types of wastes likely to be produced.
- ✓ Order only what you will need and what you will use for the foreseeable future. • Aim to re-use where possible. This could include food such as fruit kept for later consumption and printed materials that could be used again.
- ✓ If they are needed, provide reusable name badges and collect them at the end of the event.
- ✓ Influence your suppliers eg caterers should be asked to minimise waste caused by excess packaging and non recyclable containers. Ensure over catering is minimised.
- ✓ Aim to use recycled paper (min 80% recycled content) and print or copy double sided where needed

2.17   SUMMARY

Event s vary widely in their type, scale and purpose; they range from large-scale international events such as the Olympic Games down to small-scale, local events such as a school exhibition day. They may also involve a range of activities or they could focus on just one activity or for one target group. Events are frequently the catalyst for important processes such as personal expression and social development.

2.18 Glossary

Agenda: A list of speakers, presentations and associated timings, given to conference delegates as part of the pre-registration or on-site registration.

Attendance: The overall total number of people at an event.

Audio-visual: Has both a sound and visual component. Typically in the form of images and recorded speech or music

Award Ceremony: An event where the performance of individuals and groups in a company or industry are recognised. It is use to honour and motivate key staff.

Budget: A detailed estimate of all the costs required to complete project tasks.

Client: The person or party that hires an event planner and/or various event components required to hold the event

Entertainment: A show or performance designed to amuse and entertain an audience.

Event Manager: A person in charge of planning, organising, and executing all types and sizes of events.

Event Planner: A person who coordinates all aspects of professional meetings and events.

Feedback: The process of sharing thoughts and observations – can be positive or negative.

Registration Fee: Cost of attending a conference. Fees can vary according to the time of registration, level of participation and also membership type

Stakeholder: A person with an interest in the objectives and outcome of an event.

Venue: A place to hold your event.

Venue Manager: The person in charge of a location or event space.

Welcome Signage: A sign that introduces or welcomes visitors to the venue/ event.

Workshop: workshops generally have more hands-on and group activities. The sessions are quite interactive and require individuals to participate.

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2.21   TERMINAL QUESTIONS

1. Discuss the various phases involved in planning of event.
2. Elaborate the various aspects involved in preparing a Blue print of functional area

UNIT: 03
DIFFERENT ASPECTS OF EVENT MANAGEMENT

Structure

3.1 INTRODUCTION

 Event management is the process by which events are defined, planned, monitored, controlled and delivered such that the agreed benefits are realised. Events are unique transient endeavours undertaken to achieve a desired outcome. Successful event management has several significant characteristics. To understand the value of event management, it is necessary to understand the fundamental nature of a event, the core characteristics of event management processes, how success is evaluated, the roles, responsibilities, and activities of a event manager and the expertise required; and the context in which event s are performed. All these aspects shall be discussed in this unit.

Events bring about change, innovation, creativity and event management is recognised as the most efficient way of managing such change. To ensure a

successful event planning it is important to understand and appreciate the role of stage manager, importance of branding, various attributes of leadership, and significance of budgeting and importance of feedback.

3.2 OBJECTIVES

- To understand the importance of the stage management
- To identify the role of branding in event management
- To study the concept and advantages of Budgeting
- To understand the various leadership skills required in event management.
- To evaluate the role of feedback in event management

3.3 STAGE MANAGEMENT

The stage manager plays a major role in the production and performance process of any event company. In large theatres and venues they could also be in an executive position making decisions on staging logistics and overseeing the technical procedures for resident and visiting companies in a wide range of art forms. At the other end of the scale they could be attached to a small touring company doing all the technical jobs as well as being company manager. The role will vary depending on the size and type of the organisation and on the scale of the event being hosted.
 In all cases the Stage Manager will have a supervisory position, leading the team of production operatives and technicians. This may include the deputy stage manager (DSM), assistant stage manager (ASM), stage crew and lighting and sound technicians. The stage manager also ensures clear communication between all the teams working on the show. We shall discuss the skills and techniques needed for pre-rehearsal planning, the rehearsal and fit-up processes and post-production for a stage manager.

3.3.1 Responsibilities of Stage Manager

The Stage Manager is a key position in any successful event. The position has a unique function because it serves the dual function of assistant to the director and production staff during the rehearsal period and then becomes the person in charge of the event during the actual performance. Each event will make different and unique demands of the Stage Manager. The duties and responsibilities listed here may serve as a guide to help create a successful experience.

a. **General:** To meet live event requirements, the stage manager distributes stage plans to stage crew and venue management. He coordinates stage crew activities and assists with or supervises stage preparation including unloading, setup and positioning of concert stage elements, such as instruments, equipment or background sets. If he sees a health, safety or logistics issue, he works with the act and venue management to modify the plans. He also makes certain that an act receives everything requested for backstage facilities, such as specific beverages or food.

b. **Technical:** A stage manager also supervises technical matters. He reviews concert technical requirements with various people involved in planning the

performance, such as the act, the act's manager and technicians. He monitors lighting, speakers, microphones and other equipment during rehearsals or recordings. Before a concert, he supervises lamp, sound, rigging and other stage equipment tests. He also supervises specialized concert element testing, such as pyrotechnics tests, if applicable. During a performance, he makes technical adjustments or call cues to a technical crew handling the equipment.

c. **Performance:** The stage manager clears the stage prior to the performance and advises the act when it's time to go onstage. Besides equipment technical cues, a stage manager also cues other stage actions, such as opening and closing stage curtains, if applicable, at the start, intermission and end of the concert. Afterward, he supervises stage cleanup and removal, loading and shipment of stage elements provided by the act. If an act stores stage elements at the venue, he supervises on-site transport and storage.

d. **Other:** Stage managers also review emergency procedures and enforce rules and regulations designed to prevent security problems or safety hazards. For example, a stage manager often checks backstage passes to stop unauthorized persons from accessing the stage or act. They also prevent crowds from forming that might disrupt the concert or create a hazard. Additionally, if a stage manager needs a temporary stage crew to assist, he usually creates the necessary budget, hires the crew, supervises their work and maintains payroll.

3.3.2   Stage Manager Duties: Live Events

While stage management duties vary by both the institution and the production, below is a list of common stage management duties. This is applicable in case of live events such as film shows, special telecasts, live activities etc.

Pre-Production
- Review Institutional and Rules Regarding Production
- Create a Contact Sheet
- Create a Rehearsal Schedule w/ the Director
- Get the Ground Plan and Dimensions of the Performance Space
- Distribute Rehearsal Schedule
- Figure out Specific Needs of Production
- Assist Production Manager in Planning First Production Meeting
- Rehearsal Process
- Distribute Daily Rehearsal Calls
- Collect Emergency Contact Forms
- Call Breaks
- Call Meal Breaks, If Rehearsal is Longer Than 5 Hours
- Protect the Safety of the Cast
- Distribute Script
- Create Costume List
- Coordinate and Facilitate Communication within the Design Team
- Send Rehearsal Reports:
  - ✓ Illnesses/Injuries

- ✓ Notes for EACH Technical Department (including additions and alterations)
- ✓ Scenic
- ✓ Props
- ✓ Lighting
- ✓ Sound
- ✓ Costumes
- ✓ Projection
- ✓ Hair/Makeup
- ✓ Upcoming Events
- ✓ Run-Throughs
- ✓ Visiting Guests
- ✓ Publicity

Technical Process

- Lead Rehearsals of the Show
- Light Cues,
- Sound Cues,
- Music,
- Costumes,
- Quick Changes,
- Create and Maintain the Calling Script
- Begin Calling Cues
- Create and Distribute Preset Lists for Backstage Crew
- Create and Distribute Run Sheets for Backstage Crew
- Manage Backstage Crew
- Organize Backstage Traffic
- Find Solutions to Potential Safety Problems
- Continue Sending Rehearsal Reports

Performances

- Coordinate with Front of House to Open the House and Begin the Performance
- Call the Show's Cues, Including:
- Automated Scenery
- Lights
- Sounds
- Projection
- Orchestra
- Actors
- Maintain the artistic integrity (the director's vision) of the show
- Run rehearsals to assist show maintenance

Runs rehearsal for all understudies/replacements

- Update the Calling Script and
- Update Preset Lists and Run Sheets

Send Performance Reports regarding with information including:
- ✓ Late Arrivals/Absences
- ✓ Illnesses/Injuries
- ✓ Run Length
- ✓ Audience Reaction
- ✓ Issues with Scenery or Props
- ✓ Issues with Costumes
- ✓ Issues with Light Instruments or Board
- ✓ Issues with Sound Equipment
- ✓ Dropped Lines / Missed Cues / Show Error
- ✓ Any Other Unusual Occurrences

The position of Stage Manager is a complex and time-consuming one that demands efficiency, organization, calm and tact. The Stage Manager acts as the main liaison among the director, technical staff and cast, organizes and runs rehearsals, and coordinates all elements of the production during technical rehearsals and performances. The Stage Manager communicates with every department of production but works particularly closely with the director, the designers, and the backstage crew

Stage Manager are responsible for ensuring productions are completed according to directors' wishes, in time for the first performance and maintained throughout the run in accordance with industry best practices. They are also the principal organizer and communicator between artistic staff, production teams, front of house staff, and administrative staff for their assigned production

3.4   BRAND MANAGEMENT

Branding has become one of the most important aspects of business strategy. Marketing strategies begin with the value proposition i.e the various types and amounts of value that the event management firm wants customers to receive from the market offering. In marketing, the value proposition is sometimes referred to as the positioning statement. The brand is the product as it is experienced and valued in everyday social life. The verb "to brand" refers to all of the activities that shape customer perceptions, particularly the firm's activities. Branding, then, is a management perspective that focuses on shaping the perceived value of the product as found in society.

3.4.1 Determinants of Brand Management

 Brands have four primary types of determinants - companies, popular culture, influencers, and customers.
- **a. Firms:** The event management firm shapes the brand through all of its product-related activities that help to connect with the c customers. All elements of the marketing mix product, communication, channels, and pricing policies are used to create an image in the mind of prospective customers. fore.g for national level exhibitions event companies used all components of promotional mix to target the customers .

b. **Popular Culture:** Various types of events are a prominent part of the world in which we live. As such, they are frequently promoted through in films, television, books, magazines, on the Internet, across all mass media. These representations can have a powerful influence on brands. For nearly a century, companies have sought to manage how their brands are presented in the media, through public relations efforts and paid sponsorships. This involves inviting celebrities and powerful leaders in the society to represent the brand. For example in every state of India a leading film personality or social activist is the brand ambassador for the event.

c. **Customers:** Customers determine the effectiveness of the brand culture as they consume the product. And are part of event process As they interact with various stakeholder during the event process they create experience stories involving the event which they often share with friends and all involved in the process of event. For example participating in a sports event may lead to sharing of achievements and challenging during the whole event process.

d. **Influencers:** In many categories, non-customers' opinions are influential. Think of trade magazine reviews, the opinions offered by mavens and connoisseurs during work and leisure gatherings, and the opinions offered by retail salespeople. These opinions create a positioning of event management firm in the mind of masses. Most of the national wide events are given publicity by various media firms which create a perception about the event.

3.4.2 Components of Brand Value

a. **Reputation Value:** From an economic point of view brands serves event firm reputations. Event management involves tangible features i.e flights are on time, good quality of food, specific products at the exhibitions. Customers take on risk when they purchase products, particularly products that will be used into the future and products for which quality cannot be reliably evaluated upon inspection before purchase. The brand operates as a signalling mechanism to increase customers' confidence that the product will provide excellent quality and reliability on important functions. The product experiences both successes and failures spread in stories and aggregates to form part of the brand culture of the event firm.

b. **Relationship Value:** Brands also communicate that the firm producing the product can be trusted to act as a long-term partner that will flexibly respond to future customer needs. For many events, especially in case of festivals or fairs customer uses and needs cannot be fully anticipate and so built into a contract at the time of purchase. Relationship value accumulates as particular stories, images, and associations that circulate around the product become conventional, taken for granted.

c. **Brand Cultures:** From a psychological perspective, the brand acts as a perceptual frame that highlights particular benefits delivered by attending a specific event. This framing guides consumers in choosing events and also shapes their product experiences. The heuristic value of the brand provides

for considerable savings in search costs and in the need to continually process information to make effective choices. Hence event management firms often seek to brand their products as particularly effective in delivering on a single benefit desired by customers. A classic example comes from specified exhibitions in the area of automobiles and education services which may provide all information to the target customers among the competitors.

d. **Symbolic Value:** Express Values and Identities Brands also act as symbols that express values and identities to serve as concrete markers of values and identities. In particular, brands have become powerful markers to express statuses, lifestyles, politics, and a variety of aspirational social identities, a fashion show by leading event Management Company is one such example.

