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Event Management

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Paper - XVIII

Event Management

Objectives

Students will be able to:

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism; and
- To enable the students to take up project work in the above areas.

Unit - I

Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event.

Unit - II

The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.

Unit - III

Introduction to MICE: Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.

Unit - IV

Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication

– Event Presentation – Event Evaluation – Case Studies of events of National and International importance.

Unit - V

Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

References

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UNIT - I

Introduction to Events

Learning Objectives

After Reading this lesson, you should be able to understand:

- Meaning, Objectives and Types of events
- Scope - Nature and Importance of Events
- Unique features and similarities of Events
- Practices in Event Management

Introduction to Events

Events are happenings, often used to suggest that what happened was on an unusual scale, Memorable etc. Most of us participated in events but managing the events are the difficult task to achieve its objective.

Event management involves planning, organising and execution of live events, which could include a brand/products launch, an exhibition, a concert or even a conference. It is basically an extended form of advertisement, though more interactive. As a separate industry it is projected to grow at 30 % per annum.

The first impetus to event came with the liberalisation of the Indian economy in the early nineties. The explosion of satellite channels and the popularity of foreign artists have fueled the growth in the industry in recent years.

Traditionally, events were considered useful for rural markets and for products with a ban on advertising like liquor and cigarettes. Low literacy levels and limited media penetration made events a necessary exercise in rural markets. But today, events are no longer limited to a few products and markets. Event marketing is gaining popularity in long-term brand image building and humanizing of corporate.

Aims of the any events are to minimize the risks and to maximize the enjoyment of events audience. In most cases careful attention must be give to transportation, technology and security and a host of other elements like venue, theme, financial consideration, timings, Events team, contractors and other stake holders etc. Event management is the application of the management practice of project management to the creation and development of festivals and events. Event Management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event.

Event management as a subject has attracted considerable attention of several public relation professionals, due to its being a powerful tool for communicating to the target publics. Undoubtedly, events offer a direct and quick exposure to the intended audiences. Today, special events are an important activity as the event reach out to several people and peculiarly satisfy the desire of most of the people to participate in the event, who have quite a few objectives to obtain like the special benefits offered to the visitors, to enjoy some entertainment, to gather some stimulation, to socialize, and also to become more knowledgeable on subjects, etc. To organizers also it is a specially created forum to share information, showcase achievements and products, and even to express gratitude to the public's for their supports.

Organizing events has come to stay as an integral part of the PR responsibility for obvious benefits to the business organizations. Needless to say that event is not a mere show business, but an objective based activity in which the companies invest sizable amounts of money for obvious benefits and returns.

Therefore, before an event is put up, it is important to determine the objectives of such an event, so that the event pays back in terms of good returns on investment. Particularly, in the market area, the measurement of the effectiveness of such events would become immediately possible in terms of the sales an event was able to generate. Therefore, the objectives of an event must be spelled out, right before starting the ground work.

Meaning of Event

The dictionary defines an event as 'anything that happens, as distinguished from anything that exists' or 'an occurrence, especially one of great importance'. These definitions specify the subject of these text-event-things of significance that happen. They are very wide definitions, but they have to be all- embracing to allow for their innate universality in leisure and tourism, something considered a little later.

Event is commonly understood as an occurrence or something that happens. A unique moment in time celebrated with ceremony and rituals to satisfy specific needs. Special event in two perspectives:

One time or infrequently occurs event outside normal programs or activities of the sponsoring or organizing body.

To the customer or guests, it is an opportunity for Leisure, social or cultural experience outside the normal range of choices or beyond everyday experience.

A log list, and still it has many omissions-the area is so large it would be impossible to detail all the possibilities. In any case, someone is constantly devising new projects and organizers all over the place are adding to the list.

It is important to recognize this diversity and treat every event as different; each event has its own characteristics and requirements to be identified and met. Regarding each venture as exactly the same is dangerous and can lead to poor organization, through failure to consider all the relevant factors.

Here are some key questions for the group to answer together to guide your visioning:

- What are our goals for the event? How many people do we want to attend?
- Who is the audience? Who do we want to make sure is in attendance?
- When will be the best time to hold this event such that the most people will attend?
- What should happen at the event? What should the schedule be in order to facilitate an educational, exciting, and impactful event?
- How will you make the event happen?

It Happens

An event is something that 'happens' not just 'exists', and here is the biggest issue somebody has to make it happen. Successful events only come about through action-some individual or group of individuals getting things done. This applies to all events (little or large).

Every single thing that needs to happen has to be made to happen by someone initiating the action. One of the key steps is to identify all the tasks which have to be accomplished, and all of them have to be carried out for a successful event to occur.

Objectives of Events

According to The Standard Oil Company of America, there has to be a policy for organizing special events, which is as follows:

It is company policy to hold open house, conduct tours, and participate in special events that give us an opportunity to show our goodwill toward the community, as well as gain new friends and customers. Such public relations activities give our neighbors a chance to meet us and see how we live. When properly conducted, they offer visible proof that we keep our house in order, that we spend our funds wisely, and that we are a desirable neighbor, a good citizen, and a steady, considerate employer.

As such, 'In planning a special event, a comprehensive statement of objectives is essential in determining the theme, emphasis, scope, and program. The objectives should consider the particular interests, background, and knowledge of the persons to be invited.

Some of the objectives of special events in community programs are to maintain or enhance community approval, correct possible misconceptions about the sponsor's organization, present the company as a good employer, and inform the community of the volume and value of the company local purchases, wrote H. Frazier Moore and Frank B. Kalupa (2005).

There can be a wide variety of objectives for organizing events. Various companies, depending on their size and nature of business, may have different objectives behind holding such events. Amongst the several reasons, some of the objectives generally are: generate market excitement, win public support for a company/cause, generate publicity/media hype, enhance, polish, or correct corporate image, launch a new product, alert customers to sales/clearance, provide after-sale-service reinforcement, win customers and their confidence, mould public opinion, take credit for good performance, celebrate company milestones like silver jubilee, fund raising, hire personnel, celebrate mergers and acquisitions, and win elections.

Event Management Industry – A Historical Perspective

India, over the past couple of decades has witnessed a phenomenal growth of the event management industry. Events have always been a part of the Indian culture and have been organized by one and all, in their amateurish way, but with the marketing pressures growing and challenges becoming tougher, the live entertainment industry or the sales promotion techniques called events, have gripped the attention of all marketing and public

relations professionals. So far the function of organizing these special events was undertaken by some advertising and public relationship agencies who would consider it an offshoot of the major advertising. But realizing the complexity of this art, there have mushroomed several event management companies who specialize in this tourism business.