Most brand cultures are made up of several, or even all, of these four components. However, often one component will be the primary driver, accounting for the brand's success versus competitors. The relative importance of each component will vary by society, product category, segment, and brand. While it is useful to break up brand value into these four discrete parts for strategic purposes, customers rarely experience the brand in this way. Rather, the components are overlapping and interdependent inferences that customers draw from the brand culture. The most successful brand cultures, then, offer a single coherent story where the components work together in a synergistic fashion so that the whole is greater than the sum of the part

3.4.3 Designing Brand Strategy

Brand strategy is a key part of the overall marketing strategy. Brand strategies deliver on business goals by enhancing the brand culture. As e\ brands, business contexts of event management companies and corporate goals vary so much, there are no universal rules for designing brand strategies. Rather, a systematic four -step process can be used to tailor strategies to respond appropriately to the specifics of the context

Step 1: Identify goals that branding can address: Brand strategies are appropriate when the business goal can be achieved by enhancing perceived product value. Since branding requires changing shared conventions, it is necessarily a long-term project. And, so, branding is not usually a good tool to achieve short-term sales goals. Conversely, it is also important to consider whether non branding strategies such as lowering cost to serve, pursuing price discrimination with promotions have unintended consequences on branding of an event .

Step 2: Map the existing brand culture: Evaluate the existing brand culture across the four components of brand value .This evaluation requires designing and collecting market research that is attuned to the four different components of brand culture. Therefore survey, feedback from the attendees of the events , sponsorship organization and specific stakeholder are required to understand the level of brand value.

Step 3: Analyse competitive environment: Competitive benchmarking is one the most important driver of brand strategy is to deliver superior brand value versus

primary competitors. Competitive superiority in brand value requires benchmarking against competitors' brands.

The most significant advances in brand value come from identifying opportunities in the environment such as consumers, technology, infrastructure, etc. that competitors have not yet acted on and designing the brand strategy to take advantage of these opportunities. For example, new type of event design, facility management can provide significant opportunities to enhance reputation, emerging information and process technologies e.g., the Internet, customer relationship management can allow for improvements in relationship value, changing customer preferences can create opportunities for different experiential framing, and shifts in society and culture create opportunities to deliver new symbolism.

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 document for an event management firm should map the current brand culture, outline the most promising opportunities to enhance the brand culture considering both environment shifts and competitive benchmarking, and finally detail the desired brand culture.

Implementation: A brand strategy requires an action plan that specifies which marketing mix elements will be used, how they will be used, and how they will be integrated to achieve 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 must always balance branding objectives against other marketing goals

CHECK YOUR PROGRESS-I

Q1 Highlight the various responsibilities of an event manager in case of live theatre performance .

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Q2 What strategies you shall adopt to implement a successful brand management strategy for your firm.

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3.5 BUDGETING IN EVENT MANAGEMENT

An event budget is the total sum of money allocated for the particular purpose of the event for a specific period of time. The goal of budget management is to control event costs within the approved budget and deliver the expected event goals.

From the perspective of a successful event is one that meets four success criteria: 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. For event managers to be truly successful they must concentrate on meeting all of those criteria.

The reality is that most event managers spend most of their efforts on completing the event on schedule. They spend most of their time on managing and controlling the schedule and tend to forget about monitoring and controlling the budget.

3.5.1 Budget Management

Budget management consists of a series of tasks and steps designed to help manage the costs of the event, the steps are:
- ✓ Defining the Budget
- ✓ Executing the Budge
- ✓ Controlling the Budget
- ✓ Updating the Budget

Inputs for Budget Preparation
Inputs: Inputs for the event budget management include the following documents or sources of information:
- ✓ Event contract or initial budget
- ✓ Resource requirements
- ✓ Resource cost estimates
- ✓ Activity duration estimates

- ✓ Historical information
- ✓ Market conditions
- ✓ Donor and organization policies

Outputs: The event team will use the above information to develop three important documents for the event:

- ✓ Cost estimates by activity
- ✓ The Event Budget
- ✓ The Budget Variance Report

Event Budgeting is performed on the initial stages of event planning and usually in parallel with the development of the event schedule. The steps associated with budgeting are highly dependent to both the estimated lengths of tasks and the resources assigned to the event. Budget management is the process by which costs or expenses incurred on the event are formally identified, approved and paid. Purchase order forms are completed for each set of related event expenses such as consulting services, equipment and material costs. Depending on the authorization level the purchase order forms are approved by the event manager and recorded by the finance unit for tracking, donor reporting and auditing purposes. Budgeting serves as a control mechanism where actual costs can be compared with and measured against the budget. The budget is often a fairly set parameter in the execution of the event. When a schedule begins to slip, cost is proportionally affected. When event costs begin to escalate, the event manager should revisit the Event Plan to determine whether the scope, budget, or schedule needs adjusting.

3.5.2 Criteria in Budget Development

To develop the budget, the applicable cost factors associated with event tasks are identified. The development of costs for each task should be simple and direct and consist of manpower, material, and other direct costs. The cost of performing a task is directly related to the personnel assigned to the task, the duration of the task, and the cost of any non-labour items required by the task. Resource requirements involve determining what resources (people, equipment, services, and material) and the quantities of those resources are required to complete the event. The events, scope statement, historical information, resource information, and policies are inputs used to determine the resources for the event. The main output is a list of resource requirements that provide the basis for budget estimating and budget controls, and provide valuable information to the event

resource management process. There various types of heads in which event cost can be grouped are as follows:

a. **Human Resources:** These include consulting services; consist of the right people with the expertise and skills needed to complete the activities on the event schedule. People may come from the organization, or hired for the duration of the event. People skills also include consultants who bring a high level technical expertise that is not found in the organization or in the local labour market. The event will develop a list of the human resource requirements detailing the expertise level, areas of experience, education and language requirements. This information will be used in the Resource management process to acquire or contract the right people.

b. **Equipment and Material Resources:** Equipment include all the specialized tools needed by the event, from water pumps to electrical generators that will be used by the event or delivered to the beneficiaries, it also includes the need for vehicles and office equipment such as computers and printers. The materials include a wider category of requirements such as utility services such as electricity, telephone lines, access to the internet, office material, office space and used by the event. The material may also include materials that will be used to build temporary facilities or food and exhibits that will be delivered to the beneficiaries.

c. **Other Cost:** These include cost of venue, Marketing, special arrangements for events .These cost shall be dependent on the following:
   - ✓ the duration of the event
   - ✓ the participant groups
   - ✓ the venue or facility
   - ✓ the scale of the event in terms of participant numbers

3.5.3 Budget Control

Monitoring and controlling the event budget ensures that only the appropriate event changes are included in the budget baseline, that information about authorized changes are communicated and corrective actions are taken by those in charge. The action of budget control is also a process of managing the budget.

Controlling the budget is a critical responsibility of the event manager, and it is equally important that the organization defines the roles and responsibilities of all parties involved in budget control. Usually the finance department's responsibility is to record, track and monitor the budget from a cost accounting perspective and generates reports for the organization management and the donor as part of the compliance requirements such as ensuring the correct accounts are properly used and recorded.

The finance unit is not responsible for monitoring if the event budget follows the event goals and targets, that is the responsibility of the event manager who needs to use the reports and monitors the budget and determine if the resources are used according to plan and identify any deviations, changes or modifications to the budget Budget Performance.

Budget performance is the activity to see if the event expenses are being executed according to the budget plan and helps identify deviations and develop corrective actions. The method uses to monitor the performance of the budget depend on the accounting system used by the organization to track costs expenses. If the event only uses the accounting system to record what funds are available, the picture may not be completed as the accounting system may only show actual expenses and doesn't take into account the contacts, purchase orders and other monetary commitments that are still not accounted for on the general ledger.

Accounting reports typically report on invoices that have been paid to date. The event manager needs to track actual expenditures and all monetary commitments made to vendors or consultants in the form of contracts or purchase orders that will only be recorded in the accounting system once the invoices are paid. Otherwise, by just looking at the accounting reports may give the impression that the event has more money that what is actually available.

Corrective Actions: Some event may include a predefined limit by which a event may be under or over budget during the event implementation phase, it is usually set as a small percentage of the total, if the event is above the defined limit then the event manager needs to take corrective actions to bring the budget back on track, these actions may include trade-offs that will need to be discussed with management and the donor, trade-off include reducing the scope or lowering the quality.

Corrective actions may include the use of alternative options to produce the similar output using different inputs, the event manager will implement the corrective actions and monitor their performance to see if they are effective in reducing the event expenses and help bring the event back on track. Corrective actions need to be consulted with the event team and the staff in charge of the activities so that changes are implemented.

3.6 Leadership

Leadership involves the ability to influence people to take actions toward completing a goal. Events contain a number of components and an event manager need to possess dynamic leadership skills to meet various challenges.

A further complication of the event manager's role stems from the multi-dimensional environment in which they functions. At the core of day-to-day operations are the event office and the event team. A second dimension is the intra-organization i.e the parent organization, user community, and contractors. The third dimension is the inter-organization i.e external organizations having a vested interest, or oversight authority in the event office. This complex environment presents a communication paradigm unparalleled by any other management position. The event team is often large in number and consists of a multi-faceted mix of multi-disciplinary, inter organizational, geographically disbursed members, internally employed personnel, and outsourced or contract staff. Therefore, the event manager must cope with tenuous lines of authority and power and the event manager must interact with multiple varied groups and stakeholders inside and outside of the employing organization, often with conflicting interests relevant to the event at hand. Therefore they posses numerous leadership challenges.

Responsibility without authority is yet another challenge that the event manager faces. When team members have a dual reporting structure the event manager may find it difficult to exert influence over the team members. Direct authority over personnel tends to rest with the functional manager while the event manager has little direct authority over the event team members or their managers. In such dynamic environment the event manager must achieve the objective with leadership styles oriented towards maintaining productivity and positive human relations.
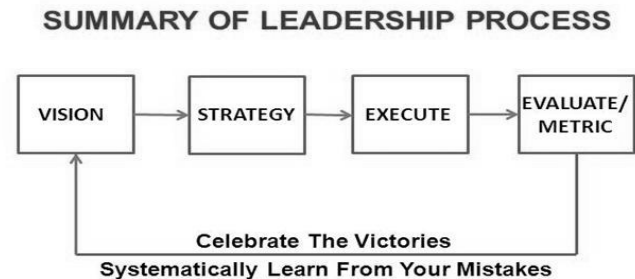
It is universally accepted that leadership is an influencing process between leaders and followers to achieve organizational objectives through change. Leadership has also been defined as getting things done through others. In event management, this means that the event manager must achieves results through the event team. In other words, inspiring people assigned to the event to work as a team to achieve the event objective is essential aspect of event leadership.

3.6.1 Leadership Skills

 The skills of the leader can be distinguished to hard skills and soft skills. Hard skills indicate technical or industry-specific knowledge and the ability to communicate this knowledge with the team and by soft skills meaning. In an international event the human relations skills such as team management and conflict, cross-cultural competence may be the most relevant leadership skill in understanding of different work styles and helps the event manager to solve conflicts.

The three core management skills technical skills, interpersonal skills and *decision*-making skills are essential for any to succeed. Technical skills involve the knowledge and the ability to use methods, processes, techniques, tools and equipment to perform a task. These skills are also sometimes called business skills. The technical skills are the easiest one's to develop from the three management skills, but they can vary a lot depending on the job. Understanding the facility management plan, various equipment's required during the event and various aspects of space layout are part of technical skills. Successful event leaders have the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs.

 Interpersonal skills are also called people skills or soft skills. They are the ability to understand, communicate and work well with individuals and groups through developing effective relationships. Leaders required interpersonal skills such as negotiating, motivating, decision making and problem solving balance between the technical and leadership aspects of event management and states that the event manager's goals are to build team morale and foster good working relations so everyone is eager to work toward a common goal.

Conceptual skills are based on the ability to understand challenges of future, select action plans to solve problems and take advantage of opportunities. It involves critical-thinking, analysing alternatives and attempting to maximize positive outcome for the organization. These skills are related with other skills such as critical thinking and strategic planning.

One must take in to consideration that the skills needed wary depending on the level of management. Top-level managers use mostly interpersonal and decision-making skills. Middle-level managers must balance between all three skills and first-level managers use mostly technical and interpersonal skills. In event management the skills needed depend completely on the type of event and there for on the leadership style required in a specific event.

3.6.2 Qualities of Leaders

Successful event Leaders requires emotional resilience and communication in events of medium complexity and sensitivity in events of high complexity. They must possess high motivational abilities in repositioning events. Self-awareness and communication in negotiation skills and understanding group dynamics are key to the success of event leaders.

These skills are required at various stages. While the ability to manage people are important in the design state, sensitivity are more important in the commissioning stage, managing resources are most crucial in all stages. Proper feedback and healthy work culture is also required at all stages of event management.

Empowering employee i.e. giving them a holistic perspective and prepare them for challenging roles is an important leadership skills. Individuals want to show that they can accomplish goals and meet challenges and that is why it is essential to create a work environment and culture that empowers people so that the event manager involves team members in decisions and empowers them to make decisions within their area of responsibility.

Developing employees as a competency has many different perspectives of leadership. One description is that developing is the bolstering of others abilities through feedback and guidance. I t as believing in others potential and encouraging them to take even more-demanding tasks and roles. Investing time and effort in coaching team members and working on critical feedback also facilities in maintaining team dynamics.

An effective event manager is committed to the development and training of the members of the event team and for that sees the event as an opportunity to add value to team member's experience.

Developing team members is highly linked to motivation, because one way to achieve motivation is by challenging team members and giving them a change to develop themselves by growing their skills and authority etc. It has been shown that this impacts job satisfaction and commitment of the employees and in addition relate positively to event success. Developing at the event level is seen as providing mentoring, offering challenging assignments and acknowledging strengths and contributions of team members.

Intellectual leadership: Critical analysis and judgement helps the leader in the day-to-day assessment and evaluation of different types of information, meaning comprising analytical skills. In other words, taking into account internal and external factors and information and coming up with the best possible solution for the given circumstances.

Vision and imagination relates to the principle to being creative and setting a vision for the event team to follow. In other words, being creative is one of the factors in success of events.

An event leader for attaining success must establish a feeling of trustworthiness among his subordinates that can be achieved by developing rapport among him and his employees. He must be an active listener and must be able to handle difficult situations. Furthermore, a leader must opt for a diplomatic mechanism that will include trade-offs at times for arriving at better opportunities and achieving greater influence over employees. They must establish a feeling of credibility among different parties which will help them to earn respect of the employees through positive performances.

CHECK YOUR PROGRESS-II

Q 1 What is the importance of Budget control for event management firm?
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Q 2 Elaborate on the various leadership qualities required in event management.
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3.7   SUCCESS OF THE EVENT

There are different components involved in event evaluation.   The event outcomes are those measurable changes that can be observed as a result of the event's successful completion.   These measurable results and benefits will be observable within the targeted population once the event is complete, determining the extent to which the identified objectives were achieved. The results and benefits measure the progress toward achieving the overall plan.

 Outcomes are the short-term and medium-term effects of the event on the stakeholders.   Examples of outcomes include new knowledge, increased skills, increased understanding, and increased participation in various event related activities.

3.7.1 Understanding Key Performance Areas

Key performance indicators consist of the most important performance goals across all aspects of team involvement in an event. Effective KPIs should be:

- ✓ Agreed upon by all parties before the event begins
- ✓ Meaningful to the intended audience
- ✓ Quantifiable measurements that can be shared and analysed across organizational divisions at any time
- ✓ Directed toward the benefits the event seeks to deliver
- ✓ A basis for critical decision-making throughout the event
- ✓ Aligned with objectives and vision plan
- ✓ Realistic, cost-effective and tailored to the organization's culture, constraints and time frame
- ✓ Unified with organizational efforts
- ✓ Reflective of an organization's success factors
- ✓ Specific to the organization and the particular event

Collectively, KPIs are a powerful management tool to bring about organization-wide success. Keeping track of accurate metrics from varying teams can identify where more direction is needed or where incentives, plans and other resources, such as training, should be allocated in future.

3.7.2 Scope of KPIs

While the scope and terms of an organization's KPIs may differ from event to event, there are various types of data that can be helpful to any organization. Top event management benchmarking measures include return on investment (ROI), productivity, cost performance, cycle time, customer satisfaction, schedule performance, employee satisfaction and alignment with strategic business goals. Examples of KPIs within event management include:
- ✓ Event schedule
- ✓ Estimate to event completion
- ✓ Current development backlog
- ✓ Labour costs spent per month
- ✓ Current resource allocation

Knowing how, where and why event budget deviated is important in tracking down waste and inefficiency and for planning better for the unforeseen challenges inherent to most events.

Deviation of Planned Hours of Work: Understanding what tasks took more or less time can help in the efficient allocation of consulting and training time. In addition, understanding which teams had to go above and beyond can help build a meaningful incentive and reward program and improve time allocation planning.

Percentage of Milestones Missed: Events shift over their life cycle. Identifying milestones and achieving goals are important to maintaining event momentum. When too many milestones are not achieved or are shifted, employees may feel frustrated. Identifying when milestones are missed can help restart a event and mitigate similar challenges in the future.

Cost Variance: Keeping accurate records related to cost variance can provide a detailed profile of which teams and processes are most efficient. It can also help companies decide whether an event was worth the investment and assist managers in deciding whether to initiate similar events.

Motivation: Event managers can use KPIs not only as a performance management tool, but also as a motivational tool. When all teams are united with common goals, their individual contributions can shine. Team competition, incentives and rewards can be a powerful motivating tool to keep event momentum pushing forward. Using quantifiable and consistent KPIs can help event managers assess event goals in an objective, fair and powerful way.

3.7.3 Event Feedback

Event performance and success are not always easy to measure. Harnessing the power of a strong key performance indicator strategy can help event managers lead their teams to higher standards, greater goals and successful events. A well designed evaluation plan is the next key element for the successful implementation and management of an event. An evaluation plan describes the process and provides the tools to measure progress in implementing the event, it also assesses how effectively the event addressed problems and achieved its objectives. The core aspect of evaluation plan is the feedback received from various stakeholders after the successful completion of the event.

FEEDBACK ON SUCCESS OF EVENTS

Operational	On-time performance	Event management software
	On-budget performance	Business budgeting software
	Number of attendees	Event booking platforms
Brand awareness	Social shares	Social media monitoring tools

Customer satisfaction	PR mentions	PR monitoring tools
	Word of mouth	Online survey software
	Net Promoter Score	Specialized software
	Reviews & testimonials	Online review sites
Business impact	Attendees	CRM software
	Partners	
	Sponsors	
Revenue	Ticket sales	Event ticketing sites
	Other guest revenue	Business budgeting software
	Sponsorships	

Success factors determine the positive outcomes of implementing events. They have to be identified by events implementers from the conception phase. But events environments are dynamic; therefore a permanent monitoring of these factors is needed .Whenever necessary the event manager should influence certain factors in order to increase chances of accomplishing success criteria.

Impact Indicators: The objectives and event goal provide the framework for event evaluation. Achievement of each objective is measured by its accompanying results and benefits (outcomes). Achievement of the event goal is measured by impact indicators. The evaluation of these indicators will measure the extent to which the desired change has occurred. The indicators must be quantifiable and documented, and should include target numbers and tracking systems. The evaluation will consider the indicator, the mechanism for tracking the indicator and the target number or situation at the end of the event period. Reference to the pre-grant status of the indicator and final target for the indicator will greatly assist in event evaluation

3.7.3.1   Methods

The event is likely to have several objectives to evaluate, and several different methods of evaluation might be needed. –
What methods will be used to measure the results and benefits? What records will be maintained? The evaluation plan must include the method used to determine whether the objective was accomplished, and whether the desired change actually occurred.
One such method is reporting method as a   crucial part of the evaluation plan and the frequency and responsible parties must be specified:

- ✓ How many total measurements will be taken?
- ✓ How frequently will the data be collected and by what means?
- ✓ What will be done with the data?
- ✓ How will the data be analyzed and what form will the report take?

REPORTING: In addition to evaluating the final event results, one also should regularly monitor and evaluate the event's progress in carrying out work plan activities, completing event objectives and staying within the approved event budget.

This process evaluation determines whether the event was conducted in a manner consistent with the plan and whether the event activities contributed to the success of the event. In other words, was the plan followed, and was the plan effective in achieving the objectives? This part of the evaluation plan is used to effectively manage the day-to-day and week-to-week activities and is the basis of regular progress reports prepared for the event's funder.

Many funders requires reporting on progress made towards achieving the impact indicator target numbers, and annual reporting on the results and benefits outlined in the event work plan.

The primary stakeholder will have different viewpoints of the success of a event. The client will be focused on the outcomes of the event, the deliverables. The focus will be on the goals and objectives of the event, more especially on the scope and quality aspects of the deliverables. In certain instances, time and costs issues are of secondary importance but could be just as important as the former aspects. The scope and quality of the event has been identified as the most influential factor among the elements of the iron triangle. The performance in cost and time schedule will be measured, similar to scope, against the final values and the relative magnitude of the variances. Certain variances can be justified, but the unjustified variance will influence the judgment whether the event was a success or not. Independent of the above, the perception of success can be influenced by issues such as responsiveness of the team to client requests for changes, punctuality at meetings, communication or the lack thereof, personality clashes and other people issues. These issues can be grouped into team morale and client satisfaction, and are harder to measure and quantify

3.8   SUMMARY

This unit provides a road map in understanding the role of stage manager, to accomplish the objectives by describing how the branding t is to be executed, monitored and controlled, identifying the role of leadership to effectively communicate with stakeholders , role of budgeting and feedback in managing events .

A event is temporary, unique, and the product of a multifaceted and progressively elaborated process that produces a solution for a specific objective. For the endeavour to be successful, the event must be accomplished on time, within budget, and to the appropriate degree required to satisfy the objective. For success to be achieved, the event manager must be skilled and operate in an environment which enables a event team to function. Excellence in event management should be viewed as the positive trend in the performance of successful events in a progressively elaborative manner to produce the deliverable results .

3.9 GLOSSARY

Assistant Director: Assists the Director (qv) by taking notes on all moves and other decisions and keeping them together in one copy of the script (the Prompt Copy

(qv)). In some companies this is done by the Stage Manager (qv), because there is no assistant.

Assistant Stage Manager: (ASM) Another name for stage crew (usually, in the professional theatre, also an understudy for one of the minor roles who is, in turn, also understudying a major role). The lowest rung on the professional theatre ladder.

Ambassador: A brand ambassador is anyone who works for your company and interacts as a representative of the company. An ambassador can be a Sales Person, Executive, or even a Customer Service Representative.

Awareness: How many people are familiar with a company and its products or services? Awareness should be gauged on a scale of Poor to Great, which measures how well people know what products/services a company offers and what a company is all about.

Customer Service: Every member of your organization is responsible for an excellent experience for clients. It can make or break your firm's brand.

Image: How a brand is perceived by its target audience. The way a brand appears to potential customers or clients is essential to the success of a company.

Intangible: Brand assets incapable of being touched. These all work together to create the essence of the brand. Intangibles include trademarks, expertise, designs, etc.

Logo: A unique design or custom symbol that acts as the identifier of a brand. It is a visual representation of a firm's brand.

Tangible: Assets that can touched or felt, like buildings, property, products, and packaging.

Target Market: The desired potential customer audience. The best way to determine who is in your target market involves creating a "customer profile" of a fake person who represents your ideal client.

Value Proposition: What your client gets when they pay for your product or service. It usually includes the major advantage of choosing you over a competitor.

Account: A chronological record of public funds showing receipts, disbursements, and the balance.

Benchmark: A quantifiable performance level used to assess the extent to which program objectives are being obtained

Budget: A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates).

Budget Process: The process of translating planning and programming decisions into specific financial plans.

Cash Management: The process of managing monies for the event to ensure operating cash availability and safe investment of idle cash

Goal: A long-range statement of broad direction, purpose, or intent, based on the needs of the event.

Vision: An objective that lies outside the range of planning. It describes an organization's most desirable future state.

Strategy: An approach to using resources within the constraints of the environment in order to achieve a set of goals. An organization formulates a strategy based on the environment, and states the goals, objectives, and how it is going to meet the objectives through tactics to guide its core business functions

Communicating: Comprises the ability to express oneself effectively in individual and group situations, either orally or in writing. It involves a sender transmitting an idea to a receiver.

Competency: Competency is behavior-based and describes the individual's characteristics and personality. Competencies can also be learned, but due to their behaviour-based nature, it is not possible simply to teach or measure them.

Decision-making: The process of reaching logical conclusions, solving problems, analysing factual information, and taking appropriate actions based on the conclusions.

Empowerment: A condition whereby employees have the authority to make decisions and take action in their work areas, jobs, or tasks without prior approval. It allows the employees the responsibility normally associated with staffs. Examples are scheduling, quality, or purchasing decisions.