A look at the historical perspective reveals that the event management companies are nothing new to the Indian scene. Since time immemorial, we have witnessed mega events organized for different reasons and occasions. From the gorgeous wedding of lord Rama and Sita organized by king Janak to today's event like Miss World contests and Film fare awards evening, all are the old and new versions of the event management efforts.

However, managing an event, from start to finish, has come to stay as a specialist job. The event management outfits now function on the lines of company, with plenty of professionalism in conceptualizing, planning and executing an event and even managing the aftermath of the event for corporate publicity advantage. The job not being a stereotyped effort, there is a need for every event to be distinctly different than the other.

A look backwards reveals that a decade ago, the term event management which has become an integral part of the Tourism, was not heard of. Having witnessed the growth prospects and attractive returns in terms of high billings, profits, glamour and excitement, the event management art has matured enough to be a profession. So much so that event management has become an area of specialization in the management education field and some new generation professionals take lot of pride in flaunting their specialist skills in the profession.

Nature and Scope of Events Management

Scope of event management a good career option which does not require much investment-and offers a Lot of Independence and flexibility in work. Scope of event management Demands a lot of hard work and efforts to get the client base for the events. Event management is a process of Organizing a Focused and professional event, for a particular target Audience. The scope of event management is the most Profound form of advertising and marketing which is full of glamorous and thrilling profession now days. Planning is one of the most important elements of event management you can say or is planning an event in itself. It gives benefits to event managers by event advertising, it promote the publicity of event. It gives benefits to advertising companies through communicating source with the public, introduction of new products to public. The scope of event management provides a wide variety of career that could be anything from concerts, product launches, conferences, promotions, press conferences, jubilee celebrations and farewells to television based events,

fashion shows, wedding or parties. The event management industry is characterized by the presence of a small number of dominant large players and a greater number of smaller outfits. Unfortunately, the industry is too young to offer a predetermined career path.

Events are great ways to educate your community, grow your local movement, and influence decision-makers. In this about public events primarily, such as rallies, concerts, walks, and forums, though many of the same concepts apply whether you're hosting a house party, or a march.

Importance of Event Management

The entire concept of event management is regarded as one of the most intense or significant form of advertising or marketing. The whole process of event management necessarily involves the organization process. This involves the organization of a personal or a professional event. This may generally involve the seminars, fashion shows, wedding, product launches, exhibitions etc. In short, the event management involves the whole steps of conducting an event right from the planning, financing, conceptualizing etc. The present scenario, event management is an important area which has been evolving over the years along with the increasing opportunities.

Financial management is another important aspect that the event management companies will handle for the success of the event. This helps to reduce the chance of the finance exceeding the budget limits. Organizing a big event is not an easy task. The organizing person if he is not having enough experience it will turn out to be a failure. So many planning has to be done like room hiring, catering special diets, financial planning etc. All these things are taken care of by Event Management Companies.

- ▶ Events are often “Once in a lifetime” experience for the Participants.
- ▶ They are generally expensive to stage
- ▶ They usually take place over a short time span
- ▶ They required long and careful planning
- ▶ They generally take place only one (However Many are held annually, usually at the sense time every year)
- ▶ They carry a high level of risk, including financial risk and safety risk.
- ▶ There is often a lot at stake for these involved including the event management team.

This last characteristic is crucial since every performer, whether athlete or entertainer, Wants to deliver his or her best performance. The bride wants the day to be perfect in every

way. The marketing manager and the design team want the new product to be seen in the best possible light.

Procurement is also one of several functions involved in complex logistic process. It is a servicing which is directed to obtain equipment or supplies or services (with proper quality, sufficient quantity at a fare and reasonable price), and to have them available at the right time. The scope of procurements covers:

- Research and development (R&D).
- Purchase, hire or leasing.
- Production, modification, assembly.
- Maintain and support.

Importance of Event Manager

Having pointed out the level of demand for the event manager and thus the possible downside of the profession it is important also to point out that the event industry is one in which people (The event audience) tend to have the time of their lives. Making this outcome possible and sharing this with them is extremely gratifying. The work is demanding, exciting and challenging and it require a fine tuned balance between task management and people management. An event manager must bring together a team with clearly defined responsibilities for all aspects of the events including unexpected crisis. The team needs to be both organized and flexible. Events can be unpredictable and do require quick thinking that is based on the sound knowledge of procedures and alternatives. Decision making is one of the most important skills of the event manager and those with.

Definitions

They can range from local village events to international spectacles featuring participants from throughout the world.

According to Professor Donald Get2 (1997) defines special events from two perspectives that of the customer and that of the event manager as follows;

- A special event is a one time or infrequently occurring event outside normal program activities of the sponsoring or organizing body
- To the customer or guest, a special event is an opportunity for leisure, social or cultural experience gut side the normal range of choices or beyond every day experience

Dr.J.Goldblatt (1997) defines special events as “A unique moment in time celebrated with ceremony and rituals to satisfy specific needs”

Other than special events as defined before and course common events such as sporting events, corporate limiting, conventions, exhibitions, parties, festivals, carnivals and prize giving are monies, which was not must the definition “outside the normal range of choice.”