Feedback: The flow of information back to the learner so that actual performance can be compared with planned performance

Influencing: The key feature of leadership, performed through communicating, decision-making, and motivation. A boss tells people what to do, while a leader motivates people by creating a desire within them to accomplish things on their own.

Loyalty: The intangible bond based on a legitimate obligation; it entails the correct ordering of our obligations and commitments. Loyalty demands commitment to the organization and is a precondition for trust, cooperation, teamwork, and camaraderie.

Self-Directed Work Team: A small independent, self-organized, and self-controlling group in which members plan, organize, determine, and manage their duties and actions, as well as perform many other supportive functions.

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3.12 TERMINAL QUESTIONS

1. Discuss the role, duties and responsibilities of stage manager.
2. Highlight the role of Branding in successful management of events.
3. What do you understand by Budget? What factors should be kept in mind while preparing a budget of event Management Company?
4. Define feedback. Discuss the role and importance of different types of feedback in management of an event .

UNIT: 04
BASIC QUALITIES OF EVENT MANAGEMENT PERSON

Structure

4.1   INTRODUCTION

Event management activityis more than simply telling employees what to do. Event Managers must first understand the philosophy of business organization, financial position and as well as have a thorough understanding of their particular market and relevant technologies and regulations. While event managers are not necessarily the most important people in the organization, their work is critical to helping everyone else work together seamlessly. As Event manager to manage the competing event constraints and to manage the event as a whole, there are some areas of expertise that you should possess and bring onto the Event team. They are the application area of knowledge; standards and regulations in your industry, understanding the Event environment, and you must have general management knowledge and interpersonal

skills. It should be noted that the industry expertise is not in a certain field but the expertise in order to run the Event. So while knowledge of the type of industry is important you will have an Event team supporting you in this endeavour. For example, if you are managing an Event that is a special sports event, you would not be expected to have a detailed understanding of the specific sports since your team will have sportspersons who will provide the appropriate expertise, to help you to understand this type of work. In this unit we shall study the various skills and etiquettes required for successful Event Manager.

4.2   OBJECTIVES

After reading this unit the learner will be able:
- To understand the role of management skills in event management
- To highlight the importance of interpersonal relations
- To discuss the concept of motivation and leadership in event management
- To study the role of Personal Etiquettes in event management

4.3   KNOWLEDGE OF STANDARDS AND REGULATIONS

By standards, we mean guidelines or preferred approaches that are not necessarily mandatory but important in event management. In contrast, when referring to regulations we mean mandatory rules that must be followed such as Government imposed requirements through laws in various aspects of event management. It should go without saying that as a professional, you're required to follow all applicable laws and rules that apply to your industry, organization, or Event. Every industry has standards and regulations. Knowing which ones affect your Event before you begin work will not only help the Event to unfold smoothly, but will also allow for effective risk analysis.

Some Events require specific skills in certain application areas. These areas are made up of categories of Events that have common elements. They can be defined by: industry group (Hotels and transport etc), by department (accounting, marketing, legal, etc), by technical (software development, engineering, etc), or management (procurement, research, & development, etc) specialties. These application areas are usually concerned with disciplines, regulations and the specific needs of the event, the customer, or the industry. For example, most government agencies have specific procurement rules that apply to their Events that wouldn't be applicable in the sporting event. The Hotel industry is interested in regulations set forth for standards of food and hygiene, whereas festival event planner has little or no concern for either of these types of regulations. You need to stay up-to-date regarding your industry so that you can apply your knowledge effectively. Today's fast paced advances can leave you behind fairly quickly if you don't stay abreast on current trends.

Having some level of experience in the area you're working in will give you an advantage when it comes to Event management. While you can call in experts who have the application area knowledge, it doesn't hurt for you to understand the specific aspects of the application areas of your Event.

4.4   UNDERSTANDING THE EVENT ENVIRONMENT

There are many factors that need to be understood within your Event environment. At one level you need to understand your Event environment by thinking in terms of the cultural and the social environment of the destination. In this region we think of people, demographics and education. The international and political environment is where you need to understand about different countries cultural influences. Then we move on to the physical environment; here we think about time zones, think about different countries and how differently your event will be executed whether it is just in your country or whether you have an international Event team that is distributed throughout the world in five different countries.

Let us discuss few examples related to cultural differences Americans tend to be informal and call each other by first names, even if having just met. Europeans tend to be more formal, using surnames instead of first names in a business setting, even if they know each other well. In addition, their communication style is more formal than in the US, and while they tend to value individualism, they also value history, hierarchy, and loyalty. The Japanese, on the other hand, tend to communicate indirectly and consider themselves part of a group, not as individuals. The Japanese value hard work and success, as most of us do. Indians enjoy power distance and are believe in authority and chain of command.

How an event is received can be very dependent on the international cultural differences. For example, in the nineties, when many large American and European telecommunications companies were cultivating new markets in Asia, their customer's cultural differences often produced unexpected situations. Western companies planned their telephone systems to work the same way in Asia as they did in Europe and America. But the protocol of conversation was different. Call-waiting, a popular feature in the West is considered impolite in some parts of Asia. This cultural blunder could have been avoided had the team captured the Event environment requirements and involved the customer.

It is often the simplest things that can cause trouble since unsurprisingly in different countries people do things differently. One of the most notorious examples of this is also one of the most simple: date formats. What day and month is 2/8/2018? Of course it depends where you come from; in North America it is February 8th while in Europe (and much of the rest of the world) it is 2nd August. Clearly, when schedules and deadlines are being defined it is important that everyone is clear on the format used.

The diversity of practices and cultures and its impact on events in general and on technology in particular, goes well beyond the date issue. You may be managing a Event to create a new website for a company that sells your services worldwide. There are language and presentation style issues to take into consideration; converting the site into different languages isn't enough. It is obvious to ensure that the translation is correct, however, the presentation layer will have its own set of requirements for different cultures. The left side of a web site may be the first focus of attention for an American; the right side would be the initial focus for anyone from the Middle East, as both Arabic and Hebrew are written from right to left. Colors also have different meanings in different cultures. White, which is a sign of

purity in America (e.g., a bride's wedding dress), and thus would be a favored background color in North America, signifies death in Japan (e.g., a burial shroud).

Table below summarizes different meanings of common colors:

Color	United States	China	Japan	Egypt	France
Red	Danger, stop	Happiness	Anger, danger	Death	Aristocracy
Blue	Sadness, melancholy	Heavens, Clouds	Villainy	Virtue, faith, Truth	Freedom, peace
Green	Novice, apprentice	Ming dynasty, heavens	Future, youth, energy	Fertility, Strength	Criminality
Yellow	Cowardice	Birth, wealth	Grace, nobility	Happiness, Prosperity	Temporary
White	Purity	Death, purity	Death	Joy	Neutrality

Event managers may be involved in multicultural Event. They must appreciate the culture dimensions and try to learn relevant customs, courtesies, and business protocols before taking responsibility for managing an international Event. Event manager must take into consideration these various cultural influences and how they may affect the Event's completion, schedule, scope and cost.

4.5 MANAGEMENT KNOWLEDGE

As the Event manager you have to rely on your Event management knowledge and your general management skills. In this area we are thinking of items like your ability to plan the Event, to execute the Event properly and of course to control the Event and bring it to a successful conclusion with the ability to guide the Event team while achieving Event objectives and balancing the Event constraints.

There is more to Event management than just getting the work done. Inherent to the process of Event management are the general management skills that allow the Event manager to complete the Event with some level of efficiency and control. In some respects, managing a Event is similar to running a business: there are risk and rewards, finance and accounting activities, human resource issues, time management, stress management, and a purpose for the Event to exist. General management skills are needed in just about every Event. Therefore event managers must strongly develop planning, organizing, controlling and conflict management skills.

CHECK YOUR PROGRESS-I

Q1 Identify important factors in the business environment that influence your event management activity.

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Q 2   Discuss the role and importance of cross cultural understanding in event management.

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4.6   INTERPERSONAL SKILLS

We all are aware that success is relationship driven? A successful manager always manages to create and foster a solid foundation of trust and relationships with both employees and clients. Investing time, effort and even emotion to strengthen relations internally as well as externally reap unparalleled success to any event manager. The statement implies that you need to build a one-on-one relationship with key employee of your organisation. The key here is accessibility. A small gesture as greeting even the junior and appreciating work of others will inspire feelings of being personally mentored by the Manager.

4.6.1 Trustworthiness

Amidst the bounty of essential leadership skills to strive for, trustworthiness has crossed the mile to become as crucial a skill as confidence or competence. Today the event world shifting from vertical to horizontal, the critical success factor has moved from 'power' to 'power of trust.'

In the present digital age, the extent to which you appear as an honest and trustworthy manager will determine your success trail. Display of traits like honesty and integrity will encourage team-building, robust communication and foster trust and respect at all levels. The core of trustworthiness is integrity and truthfulness. It is the foundation quality for any business success.

4.7 DELEGATION

A competent event manager will be able to successfully and accurately delegate tasks. Doing this requires an in-depth understanding of the individuals, their talents, skills, expertise, and passions. Utilizing this knowledge and appropriately delegating tasks to the right members is the recipe for the best possible even result. When members are assigned tasks that best fit them, they are more inclined to trust their manager. And in turn, event managers must maintain a proper balance of checking work, controlling and delegating tasks and develop a mutual trust between themselves and their group.

4.8 COMMUNICATION

Event managers usually spend ninety per cent of their time communicating. Therefore they must be good communicators, promoting clear unambiguous exchange of information. As a Event manager, it is your job to keep your people well informed. It is essential that your Event staff know what is expected of them: what they have to do, when they have to do it, and what budget and time constraints and quality specification they are working towards. If Event staff does not know what their tasks are, or how to accomplish them, then the entire Event will grind to a halt. If you do not know what is the strength of Event staff you will be unable to monitor Event progress. Finally, if you are uncertain of what the client expects of you, then the Event will not even get off the ground. Event communication can thus be summed up as who needs what information and when.

All Events require sound communication plans, but not all Events will have the same types of communication or the same methods for distributing the information. For example, will information be distributed via mail or e-mail, is there a shared web site, or are face-to-face meetings required. The communication management plan documents how the communication needs of the stakeholders will be met, including the types of information that will be communicated, who will communicate it, who receives the communication, the methods used to communicate, the timing and frequency, the method for updating the plan as the Event progresses, escalation process, and a glossary of common terms.

4.8.1 Striving for feedback

Giving an encouraging and constructive feedback to the team members often emerges as the defining line between an event success and failure. Hence every event manager must work hard on this aspect .The ability to receive feedback is a notch higher important skill required in any manager.

No matter how good you are, there is always room for improvement. Learning to accept feedback about yourself and acting positively on it will inevitably make you a better manager . A smart manager perceives it as the best way to optimise the behaviour for the team .

Soliciting feedback from your members and working on it will not make you small but elevate your stance with all. The respect, loyalty, and devotion that this trait inspired from all are exceptional. It is one of the most important management skills to cultivate and refine.

4.8.2 Negotiation

Event managers must negotiate for the good of the Event. In any Event, the Event manager, the sponsor, and the Event team will have to negotiate with stakeholders, vendors, and customers to reach a level of agreement acceptable to all parties involved in the negotiation process.

The following general principles must be remembered and applied to negotiations for any site, service, or supplier. By following these simple guidelines, an event manager can utilize the methods and lessons of meeting management in a more efficient manner.

- ✓ Present and maintain a professional attitude.
- ✓ Control stress and tension.
- ✓ Avoid politics and egos.
- ✓ Take time to gather all facts and requirements beforehand.
- ✓ Meet with the properstakeholder or site people who have the authority to make decisions.
- ✓ Know all the following Do's and Don'ts.

DO
- ✓ Define the purpose and objectives of the meeting.
- ✓ Know the event details and client expectations
- ✓ Have printed copies of meeting plans available.
- ✓ Make key contacts in all services and sites.
- ✓ Follow up frequently.
- ✓ Obtain peer referrals.
- ✓ . • Be ethical
- ✓ Listen and pay attention.
- ✓ Know the budget and constraints

DON'T
- ✓ Sacrifice quality for cost.
- ✓ Make unreasonable demands.
- ✓ Insist on being the final authority.

      ✓ Be inconsiderate of a supplier's profit margin and business needs.
      ✓ Escalate and overestimate needs.

4.9 LEADERSHIP

Leadership is the ability to motivate and inspire individuals to work towards expected results. Leaders inspire vision and rally people around common goals. A good Event manager can motivate and inspire the Event team to see the vision and value of the Event. The Event manager as a leader can inspire the Event team to find a solution to overcome the perceived obstacles to get the work done.