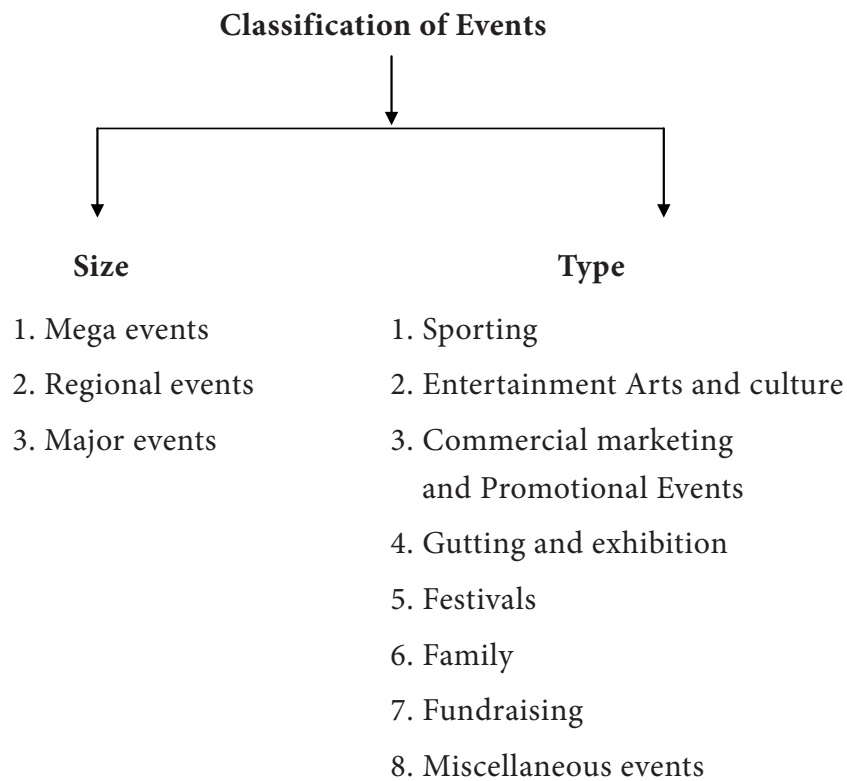
A Variety of Events

In leisure, tourism and related fields, events are extremely diverse:

- Artistic performances
- Sporting Competitions, Tournaments and displays
- Carnivals
- Art displays
- Festivals
- Firework displays
- Training days
- Environmental days
- Fetes
- War games
- Civic galas
- Air displays
- Celebrity appearances
- Highland games
- Agricultural shows
- Sponsored walks
- Open days
- Dog shows
- Garden displays
- Round-the-world races
- Band contests
- Pageants
- Open days
- Theatrical performances
- Caravan rallies
- Nature tours
- Boat trips
- Motoring rallies
- Historic tours
- Royal tournaments
- Museum displays
- Street parties
- Careers exhibitions
- Garden parties
- Music festivals
- Car boot sales
- Marathons
- Parades
- Educational seminars
- Town shows

Classification of Events

The event industry segment can be divided into several key sub segments that include corporate events, competitions and decorations, cultural events, sports events, festivals and celebrations, personal and social events. Classification of events can be done on the basis of size and type as shown in the following selections



Size of Events

Organizing an event mostly is the focused responsibility of Public relation, though it is never possible for any one person to make it happen. In the marketing area of a company, the responsibility is assigned to the personnel in-charge of the regional operations, with the head office Public Relation providing the concept, Plan, and other support to carry out the exercise. The personal at the regional level hold sufficient infrastructure and means to execute the plan, thereby carry out the promotional work. It is naturally logical for an organization to keep the spotlight on the region. In terms of size, events May categorized as follows:

1. Mega Events

The largest events are called mega events which are generally targeting International markets. The Olympic Games, world cup soccer and the super bowl for which 1967 then

wave 30,000 tickets unsold, now sells but before the tickets have been printed. So all such events have a specific yield in terms of increased tourism, media coverage and economic impact. Some lalties are continuing to teeth a legacy of debt often hasting and Olympic Games. It is difficult to calculate tae cots accurately with so many to calculate tae costs accurately with so many stakeholders involved.

Another best example that of the Maha Kumba Mela, the largest religious gathering in history. During the 2001 event, approximately 70 million Hindu pilgrims converged on the Ganges and Yamuna Rivers in Allahabad, India for sacred bathing rituals that devotees believe will purify and break the cycle of reincarnation. The gathering takes place every 12 years. The 2001 Festival, described as the “Greatest show on earth” was arguable the largest gathering of humanity ever for a single event

2. Regional Events

Regional events are designed to increase the appeal of a specific tourism destination or region. FAN fair, the world’s biggest country music festival, held annually in Nashville, Tennessee, the Kent yucky Derby, and Arts in the park, a Memphis art Festival, are all example of tourist destinations achieving market positioning for both domestic and international tourism markets though their annual events. The annual national chewy Blossom festival in Washington, D.C. is another good example of a regional event.

3. Major Events

These events attract significant local interest and large number of participants as well so generating significant tourism revenue. As an example Chinese New year celebrations are held in many capital cities.

In Honolulu, the event includes many festival and traditions for the New Year, including Lion dance, lantern festivals, parades and dragon boat races. Friends and relatives of the Chinese community often visit at this time.

Most major cities have a convention center capable of holding large meetings; trade is known as North America’s premier convention facility and attracts more than 4 million trade and public show visitors’ annually. The McCormick place complex comprises there state of the art buildings and have a combined total of more than 2.2 million square feet of exhibit space, 1.6 million square feet all on one level, making it the nation’s largest convention center.

4. Minor Events

Most events fall in to this last category and it is here that most event managers gain their experience. Almost every town, city, states, country host annual events. In the category of agricultural fairs and expos, there is literally thousands of country, state. And regional events held each year, the largest being the Texas state fair, which draws over 3 million attendees each year. In addition to annual events there are marry onetime events including historical cultural musical and dance performances. Meetings, parties celebrations, conventions, award ceremonies, exhibition sporting events and many other community and social events fit in a this category.

Types of Events

Each type of meeting has specifications that help determine the type of facility that will be utilized:

Board and Committee Meetings	Often held in full-service resort properties (with golf facilities) on a quarterly basis.
Seminars/Workshops	Training and continuing education, classroom setup needed for meeting space. Repetitive pattern (for many this is the fastest growing segment of associations meetings).
Professional/Technical	Program on new developments relevant to the association members. Larger educational classroom setup needed.
State and Regional Conventions	National associations may sponsor regional or state chapter meetings; both have a smaller number of attendees.
Annual Conventions	Held in conjunction with a trade show or exhibition. Multiple hotels may be required for sleeping and meeting facilities. Meeting size varies from large (general session) to small (committee meetings). Multiple food functions.

In terms of types, events may be categorized as follows also:

1. Sporting

Sporting events are held in all towns' cities countries and states throughout the nation. They attract international sports men and women at the highest level. Tennis, golf baseball, football, basketball, downhill ski racing and ear racing are just a few examples. These major events are matched at the local level by sporting competitions for players at all levels. For example, the Program, held annually at most Golf courses, allow members to play with professional golfers. This event is usually the highlight of the golfing calendar and requires considerable effort by the team supporting it, including the club committee, the club manager, the club professional, ground Support, club administration and catering.

2. Entertainment, Arts, and Culture

Entertainment events are well known for their ability to attract large audiences. In some cases, the concerts are extremely viable from financial point of view: in others, financial problems can quickly escalate when ticket sales do not reach targets.

3. Commercial Marketing and Promotional Events

Promotional events tend to have high budgets and high profile. The aim of promotional events is generally to differentiate the product from its competitors and to ensure that it is memorable. Most of the promotional events involve product launches, often for computer hard ware or software, perfume, alcohol or motor cars. One such marketing activity daze lead attendees with its new launch motorbikes riding overhead on tight rope, with special effect lighting. The aim for a promotional activity might be sales, For example travel agents, who would promote the tour to their client or potential purchasers. The Medias are usually invited to these events and hence impact, publicity and the risk are high. Success becomes very vital.

4. Meeting and Exhibitions

The meetings and conventions industry is highly competitive. Many conventions attract thousands of people, where as some meetings in glued to only a handful of high profile participants.

5. Festivals

All Religious festivals fall into this category. Wine and Food Festivals, Harvest festivals are increasingly popular, providing a particular region the opportunity to show

cases its product. Chinese New Year and Harvest festivals like Pongal in Tamil Nadu, Onam in Kerala in India are good examples.

6. Families

Weddings, anniversaries, Birthday celebrations and even Funerals all provide opportunities for families to gather. Asian tourists are a big market for the wedding industry, with many couples having a traditional ceremony at home. It is important for the Event manager to keep track of these changing social trends.

7. Fundraising

Fairs which are common in most communities are frequently run by enthusiastic local committees. The effort and the organization required for these events are often under estimated. As their general aim is raising funds, there is also the risk that attendees will spend all their money on these activities and ignore those that are more profitable to the charitable cause. A number of legal requirements must be met by the charitable fund raiser.

8. Varied Events

Some events defy categorization. Potatoes, Walnuts, Flowers, roses, Dogs, cow's horses, teddy bears and duck all provide the Focus for an event in the world. The events like Nolan River dog show in VSA Rio Grande valley onion festival, Texas crawfish festivals, Mattupongal in Tamil Nadu, Flower show in Ooty India, are some of the good examples. Each and every event has a purpose, and the theme is generally linked to the purpose.

Practices in Event Management

Managing an event can be one of the most time-consuming things that will ever come across your desk. Follow the event management best practices, and prioritize the most important aspects of your event. With every event you manage, the devil is in the details. A successful event may hinge on what seem to be very minor items, so keeping organized throughout the event planning process will help to ensure your event's success. And those stressful moments that are bound to occur on-site will be much easier to handle!

Event management means meticulously planning, creatively organizing and executing an event. The range is huge- from mega events to marriages and even birthday parties and product launches. An event management company usually has three major

departments: operations, research & strategic planning and marketing. Its elements are conceptualizing, creativity, innovation, logistic planning, technical planning, design value and venue management.

Research and strategy involves a deep understanding of the brand or product that has to be launched. Operations involve conceptualizing i.e., envisioning the event as a brand and researching to suit the need and exclusive values of the brand. Creativity is obviously the quintessential ingredient, which sets one company apart from the rest. The success of an event management team depends upon its capacity to innovate with themes that have never been thought of before. Production implies handling the logistics of organizing the event, i.e., the meticulous planning of services and supplies. Often these could be outsourced such as audio visual services, stage management, ancillary's etc. Inter personal and people management skills are at the heart of this profession. Organizational skills along with creativity and uniqueness are very essential.

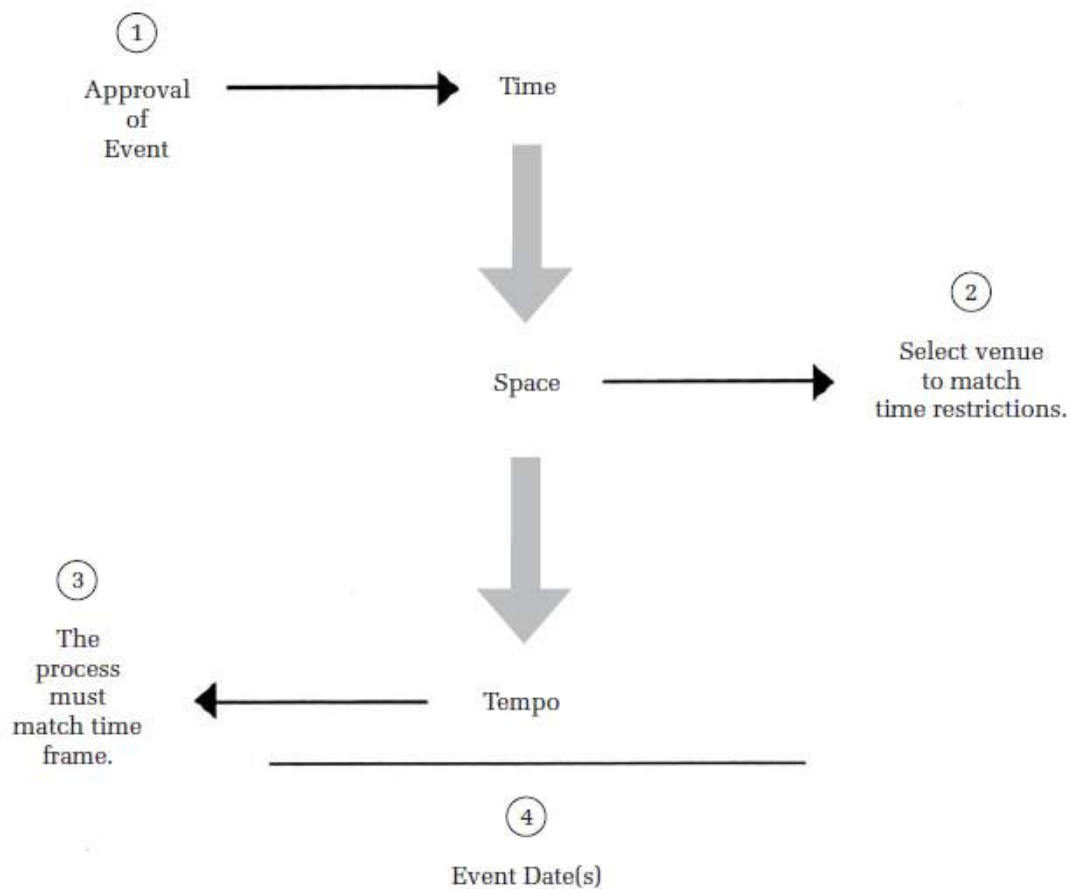
It is a profession which must fulfill deadlines, maintain perfection, and keep the budget under control. You must love challenge and change. However, one needs to keep in mind that this profession calls for hard work, professionalism and meticulous attention to detail. Patience to handle emergencies is important. Great creative potential to a very high degree will be needed.