Effective Leaders:

- They do what they say they will do. They keep their promises and follow through on their commitments.
- They make sure their actions are consistent with the wishes of the people they lead. They have a clear idea of what others value and what they can do.
- They believe in the inherent self worth of others.
- They admit to their mistakes. They realize that attempting to hide a mistake is damaging and erodes credibility.
- They create a trusting and open climate.
- They help others to be successful and to feel empowered.
- They don't push too much. They encourage members to do more, but know when it's too much.

Event management is about getting things done from people effectively and efficiently. Every organization is different in its policies, modes of operations and underlying culture. There are political alliances, differing motivations, confecting interest, and power struggles within every organization. A Event manager must understand all of the unspoken influences at work within an organization.

4.10 MOTIVATION

Motivation helps people work more efficiently and produce better results. Motivation is a constant process that the Event manager must have to help the members move towards completion with passion and a profound reason to complete the work. Motivating the group is accomplished by using a variety of group building techniques and exercises. Recognition and rewards are an important part of individual motivations. They are formal ways of recognizing and promoting desirable behaviour and are most effective when carried out by the management team and the Event manager. Consider individual preferences and cultural differences when using rewards and recognition. Some people don't like to be recognized in front of a group; others thrive on it.So individual differences should be appreciated. Both monetary and non monetary rewards should be used as motivational techniques.

4.11 Problem Solving

Problem solving is the ability to understand the heart of a problem, look for a viable solution, and then make a decision to implement that solution. The premise for problem solving is problem definition. Problem definition is the ability to understand the cause and effect of the problem; this centers on root cause analysis. If an Event manager treats only the symptoms of a problem rather than its cause, the symptoms will perpetuate and continue through the Event life. Even worse treating a symptom may result in a greater problem. Root cause analysis looks beyond the immediate symptoms to the cause of the symptoms, which then affords opportunities for solutions. Once the root of a problem has been identified, a decision must be made to effectively address the problem.

Solutions can be presented from Stakeholders , the Event team, the Event manager or various stakeholders. A viable solution focuses on more than just the problem, it looks at the cause and effect of the solution itself. In addition, a timely decision is needed or the window of opportunity may pass and then a new decision will be needed to address the problem. For example if you organizing a special exhibition in specific area for the first time you must help the exhibitors in understanding the local culture and challenges in cross cultural environment

4.12 Team Management

Besides inspiring, event managers also need to lead from an operational point of view. This puts team management on the list of essential skills for managers.

If team leadership is about inspiring others, team management is about doing things right. It's about taking action to transform vision into reality. To this end, managers need to master delegating, goal setting, performance evaluations, and conflict management.

Event managers must also make sure that things run smoothly inside the team. A team is a sum of different personalities, habits, and quirks managers need to coordinate team members so work is completed on time and within budget. They are the ones who establish the rules and the processes that move things forward.
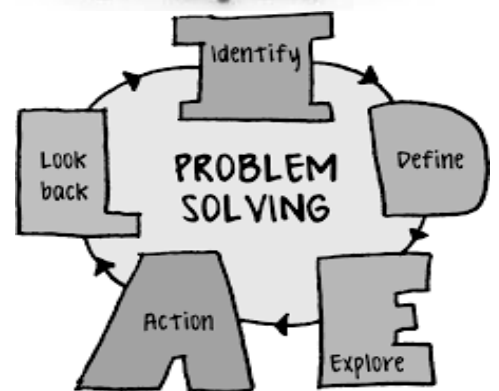
4.12.1 Set Personal Example

It is essential to lead by personal example by:

✓   Defining your goals in writing and believing you will achieve them
✓   Identifying key results

✓   Using your appearance and style to reflect achievement of your success goals
✓   Planning to overcome internal and external obstacles.

You will need to retain and develop people who will achieve outstanding results and to create and maintain an atmosphere of excitement in which high achievement will flourish. You need to select what to delegate by identifying key tasks and for each note down:

- ✓ Which member of your team could do this job
- ✓ What exactly is stopping you giving the task away
- ✓ What you will do to give the task away effectively

CHECK YOUR PROGRESS-II

Q 1   What is the significance of interpersonal relations in event management
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Q 2   Discuss the role of leadership and influence in team management.
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4.13 RISK MANAGEMENT

Event managers are always an easy target when event don't go to plan. Regardless of the circumstances, everyone wonders whether the project manager could have foreseen and prevented the risk before it became an issue .Events sponsors don't appreciate changes and good risk management is one way of avoiding surprise. Risks are often not urgent which means many event managers fail to consider risks as seriously as they should. You can stay on top of your event by controlling risk,

and actively mitigating against it as far as you can. The skill for effective risk management is really experience – it's knowing what could go wrong. As event manager you first need to identify risk and the earlier you do that, the better your chances of avoiding the risk occurrence.

It doesn't end there, however. Risk identification must be followed by a risk plan for what to do about them. This involves assigning a probability, a cost, an owner and using mitigation strategies that are suitable for the risk and the appetite for the client for things going wrong. These action plans need to be incorporated into your main plan and tracked as well.

Effectively managing that risk has massive benefits. Your clients are going to be happier because you are able to improve delivery for your clients and be more efficient with your clients' resources to provide them with better value for money. But it's not all about them – you get get the added benefit of finding yourself spending less time on problems and unnecessarily fire fighting unwelcome surprises. The event manager risk management skill to master is the ability to identify risks well before they become issues, and come up with effective mitigation plans so that the risk of them ever becoming issues is nullified.

4.14 Multitasked

At various stages of the event planning process, there are numerous tasks being managed. You may be negotiating a hotel contract, meeting with the client to discuss potential guest speakers, booking a caterer, interviewing rental vendors and exploring entertainment options. And that is just for one event. Add multiple events in the planning stages all at once; an end result is a juggling act. Successful event planners need to know how to effectively multitask and keep many aspects of the event moving along simultaneously without any of those tasks falling by the wayside.

Success lies in the ability to prioritize and focus on each task in that priority order without becoming distracted by other things that need tending to or becoming overwhelmed by the numerous things that need your attention. Staying calm, focused and flexible are attributes of the successful multi-tasker.

4.15   DECORATION

Decorating an event is the art of transforming a reception venue into something that was only imagined, by individuals. It is the end result of a painstaking effort to creatively beautifying a place, from wedding receptions and conference seminars to special ceremonies. Event Décor is a closely related to event planning, because it also involves coordinating aspect of an event in order to achieve a premeditated ambience. Décor is more concerned with the beauty of tables, the chairs being well set and sometimes covered, the focus (stage), flowers and arrangement types, color coordination or anything to lift the aesthetic of an event. An Events Manager as a Decorator is someone who has an obsession for creating a wow effect at any kind of event. The first thing that catches attention, at an event, before the food, drinks etc, is the ambience which is created by the décor. A lot of individuals and even corporate

bodies usually spend substantial amount of money on their event decor, because to a very large extent it portrays their style and taste.

Decorations at an event are necessary for setting the mood, framing the emotion and underscoring the importance of the event. From crepe paper streamers to professionally-designed displays of color and beauty, decorations generally work within a theme determined by event sponsors and coordinators, setting the stage for the bulk of the event proceedings.

Decorating for large events can prove daunting, requiring equally large displays to be seen among a sea of people, vendors, event booths and accompanying equipment. Colors must be chosen and established for the event in keeping with the chosen theme, reflected in promotional materials, advertisements and floral arrangements, tying the whole together into a feast. Therefore an event manager must possess skills of creativity, appreciate new ideas and allows freedom to talent in the organization to contribute to its best potential.

4.16 PERSONAL ETIQUETTES

Webster defines Etiquettes as "the forms, manners, and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life." Etiquette is respect, good manners, and good behaviour. It is not just each of these things, but it is all of these things rolled into one. For the purposes of this unit we will focus on five elements of business behaviour:

- ✓ Work Behavior
- ✓ Meeting People
- ✓ Telephone Etiquette
- ✓ Dining Etiquette and
- ✓ Etiquette for Correspondence.

Work Etiquette: The following principles can be utilized by event employees to show proper etiquette; they include all aspects of the work environment:

- ✓ *Be timely.* Arrive to work and meetings on time. Complete work assignments on time and maintain discipline and punctuality
- ✓ *Be polite,* pleasant and courteous in interpersonal communication
- ✓ *Learn work culture* by utilize effective relationships skills to discover appropriate behaviour. Pay attention to standard operating procedures and guidelines
- ✓ *Understand the work* environment by respecting the vision , mission and objective of the founders and develop a positive attitude towards team members
- ✓ *Appear as professional* as possible. Being well groomed and clean is essential. Must adhere to basic grooming standards expected at the work environment
- ✓ *Adopt a winners attitude* Those who accept challenges and display creativity are valuable.
- ✓ *Be flexible.* By remaining flexible and implementing change you gain a reputation as a cooperative employee.

4.16.1. Personal Appearances

You should make your own and your office appearances reflect now the achievement of your success goals. An action plan is needed for:

- ✓ Create a successful achieving style and remember you never, get a second chance to make a first impression.
- ✓ Perhaps the most important aspect of appearance and one which affects the ability to tackle important tasks) is how your desk is managed

4.16.2 Meeting People

When meeting people the nonverbal and verbal behaviour help to define your social skills. Using effective handshakes, good eye contact, and making the proper introductions show proper etiquette.

Eye contact is another critical factor when meeting people. Eye contact increases trust and shows confidence and good interpersonal skills. Eye contact shows respect for the person and business situation.

Proper introductions: Introduction help to establish rapport Authority defines whose name is said first. Say the name of the most important person first and then the name of the person being introduced. It is essential to Introduce people in the following order: Younger to older, non-official to official, junior executive to senior executive, colleague to customer. Keep the introduction basic. You can Provide some information about the people you are introducing to clarify your relationship with that person.

Telephone Etiquette: When speaking on the telephone, proper etiquette is just as important as when you meet someone in person. How you conduct yourself on the telephone tells others as much about you as face-to-face interactions. In business negotiations its Always try to return your calls on the same day and Keep business conversations to the point. Do not keep someone on hold more than 30 seconds. And Always leave your phone number if you ask for someone to call you back. Many executives also Maintain a phone log to refer back to for valuable information. Listening is essential whether in person or on the phone

Dining Etiquette: In today's business world, a tremendous amount of business is conducted at a dinner table. Whether at office or in a restaurant, it is important to have a complete understanding of how to conduct yourself when entertaining or being entertained. Anxiety while dining can be reduced by following guidelines on how to order your meal, what utensils to use and how to use them, and knowing proper table etiquette. Knowing guidelines on what to order will help relieve dining anxiety.

- o When possible let the host take the lead.
- o Ask for suggestions/recommendations.
- o Do not order the most expensive or the least expensive item on the menu.
- o Avoid foods that are sloppy or hard to eat.
- o Avoid alcohol even if others are drinking.

Correspondence Etiquette: Whether you have just met someone, or have known the person for some time, it is important to follow-up meetings with written correspondence

    A. Write a follow-up letter/thank you note within 48 hours. Whether a handwritten note or formal letter always follow guidelines for writing effective business letters.

        ✓ Women should be addressed as "Ms." no matter what their marital status.

        ✓ Do not forget to sign your letter.

        ✓ Always proof for typing errors and spelling checks

        ✓ Letters usually contain the following elements:

            • *Opener -* the opener should be friendly and tells the reader why you are writing.

            • *Justification -* the second paragraph reinforces or justifies what you are looking for and why you should get it.

            • *Closing -* close the letter by seeking the person to act on your behalf or request.

    B.   Email etiquette, although new, has some specific guidelines

        ✓ Email is appropriate to use, but never use all caps and watch for typos.

        ✓ Always include a subject line in your message.

        ✓ Make the subject line meaningful

        ✓ Use correct grammar and spelling.

        ✓ Always use a signature if you can; make sure it identifies who you are and includes alternate means of contacting you (phone and fax are useful). More and more, proper business etiquette is viewed as an important part of making a good impression. These visible signals are essential to your professional success.

4.16.2 Time Management Skills

After you have made your lists of things to do and prioritized them as Event Manager The real challenge in effectively managing your time is the process of monitoring, analyzing and revising your plan until it works. Some of the skills you will need to make your chosen method of time management succeed are:

    ✓ Patience One of the most important things to keep in mind if you're struggling with time management is that effective planning is a skill that takes time to acquire, practice, and polish. You will not sit down one day and suddenly have a perfect strategy. You may fail at your first attempt. Some frustration is inevitable and to be expected but don't let this keep you from trying. The process of time management does'nt end with the creation of some lists. At first it may seem that you're getting less done than before because planning and monitoring can seem time-consuming. To make your strategy work iron out the details in your time plan at the beginning of the semester when the pressure and workload are at a minimum. The trial and error approach of trying out strategies is an essential part of the process. If you can endure the first few weeks, later in the semester you'll reap the benefits when you need them the most.

✓ Analysis A vital part of having a successful time management strategy is self-analysis. To develop your time management skills you need feedback but in the case of time management there is no one to monitor your efforts at using time effectively other than yourself. For this reason, set aside a few minutes each day to evaluate how your time plan is working. Determine whether tasks have been accomplished or not, and figure out why. Have you simply over or underestimated how much can be done in a study session? Do you permit people to interrupt what you are doing to socialize or can you stay focused? Your thoughtful analysis of the reasons why your time plan works or does not work is the key to the continuous improvement of your skills. Remember to examine what works as well as what didn't work.

✓ Flexibility your time plan will be most successful if you remember that it is not written in stone. You are subject to all the same diseases, disasters and distractions as the rest of the population, so cultivate the sensitivity to know when you're being productive and when you're beating your head against the wall, and take appropriate action. Don't stop writing your essay in the middle of a great idea because you only scheduled an hour for it. Learn to recognize when putting a task off and doing something else is an intelligent, conscious decision and when it is just procrastinating. Sometimes, walking away for a Event for a few minutes can be the best thing to bringing a new perspective to a problem or to returning your focus.

✓ Be gentle with yourself if you fall short of your expectations, but monitor any negative patterns that emerge and analyze their source. By expecting the unexpected and building flexibility into your time plan, you'll have a better chance of achieving your goals. Awareness To be successful at time management, it is necessary to be strategic. This involves several steps. First, you plan - in this instance how you will use your time. Second, you monitor - is this working? Am I achieving what I planned to do? How am I enjoying this? How difficult is it? Third, you analyse - why did or didn't this plan work? If it did work, you look at where or how else effective strategies can be used. If the plan didn't work, you develop new strategies and try them out.

✓ The common denominator of all these steps is awareness of the importance of time management, of how you are using your time, and of what works or doesn't work for you. Information learning to manage time is an ongoing process. The more aware you are of how other people use their time, the more quickly you will see and pick up new strategies. The bigger your repertoire of time management strategies, the easier it will be to adapt to new challenges, such as working around exams or a thesis, or the time management situations a full-time job and family life may bring. Keep your eyes open, listen when people talk about how time is used, and keep trying out new methods and techniques. The ability to manage time effectively is a very valuable asset to have in the working world. If you can master time management in the stressful, unstructured environment of the university, you can be confident of your ability to manage time in almost any situation after graduation.

✓ Time management is not an end in itself. It is the means to an end. It has to be linked with setting and meeting goals and, in this way, it provides the way to leverage really high achievement out of you and others with whom you come into contact.

✓ As event management is about delivering on time, good time management skills are a must. Event managers need to be in control of time, their own and their teams'. They need to have a good grip on how much they spend on specific activities in order to increase productivity, efficiency, effectiveness and in order to reduce wasted time.

✓ One of the main tasks for event manager is creating a schedule. In order to achieve those goals, tasks need to be broken down a timeline. That's what event managers do: set up schedules and make sure that everything is delivered on time.

Time management is also about setting priorities, which is important in scheduling and in project management. Event managers need to know how to prioritize tasks, reduce time spent on things that aren't that important. Time management is crucial to project planning and scheduling. Consequently, time management is a key skill for event manager

4.17   SUMMARY

The key skills for event managers is an ability to create engagement among the key stakeholders throughout the event. When the event is in the planning stage, the event manager will typically get together with the department heads and/or team members who are going to be involved in the event. This is where that subtle brand of leadership that is so essential to the skill set of a successful project manager is crucial.

During this phase, other equally important skills for event managers come into play. For example, the event manager needs to have strong communication skills to encourage the sharing of ideas and elicit suggestions from team members who may be less vocal. This creates a culture of cooperation that is essential to the cross-departmental dynamic of event . Depending on the event manager's proficiency in this area, key stakeholders will either gain a sense of shared ownership through the opportunity to participate in thought leadership, or may come away feeling as though their insights aren't being heard. The ability to make team members feel valued and appreciated is among the most useful leadership skills for event managers. It provides a solid foundation for the project going forward and sets the tone for a strong collaborative effort. The project manager should try to foster respect and synergy among team members to achieve optimal results.

Once the event is underway, the team members should be able to turn to the manager for guidance and support, but should not feel as if they are being micromanaged. As long as everyone is staying on task, adhering to deadlines and documenting their progress according to the established processes, the best leadership style and skills for event to follow is an "invisible hand" approach that involves listening, showing

empathy and providing support. The team should know the manager is available to offer assistance as requirements change and the dynamics of the event evolve. At the same time, the event manager should respect the responsibility and expertise of the stakeholders.

4.18 GLOSSARY

Creative Process: A sequence of activities that are designed to generate creative thinking.

Uncertainty: A condition under which the decision maker lacks enough formation to estimate the probability of possible outcomes

Technology: The mechanical and intellectual processes used to transform inputs into products and services.

Power Distance: The extent to which less powerful persons accept the unequal distribution of power.

Negotiation: The process in which two or more parties (people or groups) reach agreement even though they have different preferences.

Motivation :The set of forces that lead reward system The system that consists of all organizational components, including people, processes, rules and procedures, and decision-making activities, involved in allocating compensation and benefits to employees in exchange for their contributions to the organization people to behave in particular ways.

Interpersonal skills: Used to communicate with, understand, and motivate individuals and group

Learning: A relatively permanent change in behaviour or behavioural potential resulting from direct or indirect experience

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4.20 TERMINAL QUESTIONS

1. Discuss the role and importance of Leadership and communication in effective team management.
2. Highlight the role of etiquettes in managing in managing interpersonal relations.

UNIT: 05
VARIOUS EVENT ACTIVITIES

5.1   INTRODUCTION

Today different types of events are being   organized at local, regional, national and international levels. These events play a vital role in cultural conservation, developing a destination and benefiting the local communities. Many times certain events tend to be more costly than other fundraising strategies in terms of return on

investment but they often are incorporated into an overall fundraising strategy because they provide visibility for the organization and opportunities to involve many different people in its activities.

5.2 OBJECTIVES

After reading this unit the learner will be able to:
- ✓ To understand the various types of events.
- ✓ To study the importance of exhibitions.
- ✓ To analyse the reasons for popularity of festivals as events.
- ✓ To highlight the various activities associated with special events.

5.3 TYPES OF EVENTS

Any kind of event may be either entirely new or needed to be developed. The development of an existing event occurs when a new management team is assigned to work on an event that has already been on-going. In this case the event will already have an established format and process, making the task of the new team to update and modify it in order for the event to gain possibly lost success or become more relevant. In case of the event being a completely new item, the first thing the organizing team has to focus on is a need or objective that they wish to fulfill. These events may be a onetime occurrence or become on-going, in which case the event manager has to develop a new concept that will sustain the event's success and popularity. Therefore events are broadly categorized into the following

- ✓ Private Events
- ✓ Corporate Events
- ✓ Charity Events
- ✓ Live Events

5.4 PRIVATE EVENTS

Private events are used for individuals who can book venues for special celebrations. These events are designed with special event planners that provide creative inputs and do the event planning as per the client requirements. Examples of such events are as follows:

- ✓ Wedding
- ✓ Wedding receptions
- ✓ Birthday parties
- ✓ Special occasions

The private events industry diverse due to events being aimed at various segments of the market Private event rooms are booked for celebrations mainly wedding events this is due to the hosts wanting privacy for their event.

Private events are used for individuals who want specific guests to arrive at the venue. These events will have a guest list to ensure the venue is not open to the public. There are a large number of private sector companies involved in commercial activities in the events management business. Clients who are looking for a suitable venue for their event can do so themselves which can be time consuming or they can

place their enquiry with an agency which will lessen their effort and possibly benefit them by obtaining more competitive rates for venue.

5.4.1 Leisure Events

Leisure is activity which is apart from the obligations of work, family, and society - to which the individual turns at will, for either relaxation, diversion, or broadening his knowledge and his spontaneous social participation, the free exercise of his creative capacity.

Participation in leisure activities also requires a motivation process. It is expected from individual to have two main motives for participation; one of them is the desire to move away from the current location, so called pushing motivation and the other is called the wish to see different places, as pulling motivation. The events organized in different subjects and styles provide a platform to individuals to socialize and to share common interests and excitements. The reason why individuals are interested in leisure activities and events can be explained by the desire to have a healthy life, psychological relief, active social life and developed personal skills. Attending such events contributes the individuals' happiness, physical and mental development.

5.5   CORPORATE EVENTS

The term "MICE" in the context of travel is an acronym for Meetings, Incentives, Conferences and Exhibitions. It refers to a specialized niche of group tourism dedicated to planning, booking and facilitating conferences, seminars and other events.

5.5.1 Meetings

The corporate meeting may seem straight-forward to plan but the event planner job is to make sure the meeting is held as per the guidelines. A meeting can have several objectives including igniting employee passion and forging solid teamwork. The most important part of planning a successful meeting in any industry is determining what decisions take place as a result of the meeting.

Today's global business environment has a positive effect on the India's Meeting industry. The technological environment includes technological advancements like online conferencing, online bookings, multimedia, Software for presentations; Touch screens strengthen the competitiveness towards the rising trends in this area. The meeting attendees predominantly include business travellers like: managers, companies owners, representatives to corporate and exhibitions, sportsmen, people from the field of art, Media workers, military workers, politics, government workers, etc. who have above average high level of education. Event manager tie up with hotels, conference venues and provide facilities for smooth conduct of meetings.

5.5.2 Incentive Events

The incentive event is meant to renew employee loyalty as well as consumer loyalty. If employees are need engagement programs and customers seem to be losing interest, then an incentive event might be needed to rejuvenate the brand. Such events should be short but definitely memorable. As an event planner first consider what the reason is for performing the event. Motivational speakers will be great for

inspiring employees while an entertaining comedian or band can really set the mood for the customers. There is a lot of space to play for this event but all in all it should be light-hearted and exciting.

The cornerstone of a great business is a strong team and a team-building event is great for fostering the right kind of mindset for the employees to flourish. The objective is to build up the employees' productivity. This is accomplished through activities that build trust, relationships and morale. As an event planner what you will have to consider when planning a team-building event is what kind of activities will fire up client employees. Motivation to actually participate in a team-building exercise can be difficult to achieve. For example, an activity that combines working together and enjoying a great day outside fosters an experience that builds connections between people while allowing them to get out of the office. Therefore for such activities specific provisions are required.

Business Dinners: The business dinner is a classic corporate event perfect for celebrating corporate milestones and recognizing employees for their contributions to the organization. That said it is still important to consider what the atmosphere and theme should be for the event. Balance is important in this case. Food is going to be a primary concern for this kind of event. Event Planner will have to make sure that the kind of service offered that fits with the atmosphere of the dinner.

Launch Parties: When the client may have a new product or service, a launch party is the perfect way to give out necessary information while generating excitement for the release date. Most companies open parties to potential customers or clients and will have guests in the industry on hand to give presentations and speeches. They may also have samples or giveaway packets as well as entertainment for the celebration. In such party's venue, time management and special request play a crucial role.

Award Ceremonies: Management of Award Ceremonies that honour staff or acquire and customers are gaining popularity. Award Ceremonies are an important type of events when consider that we live in a society that loves to honour people for their achievements. Some of the most watched programs on television are award ceremonies including the Oscars, the Grammy's and the Olympics. Companies, organizations and other groups love to honour their own. These ceremonies are coordinated by in-hour meeting or marketing professionals or outside companies.

Small awards ceremonies that are just for the company could be held in the company board room or at a local restaurant. If you are planning a big community event than event planner shall face unique challenges. If the ceremony is a formal dinner, than they have to decide menus and make sure that the venue has everything, number a guest speaker at your awards ceremony, particularly if these are community-oriented awards. Guest speakers can talk about the mission of your organization inspire others to be award winners next year. Again, the event planner can choose a local celebrity, a well-known personality or someone from within the organization. As guests are entering and even during the ceremony they need to be entertained. The type of entertainment will be determined by type of event. The invitation to an awards ceremony needs to reflect the spirit and mood of the

event. A community celebration should have a colourful logo from the sponsoring organization

CHECK YOUR PROGRESS-I

Q1 Explain the importance of Leisure events in promoting a place .

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Q 2 What are the key factors to be kept in mind while designing Business Lunch or Dinner

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5.6   CONFERENCES

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 should be an interactive and dynamic event that allows audience members to interact with the speaker to discuss opinions and results. The key thing to remember about planning such events is to keep in mind the target . 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

5.6.1 Conference Types

Conference types include:
   ✓ Strategic Development/Corporate Retreat, to generate ideas for future success.