Educational qualifications are really not important here. It's essentially the attitude and ability to work as a team which matters. If you can build a group of people who are willing to work together as a team, then you can feel comfortable delegating the many responsibilities surrounding the event, and focus more of your efforts on keeping communication channels open between all involved. Don't get bogged down with committees; instead, work with senior management to get some autonomy and independence around the planning of your event. This will streamline the management, shorten the meetings, and allow you to continually move forward.

Planning Effective Events

The planning period is typically the longest period of time in the event management process. Historically, this has been due to disorganization. Disorganization is best characterized by frequent changes resulting from substitutions, additions, or even deletions due to poor research and design. Ideally, the better the research and design, the simpler and briefer the planning period will be. Since events are planned by human beings for other human beings, this theory is fraught with exceptions. However, your goal should be to develop a smooth planning process based on careful research and design procedures. The

planning phase involves using the time/space/tempo laws (see Figure) to determine how best to use your immediate resources. These three basic laws will affect every decision you make; how well you make use of them will govern the final outcome of an event.



Committees Might Include

- Logistics
- Speaker / Performer
- Publicity / Outreach
- Press / Media
- Finance / Fundraising

Set your Goals!

Sometimes there are multiple goals for event. Identify and prioritize all your goals.

- Think about what you want to accomplish i.e. raising awareness or open dialogue about an issue, affect campus policy, public education, obtaining signatures for a national petition drive, raising funds, etc.

- Set solid goals for the number of people you want to attend the event. This helps direct your publicity and media efforts.

Identify Your Target Audience

- Who do you think would be most interested in attending the event?
- While you want everyone to come, identifying your target audience will help direct your Publicity and outreach efforts.
- For example, if you are planning an event about women in politics, approach Political Science, Sociology, Women's Studies, or other Social Sciences departments for help with publicity, co-sponsorship, fundraising, and / or extra credit opportunities for students who attend the event.
- Remember that first year students are often a good target audience.
- Think about approaching and working with influential people on campus – heads of other organizations, student government representatives, feminist contacts at your campus press outlets and feminist-friendly faculty / staff.

Make a Timeline

- Create a timeline outlining the tasks that need to be completed each week leading up to the event, including event logistics, publicity / media strategy, and finances.
- Make deadlines for yourself, and then meet them!
- Look at Sample Timeline on the next page.

Three Weeks Before Your Event

- Events Chair should meet with Faculty and Staff Team for speaker contacts and ideas. Think big! Begin contacting people; allow yourself plenty of time.
- Research the issue or policy that is the focus of your event as a resource.
- Logistics: choose a date; choose an appropriately sized venue; secure equipment; develop budget for food, venue, equipment, and materials; secure funding and organize fundraising efforts, if needed.
- Develop your outreach strategy.
- The Media Team should prepare a media release and a media list of outlets to contact.

Two Weeks Before Your Event

- Confirm your speakers. Sign a contract, if necessary.
- Prepare facts sheets for tabling.
- The Media Team should begin assigning tasks: who will announce to classes, bottom-line visibility events, etc.
- Designate a spokesperson for the event. She or he should begin preparing to answer questions.
- Draft a Letter to the Editor about the event and distribute to local media outlets.

One Week Before Your Event

- Draft sample questions for your Q&A session.
- Buy snacks and make sure your venue is equipped with everything you need.
- Call speakers to confirm. Offer to meet them 15-30 minutes before the event, arrange for rides, etc.
- Media Blitz!! Go back to classrooms, table, chalk, and flyer. This is the most important round.
- Submit your Letter to the Editor (check media deadlines). Call your media list and make copies of your media release.

During/After Your Event

Clean/ Prepare Your Venue

- Be prepared for your speaker. Escort her or him to and from the event, and have food and water available.
- Have a table set up during and after your event. Include sign-up sheets! This is a great time to build your membership. Have information about your company/ event, and its local campaigns, fact sheets, and Ms. Magazines.
- Greet members of the media as they arrive. Be available and prepared to answer their questions. Distribute your media release.
- Spokesperson for the event should be prepared to introduce and close the event.
- Write thank you notes to all your speakers. Showing your appreciation will ensure that your speakers will consider doing another event in the future.

Key Steps to a Successful Event

Hotel Logistics / Meeting Planning

- Determine two acceptable date ranges for your event
- Begin tracking holidays that may affect your attendees, to ensure you don't plan your event during an important religious holiday
- Search for hotels that are appropriate to the management level of your attendees
- Conduct site visits whenever possible and objectively rank each venue
- Pre-plan all meals (including off-site) as well as all event activities, to ensure proper space allocation
- Include set-up and tear-down time in your venue contract
- Pre-plan décor for special events to determine cost and set-up time
- Plan guest programs and off-site functions
- Set up transportation to/from venue for VIPs, speakers, attendees, and off-site functions
- Determine if there are any union labor concerns that may affect shipping/receiving, set-up and tear-down
- Conduct a post-event analysis of the venue; will you use it again in the future? If so, plan your next contract now!