✓ Training and Development Workshop, to upskill and educate your group.
✓ Sales/Product Summit, to communicate new product information to the team. Association Meeting, to review past performance and determine future direction.
✓ Celebratory Event, to reward the group for their achievements

Seminars, conferences, and workshops are designed to give audiences information and training on techniques, products, and more. They can be a few hours to a whole day, and usually incorporate presenters who share information.

Conferences can be held at many types of venues, including specialist conference centres, resorts, hotels, and motels. The structure of the event help to determine the preferred type of venue, and factors such as the types of function rooms required, venue capacity, the amount of guest free-time, should play a role in the decision

5.6.2 Planning Areas

An event manager needs to plan as per the specified aspects:
- Preferred event dates, and any alternate event dates
- Guest details
- the expected duration of the event   Projected number of attendees Expected package inclusions (catering, accommodation, room hire, etc.)
- Budget Number of accommodation rooms required   (including whether you're after single rooms or shared accommodation)
- Contact details of the prominent members

5.6.3 Things to Consider for International Conferences

Following needs to be considered for international conferences:
- **Venue** – The venue selected must have adequate space to accommodate the number of guests, with rooms or sections for speakers, workshops, exhibitors, and/or vendors.

- Many hotels cater to a convention atmosphere and can provide the common rooms as well as hotel accommodations for guests, often at a discount. If the event is too large for a hotel, consider a convention hall with several hotels nearby. Hotels will usually offer a discounted room rate for large groups

- **Food** – Setting up a hospitality room in a conference area or a suite of rooms is always a good idea. Offer finger foods and non-alcoholic drinks in a comfortable, informal setting where guests can mingle and network until late into the night.

- **Translators** – For an international group, translators are a must. The venue may have their own multi-lingual staff to handle guest issues, but the event should have its own translators available in event rooms.

- **Agenda** – Setting event timing and creating flow is crucial to a successful event. Concurrent events can be scheduled without regard to relative position, but events scheduled one after the other should be close together and have a

short break between. A staggered, mixed schedule is best, so people can plan their day around the topics they are most interested in.

- **Day-long Events** – If the schedule calls for a day-long event, break the agenda into a morning session with a mid-morning recess, followed by a lunch break, and the afternoon session with another break in mid-afternoon.

- **Equipment** – Most conferences will require audio and visual equipment, lighting, computer stations, television screens, and many other types of electronics. Communications are crucial. Presentations must be as clear in the back row as they are in the front, and guests must have the ability to stay in contact throughout.

- **Transportation** – Airlines will often offer deals for groups. An experienced travel agent may be able to not only broker a deal, but provide references and make suggestions for a more successful trip. Local travel should also be considered. Guests may be expected to arrange their own ground transportation, or limo service can be arranged, paid for by the guest at time of use or included in the reservation cost for all guests. Some hotels provide free shuttle service to nearby attractions.

- **Entertainment** – If there will be a banquet, a little creativity can score a lot of points. If possible, arrange something memorable. For example, Sea World in Orlando has underground dining rooms where the walls are glass windows into gigantic aquariums. Some other good ideas include a dinner cruise or simply a restaurant offering a spectacular view.

- **Supplies** – On any trip, people forget things. Offer a stock of pens, pencils, notepads, paperclips, and clipboards for notes.

People attend a conference because they want to participate, learn, network, and discuss. But they will never return to a poorly organized event. Hosting a successful event requires planning for every facet of comfort, function and purpose, and it's the unique touches that make an event stand out from the rest.

5.7   EXHIBITIONS

Many names are used to indicate events whose main purpose is to bring buyers and sellers together and promote trade. For example, the term Trade Fair, Trade Exhibition and Trade Show are often used to indicate the same type of event. They can be multi-sector or General fair as it is becoming predominant, single-sector.

5.7.1 Categories of Exhibitions and Fairs

Categories of exhibitions and fairs are as under:
- ✓ Specialized trade fair
- ✓ Commercial exhibitions
- ✓ Privet exhibitions

Specialized Trade Fair: A specialized trade fair normally occurs at regular intervals in the same place, even if in certain cases the event moves from one location to

another, organized under the same sponsorship. It is sometime also called Industry Fairs to distinguish it from the Consumers' Fairs. While admission to the former is restricted to professionals of the sector, the latter is open to the public. In relation to the targeted audience and therefore participation, the fair can be international, regional, national or even local.

Commercial Exhibition: They generally indicate the event organized by and for a representative number of companies and addressed to a specific target group of clients. Generally it does not take place recurrently, but is organized ad hoc to cope with specific marketing or industrial needs and objectives of the companies.

Private Exhibition: A Private Exhibition is a display of products or services of one supplier targeted to a selected clientele, for example for the launching of a new product or for the positioning of the supplier in a new market area. Buyers' Fair, similar to the commercial exhibition, is an event organized to promote businesses and facilitate contacts between suppliers pertaining to a homogeneous range of products (e.g. processed food, apparel, etc.) and invited buyers (e.g. distributors and buying offices of department store chains).

a. *Trade Mart:* Trade Mart indicates a sizable and fixed commercial establishment made of many showrooms to promote and sell products and services of one or many industries on a continuous basis.

b. *Conference Fairs:* Conference Fair consists in a small trade show, mostly a display of a specific range of products that accompanies events whose main content are conferences and seminars.

5.7.2 Factors in Organizing Exhibitions

Points of gravity of the international trade, market forces influencing the demand, steady growth of a national industry becoming attractive for the worldwide market, and last but not least the professionalism and the marketing acumen of the organizers are the ingredients for success and sustainability of trade fairs. Other factors can also be taken into account e.g.:
- ✓ A exhibition needs to evolve with the requirements of the market;
- ✓ A strong local industry determines the attractiveness for participation;
- ✓ Self-reliance in the long run allows aexhibition to last and possibly to grow, since sponsors may shift interest and change their field of support
- ✓ A proper exhibition organization gives a stamp of professionalism and reputation to aexhibition and to the sector; Reliable infrastructures and facilities as well as a safe and attractive environment of the hosting country play an important role;

The cost of participation in an exhibition should be in line with what the exhibition can offer and with the participants' expectations. What really matters then are the professionals, from the trade exhibition hosting country as well as foreigners. It is important to have all the possible participants in mind, because this will allow to determine the groups that will be primarily targeted, based on the trade exhibition focus and the marketing objectives, notwithstanding the fact that all categories will likely be part of the trade exhibition: Manufacturers, Traders, Agents, Suppliers of industrial inputs; Suppliers of components and accessories, Suppliers of services;

Research and training institutes;   Professional associations,   Trade promotion organizations; Technical cooperation agencies, Institutions, Press; Other media

5.7.3 Exhibition Design

The process of conveying information through visual storytelling and environment. It is an integrative, multidisciplinary process that often combines architecture, interior design, graphic design, experienceandinteraction design,multimedia and technology, lighting, audio, and other disciplines to create multilayered narratives around a theme or topic. Exhibition design spans a wide range of applications including museums,visitorcenters, heritage parks, themed entertainment venues, trade shows, corporate environments, expositions, and retail stores. It harnesses physical space and visual storytelling to create environments that communicate.

Exhibition design can be limited to a single display or can be expressed in immersive, architecturally integrated environments. With the rapid on boarding of technology in the public domain, Exhibition design is increasingly media-driven, social, and democratized, with content generated not just by designers and curators, but also by users themselves.

Asia, Asia Pacific, Middle-East and Africa are the regions that the contributing to the exhibition industry. The Launch of new shows as well as regional versions of the shows signifies the need of highly advanced and equipped venues. This approach is parallel with development of convention centres and launch of the number of shows in these respective regions. At this pace we look forward to see a developed this sector contributing major chunk to the World GDP from these regions by Expo2020. Strong marketing of destinations and advanced infrastructure will contribute to the development of nations of these regions as strong and developed economies of the world.

5.8   CHARITY EVENTS

Charity events are used for individuals to raise money for a charity of their choice by events such as:
- ✓ Society balls
- ✓ Sports events
- ✓ Charitable auctions

Few charity events may ask for sponsors for an individual partaking in an event to raise money for charity these events range from:
- ✓ Sponsored runs
- ✓ Sponsored cycling
- ✓ Sponsored skydiving
- ✓ Sponsored walks

The charity events industry is a very diverse industry due to anyone can go to a charity venue, contribute to a charity event . These events also involve supporting the community that supports the local business by picking a worth able local charity or charitable event one can gain much goodwill by contributing to a charity within the community In the long run it benefits the business through the contacts made and the relationships build .

Sponsorship represents a give and take between a non-profit and a business. The business donates money toward costs associated with a charity event, and in return, the charity event affords the business low cost public exposure and marketing. A charities sponsorship success rate is strongly dependant on the perks that it can offer potential business partners.

5.9 LIVE EVENT

Live events including theatre, music, dance, opera, use production equipment and services such as staging, scenery, mechanicals, sound, lighting, video, special effects, transport, packaging, communications, costume and makeup to convince live audience members that there is no better place that they could be at the moment. This article provides information about many of the possible production support tools and services and how they relate to each other.

5.9.1 Music Events

Music festivals reflect social and cultural values. They largely satisfy many basic human needs i.e the need for participation, for creation, for identity. As music festivals are part of society, they are linked inextricably to the larger systems in which society is embedded. Viewed from this perspective, music festivals are nested in society, which is nested in the global natural systems that allow life on earth to flourish.

The role of music festivals in society: Music festivals are a unique way for people to satisfy several needs at the same time:

- ✓ To participate in a social event;
- ✓ To be part of a creative process; and
- ✓ To identity oneself with a community

Interactions between stakeholder's four main stakeholders have been identified:

- ✓ The organisation;
- ✓ The audience;
- ✓ The artists; and
- ✓ The suppliers

5.10 SPORTS EVENTS

Sports events are integral part of recreational activity. The primary aim of sports competition is to set a performance sequence of the participants of the competition by various calculations. In case of competitions way of challenge is set in the topical sport rules and/or competition description. However, in competitions one can challenge oneself without a stake, can learn personal and professional competencies, gain positive personal features such as wish to struggle, exhibition play, subordination of personal interests, stamina, help others, etc. which are indispensable in the life of an individual.

5.10.1 Benefits of Sports Events

Benefits of sports events are as under:

- ✓ Sports are an investment in the tourism industry.

- ✓ Creates economic growth through filled hotels, restaurants and retail establishments.
- ✓ Creates exposure and enhances a positive image for your community. • Creates new product, a new tourism destination.
- ✓ Maximizes facility use in your community.
- ✓ Builds community relationships and strengthens corporate support. • Creates youth opportunity/entertainment.
- ✓ Attract high-yield visitors, especially repeaters.
- ✓ Generate favorable image for the destination.
- ✓ Increase community support for sport and sport-events.

5.10.2 Hosting a Sports Event

First the event planner must obtain all proper forms or minimum requirements to be addressed from the events rights holder. Develop a strategic plan to secure and compile necessary information in a timely manner. The bid is the initial commitment the event planners are making on behalf of your community to the event rights holder. It must accurately represent the community's resources as many of the elements requested are vital to ensure the success of the event. If a community does not have a specific resource to meet the event requirements, information on how those requirements can be met must be included.

5.10.3 Sports Event Planning

Sports events are organised for a variety of reasons, including fundraising, recruitment of members, enhancing public awareness and celebration. A successful event, whether of national, regional, county or local significance, requires thorough and detailed planning well in advance of the day

5.10.4 Meeting the Challenge

Staging major sporting events is no small feat and requires planning and execution to take place within the context of rigid demands that include:

- ✓ No elasticity on the time frame for events—the dates are immoveable.
- ✓ All construction projects must be completed prior to the events—sport facilities and venues, athletes village, and all infrastructure and ancillary projects such as new hotels.
- ✓ All aspects of the planning, staging, and hosting of the events are an international media event—any mistakes on the part of the host city/nation will be seen and judged both globally and instantaneously.

These factors mean that governance, transparency, and process controls all become increasingly important during the planning and staging of major sporting events. Additional challenges may also come from complex interdependencies as exponential growth occurs in:

- ✓ The complexity of the multiple interdependent projects, including refinement of designs, requirements, costs and changes in project priorities;
- ✓ The number of stakeholders involved in making decisions, managing risk, and creating deliverables; and

✓ Tracking revenue and venue progress, including dependencies between venues and infrastructure projects and/or venue projects and events operations.