Content Development / Speakers

- Determine the top three objectives of producing your event.
- Determine the top three attendee benefits of attending your event
- Develop an event theme tied to these objectives and benefits
- Plan the agenda and develop topics that relate back to the theme
- Invite key executives to attend early (12 weeks out at the latest)
- Work with a speakers bureau to help in your expert speaker search
- Determine audio/visual needs for all speakers (video, PowerPoint, etc.)
- Survey attendees for feedback on content and speakers

Attendee Travel/Registration

- Determine the best way to accept registrations (web, email, phone, fax?).
- Gather/purchase prospect lists into one main invite list
- Determine the required data to capture during the registration process
- Determine credit card acceptance, and if so, ensure merchant accounts are active
- Design registration website using the chosen event theme and creative direction
- Determine if you will be assisting attendees with travel arrangements
- Contract with transportation company for airport transfers
- Determine if you will have any gifts/handouts for attendees at on-site registration desk
- Design confirmation letters to include key data such as the dress code, weather, agenda changes, etc.
- Pre-print badges for registered attendees ahead of time
- Determine your on-site badge printing options for late registrants and edits

Pre-Event Marketing

- Determine all of your marketing channels; pre-block ad space early.
- Determine where your prospects get their information, and market your event there
- Determine licensing issues for photo/graphic use
- Create multiple URLs for direct marketing pieces to determine effectiveness of all pieces
- Develop production schedule and mailing drop dates
- Determine any co-op marketing opportunities that may be available with your event's sponsors

On-Site Event Collateral

- Determine where your messaging can be seen on-site, and develop collateral for each of these prime locations.
- Develop production schedule
- Print multiple items together to save on overall printing costs
- Design all collateral consistently, and be consistent with copy style

- Gain sponsorship revenue by allotting space for sponsor use (ads, exhibits, workshops, etc.)
- Get venue measurements to be sure your collateral fits the space (signs, banners, exhibits, etc.)
- Schedule time on-site to set up collateral
- Determine on-site staff to be responsible for setting up all collateral
- Think about designing event collateral so that it can be used at future events – saves money

Event Staging & Audio/Visual

- Determine A/V needs for general session room, breakout rooms and special events.
- Are all meeting rooms on 24-hour hold? If not, develop a plan to re-set the rooms each morning
- Schedule pre-event rehearsals and due-date for presentations
- Determine music licensing needs
- Schedule on-site rehearsals and walk-throughs
- Pre-load all PowerPoint presentations on “show laptop”, and bring back-up CDs or USBs
- Develop a “show flow” with moderator script and cue points for slides, music, videos, etc.

Special Programs / Activities

- Determine the top three ideas for activities that fit your schedule and attendees the best.
- Consider your event location when determining special programs
- Include transportation costs and distance into your planning
- Provide multiple activities/options whenever possible
- Be aware of the physical limitations of attendees
- Include sign-up for activities during event registration process
- Consider networking time when planning special programs.

Spend time mapping out the different pieces of planning the event, and when each will need to happen. Key things to consider for the planning include:

- Outreach: how will you spread the word and get people to your event?
- Event location and permits
- Logistics (food, bathrooms, transportation, sound equipment, stage, etc.)
- Event program (speakers, special guests, music)
- Messaging (signs, banners, other visuals)
- Media and social media

Delegate Roles

Once you have your list of tasks from the plan you've made, think about roles that different people can take on, and make sure everyone has a job to do. Some roles might include logistics coordinator, volunteer coordinator, media liaison, social media coordinator, photographer, videographer, program coordinator, outreach coordinator, speaker liaison, and arts (sign-making) coordinator. Make sure everyone knows what they need to do in their role!

Spread the Word

This is probably the most important part of your event. The more people show up, the more people you will have interested in your local movement for change, and the bigger impact you will impress upon the media and your politicians. Don't expect to just send one email and have people miraculously appear. You'll need to reach out personally to your contacts and ask everyone in your group to as well. Reaching out in person and by phone are also really key ways of convincing people to come out. Remember to tell your personal story, and convey why this event, and this issue, is so important right now. Try a combination of all these methods to guarantee a great turnout!

1. MeetUp Everywhere: Create your event on MeetUp, and be sure to invite everyone in your group there! When e-mailing your event information around, be sure to include the MeetUp Everywhere event link and ask people to sign up. That way you can have an idea of how many people to expect, and provide reminders to those people.
2. Email: Announce your event by email to your address list, and ask everyone you know to forward it on. Do targeted outreach to leaders of your allied groups and ask them to forward it to their members. Send out 1-2 follow up email reminders closer to the date.
3. Community bulletin boards: Post up fliers about the event on community bulletin boards, at your library, coffee shop, and anywhere people get information.

4. Posters around town: Put up posters on streetlights and anywhere else you can.
5. Event canvass: Get your team out to a popular community event like a concert or sports game with fliers with your event information to spread the word.
6. Phone calls: The phone is still a great method to get people out to your event. Host a calling night with your whole group.
7. Pre-Media: Ask local bloggers to post about the event, and local newspapers to include it in their event calendars.
8. Social media: Create an event on Face book, and have you and all your group members invite all your friends. Post the event on other local groups' pages, tweet about it, and keep the updates coming about the event all the way up to the day.

Invite Special Guests

Depending on the event, you may want to invite your members of Congress, respected community leaders, academics who focus on the economy, or other people who would be helpful in speaking to the crowd about the debt. Be sure to invite these people early, and have someone who can do dedicated follow up to make sure they know when to arrive, how long they are speaking for, and that they are thanked for their participation.

Make a Program

As the date of your event gets closer, it's time to make a more detailed program. Sit down with your team to decide how you want the event to run. Best to keep things short and sweet, as people will want to hear good speeches, but will also want a chance to ask questions and mingle with their friends. Map out each speaker's time, and make sure they know how long they are speaking for.

Designate someone in your group to be the emcee and be able to introduce people, or moderate questions. Designate someone else to be the timekeeper and help the emcee cut people off if need be. Map things out as best you can, but as always, be prepared to be flexible.

Get Creative

Time to think visually, Get your team together to make homemade signs, stencils, banners and any other visuals to make your message clear.

Invite the Media

As the date gets closer, you'll want to start working on developing relationships with reporters and inviting them to cover your event. Check out section 5 about the media for much more detail about how to get the media to spread your message

Share the Story Online

Be sure to have one or two people dedicated to taking photos, and posting the pictures and relevant updates to Face book, Twitter, and your site. Post updates in real time from someone's smart phone to build the buzz, and be sure to publish a recap of the event as soon as it's all over. Don't forget to send it all to the Fix the Debt national campaign as well!

Follow Up and Celebrate

Get together with your team and celebrate your hard work. Be sure to thank everyone who helped out with the event, and take a deep breath. Then it's time to start thinking about your next action!

Steps to Planning a Successful Event

The key to any good event is brainstorming what will work best on your campus or in your community and then, Think Bigger! While you are planning make sure you also think about a budget. Remember most colleges or universities have funds to bring speakers to campus but you must have a formal budget and outline to garner those funds.

Make a list of committees you will need to plan the event. Committees should work closely with the Event Chair, Treasurer, Recruitment Chair, and Publicity Chair.

Event Requirements for Each Type

Each type of meeting has certain requirements, as described here.

National and Regional Sales Meetings: These have seen the most growth in the corporate meetings market. They offer good potential for repeat business. These represent the largest and fastest growing segments of the corporate meetings market. The broader scope of national meetings results in large space requirements than regional. Both offer good potential for repeat business.

Professional/Technical Meetings: These often utilize seminar and workshop formats, with lecture and demonstration conducted by consultants, educators, and vendors. In general, a large amount of meeting space is required.

New Product Introduction/Dealer Meetings: These may involve sales staff for new product introductions and campaign rollouts. Top company management and press may attend. They are usually lavish food and beverage events.

Management Meetings: These are usually small in size, but first class hotel facilities are required. They may require multiple geographic locations for simultaneous live video-conferencing.

Training Meetings: All levels of employees need training. These require meeting space with little distraction. Meeting space that is designed for long-term comfort is a plus. They are set up like conference centers, with good lighting and ventilation. Good servicing can be a plus to ensure repeat business.

Summary

In this chapter we have introduced you to some of the unique characteristics of the events. We have learned much from the pioneers of the event industry and their approaches to marketing. Many of their ideas are innovative even in today's modern markets.

One being that tacky of ten one off or annual occurrences, thus creating a high lived of risk. This means that the event team has only one opportunity to get everything right. Most events take months or even year to plan, depending on the type and size of the events. And their Focus varies from the strictly commercial product launch to school sporting and art competitions that aims to raise funds with the help of the local community.

The key element in all of the considerations covered in this chapter is the research required to understand market needs and values. The industry is broad enough to welcome into its ranks people from diverse employment backgrounds and disciplines. The lack of clear career structures and progression routes can be confusing and frustrating, but also stimulates greater fluidity and freedom of movement between jobs.

Self Assessment Questions

1. What do you mean by an event?
2. What are the different categories of event?

3. Write briefly about the growth event management industry in India.
4. What is the role of an Event Manager?
5. List the key steps for a successful event.

CASE STUDIES

Case Study 1

A group of university students decided to hold a rock concert in The Mountains in June and advertise the concert on the internet. There bands attended tae three day concert, and there was a twenty four hours music. One young girl described the entire situation as living as hell, although why she stayed in unfathomable “was in a Valley and to get a drink of water you had to climb a steep hill.

Even then the water was dirty and brown. The rest rooms were so far away that nobody bothered to use them. The music pounded all night and the floor in the cabin we were in vibrated so you couldn't sleep. My friend got sick and there was no medical help. The organizers did not have a clue. They just wanted to make a fast buck”

- ▶ What are some of the things that could go wrong or have gone wrong, at similar events?
- ▶ List three ways in which the organizations were negligent.
- ▶ List their ways in which the event could have been improved.
- ▶ This event was described to the authorities as a cultural festival. Do you think I belong in that category?
- ▶ What are some of the ethical issues involved in this event and in others?

Case Study 2

The Majestic Hotel is one of 14 mainly four-star and five-starhotels that make up the Paramount Group of Hotels. It is an impressive 19th-century building in the center of Harrogate, set in 12 acres of landscaped gardens. The town of Harrogate, in Yorkshire, is one of the leading conference destinations in the UK, with the Harrogate Inter- national Center (purpose-built conference and exhibition center) located just a short walk from The Majestic Hotel. The information below has been provided by the Resident Manager and the Events Manager of the hotel.

From the very outset, the hotel and its representatives must make an impression – the first point of contact for most organizers is with an Event Manager whose role is to extract as much information from the potential client as possible. This is not simply a process of ‘order taking’ but a balance of questioning techniques, probing and finding out not only the detail but also the purpose of the whole event. By listening and asking open-ended questions in a logical order, the basic details can be obtained in terms of dates, numbers, layout, accommodation and catering requirements. This should then be followed by some secondary questioning to establish the nature of the event, what the client’s priorities are and what they expect to achieve from the event. You need to know, for example:

- Who will be attending, as this will give you some indication of the seniority of delegates (and could possibly offer the chance to upsell);
- How they will be travelling to the event – is car parking a priority?
- How formal are the dinners – will they need toastmasters, entertainment and could you upsell a menu?
- Once this has all been noted, it is up to the Event Manager to sell the property to the client – you now know what they need.

UNIT - II

The Dynamics of Event Management

Learning Objectives

After reading this lesson you should be able to learn and understand

- Event planning and organizing
- Problem solving and crisis management
- Leadership and participants management
- Managing people and time
- Site and infrastructure Management