5.10.5 Ground Rules for sports events

✓ The whole organisation and the co-ordinating committee should understand the purpose and objectives of the event
✓ The venue should have a site suitability assessment undertaken to include ground conditions, traffic and pedestrian routes, topography, location of available services, i.e. water, electricity, audience capacity, etc

There should be an event manager appointed, who will be primarily responsible in pre-planning, and on the day. Duties, roles and responsibilities should be allocated as early as possible in the planning stages, and authority should be delegated. For major events, it may be sensible to establish specialist sub-committees with individual knowledge about particular aspects of the work involved. This should include an Event Safety Management Team to liaise with emergency services, local authorities, existing venue managers, stewarding and security contractors, staging and electrical contractors and health & safety co-ordinators. Clear communication lines should be established and maintained throughout the planning stage and during the event.

✓ All bookings, decisions and transactions prior to the event should be put in writing to ensure clarity and to provide a record.
✓ Targets and deadlines for the period leading up to the event should be set to ensure that key stages are not missed.
✓ Event manager makes sure that helpers know their roles on the day, and that there are enough 'free hands' on the day to react as required.
✓ Ensure that helpers are adequately trained and equipped where necessary to undertake the duties required of them.
✓ Plan for contingencies – consider bad weather arrangements, emergency procedures, health and safety implications, insurance policies etc.
✓ Throughout the event planning process, one should continually address the key questions of 'who', 'what', 'when', 'why' and 'how'

5.10.6 Greening The Event

It is important to remember that events can harm our environment. By making the correct choices we could reduce our impact considerably. Below are some pointers to reduce the impact of the event.

✓ All events should aim to use the minimum amount of energy required. • Minimise lighting needed by making use of natural light wherever possible.
✓ Water usage should be kept to a minimum.
✓ Tap water should be supplied to eliminate mileage and waste arising from bottled water.
✓ Recycling facilities are made available on site to match the types of wastes likely to be produced.
✓ Order only what stakeholder will need and what will use for the foreseeable future.
✓ Aim to re-use where possible. This could include food such as fruit kept for later consumption and printed materials that could be used again. If they are

needed, provide reusable name badges and collect them at the end of the event.
- ✓ Influence the suppliers eg caterers should be asked to minimise waste caused by excess packaging and non recyclable containers. Ensure over catering is minimised.
- ✓ Aim to use recycled paper (min 80% recycled content) and print or copy double sided where needed

CHECK YOUR PROGRESS-II

Q 1 Explain the role of exhibition in promoting a product

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Q2 Give a detailed account of various sports events in which you have participated
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5.11 FESTIVALS

The basic needs satisfied by festivals into: physical, interpersonal or social, and personal. Moreover Crompton developed a framework which includes seven major motives in their study:

a. *Novelty:* visitors are motivated by the desire of seeking new experiences
b. *Socialization:* visitors are motivated by the interaction with other visitors
c. *Prestige/Status:* desire of positioning oneself in the eyes of others as attending special events

    d. ***Rest and Relaxation:*** motive of escaping from the daily life stress and refreshing the mentality

    e. ***Education Value/Intellectual Enrichment:*** motive of expanding gaining new knowledge through attending a festival

    f. ***Enhancing Kinship and Relations/Family Togetherness:*** enhancing kinship and the desire to engage and enhance the family relationship

Festivals often times include entertainment, food, drink, music, art and games. The very best festivals intertwine a sense of friendship and camaraderie.

5.11.1 Festival Planning

Organizing a festival planning team: It will take a large number of people to pull off a successful event. The event manager should think ahead of everyone that should be involved to ensure they are on board and fully informed of all details. They will likely need to focus a large group in organizing the events/task schedule an on-site venue manager, possibly a publicity representative, a talent agent, musicians, event staff and volunteers.

▶ **Festival Site:** When selecting the festival site, there are several things to take into consideration. One of the most important is the type of eventthe company is planning to host. Geographical location and local population, in addition to estimated attendance numbers will also help you decide which locale is best. Lastly, consider the site's services and ease in transportation of vendors and attendees in getting to the location.

▶ **Book the Festival Entertainment:** Most events of this nature have a promoter who will select, negotiate and eventually book the talent. This person will take many things into consideration before deciding on the best acts to pursue. A good indicator is record sales and if the group was able to sell a decent amount of tickets at any nearby venues in the recent past. Musical preferences differ by region and the promoter will be aware of current trends for the area. The promoter will often times work with the bands' agents in order to negotiate contracts for live performances and ensure the bands have all of the requested accommodations onsite.

▶ **Festival Entertainment:** In order for an event to be memorable, it requires special entertainment. Usually the entertainment matches the theme. Festivals are known for providing continuous entertainment, which cover the entire kaleidoscope.   Event entertainment may include:
        ✓ Amusement Rides,
        ✓ Pony Rides
        ✓ Vocalists
        ✓ Dancers
        ✓ Parades
        ✓ Crafts Exhibition
        ✓ Food Exhibition
        ✓ Karate Demonstrations
        ✓ Fireworks
        ✓ Live Bands
        ✓ Street Dances

  - ✓ Magicians
  - ✓ Celebrity Guests
  - ✓ Contests
  - ✓ Art Shows etc.

5.12 INDIA AS EMERGING DESTINATION

India has the potential to become one of the leading event management destination globally and the Ministry of Tourism (MoT) putting all its efforts to achieve this goal. The capital city New Delhi has been the favourite MICE destination for quite some time. The numerous charm of the city varies from ancient monuments to excellent shopping options making the business meeting and conference here an absolute pleasure. The Ashok, New Delhi, has been hosting meetings and conventions on the international scale for more than four decades. Spread over 16,435 sqft, the pillar-less Convention Hall at The Ashok is a favourite venue for the top businessmen and government officials. The Ashok also has a banquet hall, a cocktail lounge and an open air theatre in the 3rd floor. Other business meeting venues of the capital are the Habitat World Convention Centre, VigyanBhawan and a number of hotels with excellent convention facilities including Taj Palace, Maurya Sheraton, Le Meridien, etc.

The city of the Taj, Agra famous for its splendorous Mughal architecture, TajMahal, gives an excellent chance to turn the business tour to an ideal heritage tour. The Jaypee Palace Hotel and Convention Centre has some nice arrangement to hold conventions, conferences and meetings. The convention centre can comfortably cater to 1500 delegates whereas equipped with the state-of-the-art facilities, such as audio-visual recording, satellite uplink and multi lingual interpretation. The sprawling banquet hall here has a capacity to hold 350 guest with exclusive pre-function area for 200 guests and an attached garden for 300 guests. The hotel has successfully hosted a number of national and international gatherings till date.

The India Convention Promotion Bureau (ICPB) has been set up under the patronage of the Ministry of Tourism to promote India as a venue for International Conferences and Exhibitions. This non-profit organization, with members comprising national airlines, hotels, travel agents, tour operators, tourist transport operators, conference organizers, etc. participate in International MICE Tourism trade fairs like IMEX in Frankfurt and Las Vegas, EIBTM- Barcelona and AIME- Melbourne along with the Indiatourism overseas offices. India is also being promoted as a preferred Meetings, Incentives, Conferences and Exhibitions (MICE) destination through the Global Incredible India media campaign and through Road Shows and Seminars conducted by the Indiatourism offices overseas. Ministry of Tourism also provides Central Financial Assistance for setting up of Conventions Centres as part of the scheme for Large Revenue Generating projects.

5.13   INDIA TRADE PROMOTION ORGANISATION (ITPO) PROFILE

ITPO, the premier trade promotion agency of the Ministry of Commerce & Industry, Govt. of India is committed to showcase excellence achieved by the country in diverse fields especially trade and commerce.

ITPO provides a wide spectrum of services to trade and industry and acts as a catalyst for growth of India's trade. ITPO approves holding of international trade exhibitions in India and regulates holding of various expositions in India primarily to avoid any duplication of efforts while ensuring proper timing. It manages India's world class exhibition complex which is constantly upgraded to keep it in a high standard of readiness. Spread over 123 acres of prime land in the heart of India's capital, New Delhi, Pragati Maidan offers about 61,290 sq. mtrs. of covered exhibition space in 16 halls, besides 10,000 sq. mtrs. of open display area. The state-of-the-art exhibition halls have enhanced the appeal of PragatiMaidan as the ideal center for an increasing number of exhibition organisers and business visitors from different parts of the world.

ITPO has an extensive infrastructure as well as marketing and information facilities that are availed by both exporters and importers. ITPO's regional offices at Bangalore, Chennai, Kolkata and Mumbai, through their respective profile of activities, ensure a concerted and well coordinated trade promotion drive throughout the country.

TPO is also providing assistance to State Governments in setting up Regional Trade Promotion Centres (RTPC) in various State's Capital and major cities. Initiatives have been taken by ITPO for establishing Trade Exhibition Complexes and Convention Centres at Kolkata (West Bengal), Bhopal (Madhya Pradesh) and Sri Nagar (Jammu & Kashmir), in close association by the State Governments and Industrial Development Corporations/Boards of these States.

Activities & Services
- Managing the extensive trade exhibition complex, Pragati Maidan in the heart of Delhi
- Organising various trade exhibitions and exhibitions at its exhibition complex in Pragati Maidan and other centres in India.
- Facilitating the use of PragatiMaidan for holding of trade exhibitions and exhibitions by other exhibition organisers both from India and abroad.
- Timely and efficient services to overseas buyers in vendor identification, drawing itineraries, fixing appointments and even accompanying them where required.
- Establishing durable contacts between Indian suppliers and overseas buyers.
- Assisting Indian companies in product development and adaptation to meet buyers' requirements.
- Organising Buyer-Seller Meets and other exclusive India shows with a view to bringing buyers and sellers together.
- Organising India Promotions with Department Stores and Mail Order Houses abroad.
- Participating in overseas trade exhibitions and exhibitions.
- Arranging product displays for visiting overseas buyers.
- Organising seminars/conferences/workshops on trade-related subjects
- Encouraging small and medium scale units in export promotion efforts.
- Conducting in-house and need-based research on trade and export promotion.
- Enlisting the involvement and support of the State Governments in India for promotion of India's foreign trade.

- Trade information services through electronic accessibility at Business Information Centre.

Business travel plays an important role in the growth of tourism in any country. Knowing that India is a potential market for growth, travel and tourism businesses around the world are capitalising on India's outbound travel segment and introducing offers and incentives to attract more number of travellers. Travel agencies offer special rates and customised itineraries to large groups and business travellers. Some countries have announced visa reforms such as reduced visa fees, free visa, e-visa, visa-on-arrival as an incentive to many visitors. Hotel chains are specially constructing large ballrooms to conduct conferences while also offering customised services, special room rates, curated meals that cater to the requirements of business groups. The initiatives of ITPO ,Minsitry of Tourism and other state government are facilitating in the development of the event industy in the country.

5.14 SUMMARY

Key factors with greater impact of tourism includes Meeting and Business Events Competency standards in building and improving required skills, knowledge and their application in the Tourism and Hospitality Industry, Identifying and controlling the critical elements of Supply Chain Management, rigorous research on the collaboration and integration of SCM and MICE industry. The nation's economic condition is directly proportional towards Tourism which in turn is directly proportional towards the Nation's Infrastructure and towards the research on improving tourism. With tourism industry flourishing, identifying key areas of the MICE industry, focusing on the various theoretical and methodological characteristics of the ways in which knowledge management applications are applied to supply chain, along with greater help of technological developments, and further research on collaborating the Supply chain with the MICE industry, Nations are going to compete and emerge as major players of touristic destinations

5.15 GLOSSARY

Conference: discussion about a specific matter, mainly organized by a learned society, and based on a precise agenda. The conference has a didactic goal but can also be the opportunity to exchange knowledge with the participants. It is often organized on the occasion of a congress or a symposium

Event communication: refers to a non-media communication tool, which can be internal or external, used by companies or institutions with the intention of organizing an event, generally in the form of a trade fair, a congress, an incentive, a gala dinner etc… This event is thought and realized by a specialized agency, comparable to an advertising agency.

Stopover/transfer: when a group of passengers stay for more than 24 hours at the same place, we use the word stopover. If the passenger does not leave the airport or stays less than 24 hours in the country, we use the word transfer

Seminar: most of the time organized by a private company with the intention of training and exchanging on a specific topic, the seminar gathers, without imposed regularity, professionals that may be members of this company. 5.7

Venues: refers to a place, a site where an event is organized. On the MICE market, the word "venues" is used to talk about restaurants, reception lounges, and entertainment centers…

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5.18 TERMINAL QUESTIONS

1. Explain the various aspects of MICE management.
2. Highlight the role of government organizations in the promotion of event management