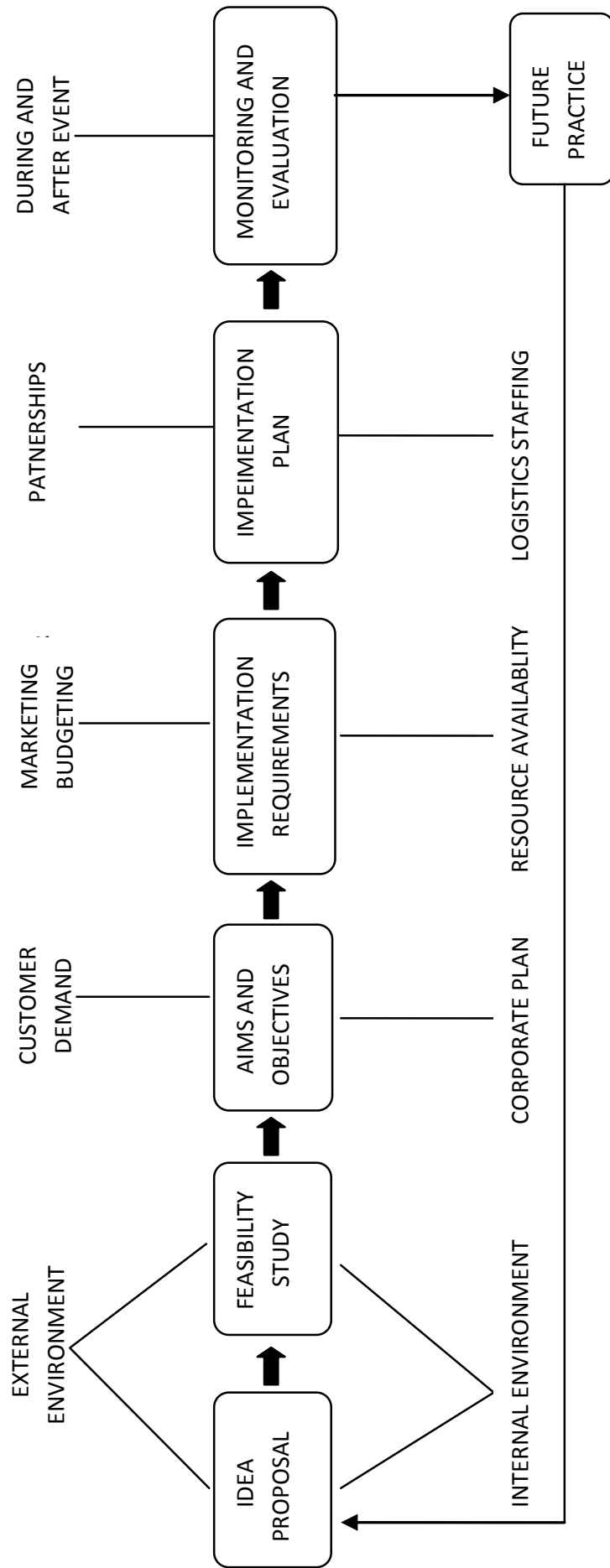
Event Planning and Organizing

Failure to plan is planning to fail. (Anon) Having added all the relevant positive (and maybe others) in a fairly general way and having come up with positive answers, the next step is more detailed event planning. Planning is determining what has to be done and how. The amount of planning that can vary considerably with the complexity and perceived importance of the occasion, but some planning will always be required.

The golden rule is that everything must be planned; if an event is to happen, it can only do so as the result of carefully planned action. The steps for success have to be identified and carried out in a prearranged fashion. The best preparation for good work tomorrow is to do good work today. (Elbert Hubbard)

Planning is the process which identifies aims and objectives, and establishes the methods, and establishes the methods of achieving them. Project planning should be undertaken in a structured and logical manner there are lots of excellent examples of methodology from other industries like construction or information technology. Leisure event organizers should learn from them.

Remember: Proper Planning Promotes Perfect Performance



Event Management Planning

Starting Point

Some questions that should be asked before embarking on any event was suggested earlier, but this is an informal way of assessment. A much more detailed investigation should be carried out for any large or high budget events.

Step 1

The aims and objectives of staging the particular event must be clearly identified and stated.

Step 2

A feasibility study should be undertaken, asking questions (like those earlier) in a much more factual way. It should examine the exact methods of achieving the event and it should definitively identify any possible sources of funding.

Depending on the level of the event, these two steps can be performed in a variety of ways, ranging from consideration by a small informal group to the engagement of specialist consultants. Investigations into an event often have to be carried out over a short timescale. If the event is found to be justifiable and worthwhile, the investigation should go on to suggest how it can be achieved.

The feasibility study, with its positive outcome, should outline how to achieve the event; it should detail structures, personnel requirements, financial sources and an event achievement timetable.

This will allow the more detailed event planning and implementation to proceed, as long as enough time is allowed. It is always dangerous to embark on any event if the timescale is inadequate. Problems often occur quite naturally, it is inadvisable to introduce time pressure from the very start.

Part of a Plan

For event to be the most effective they are best set within the context of an organizational plan. Regardless of the size or nature of the organization and its activity, events should be provided as part of the ethos and function of the whole business, not just a random fulfillment of an idea. Events take individual and organizational time and commitment to deliver properly, so they have to be justified as a real part of an overall plan.

They must fit in with organizational aims and objectives; they must be coordinated across all parts of the organization; and they must be worthwhile in future.

Select an event, and develop a list of pros and cons of working in three different roles at the event. Describe the leadership challenges and your solutions for the management team of this event. There must be a beneficial follow-on and part of a strategic plan; indeed, there should be an events strategy specifying the following items from the agency's viewpoint:

- The purpose of having events.
- What aims and objectives they should have.
- Which staff to be involved.
- How they will be coordinated.
- Who will take the lead role?

The Aims of an Event

Through being an integral part of an overall strategy, events should have a key role in achieving organizational aims, such as increasing the awareness of an issue among the general public in north-west England.

The overall events policy should also clearly state the general aims for all events the organization stages, e.g.

- To provide for the local population's entertainment.
- To raise funds for the company.

A strong indication of viewpoint and policy can come through such an aim. For example, if the key focus is to promote customer care, then an appropriate aim might be this one, people get more from every event than they expected. Almost from the outset it is essential to establish a very clear aim, or set of aims, for every single event.

There are hundreds of possible examples:

- To attract more visitors to the town.
- To encourage local participation in sport.
- To promote the visual arts.
- To put wormsley-on-Sea on the world map.

The list is almost endless. There may be one aim or several aims; but however many, it is essential to have them clearly specified during the search for finance and staff.

A clear vision is crucial if we want people to sign up, people from sponsors to car park attendants. If there are no aims, what is the point in proceeding? Sheffield's detailed aims for the Universidad show how the city has a clear idea of the event and its purpose.

Panning and Managing Meetings

Meetings are an important feature of the management of events, starting in the early planning phases and building to pre-event briefings and post-event evaluations. Meetings can be highly productive, or they can waste an incredible amount of time. In fact, a poorly focused, poorly managed meeting will simply confuse and frustrate everyone. One event management company introduced the idea of a standing meeting to curtail the length of their meetings.

Timelines should be set and an agenda for discussion distributed beforehand with all relevant material so that everyone is prepared. During meetings a chairperson should manage the pace and outcomes of the meeting, and someone should be designated to keep notes for the record. The most important aspect of note taking is the recording of actions and deadlines for those attending. Documentation from the meeting should be distributed and actions identified, prioritized, and included in the planning process:

In addition to focusing on tasks at event meetings, focusing on people should be a priority. Meetings can be an excellent venue for relieving stress, building team spirit, and motivating all involved.

The Objectives of an Event

If you don't know where you are going you will probably end up somewhere else.
(Dr. Laurence J Peter and Raymond Hill)

Having established the *raison d'être* for the whole event, it will be necessary to break it into more manageable steps of measurable achievement – objectives.

It is vital that objectives are set, agreed and understood by everyone involved, Everyone must commit themselves to accomplishing these targets; this will lead to clear focus coordinated effort and unity of purpose. Objectives should be SMART:

Introduction to Events

- Specific to the event.
- Measurable in statistical terms.
- Agreed (or achievable) by those involved.
- Realistic (or relevant) to the resources available.
- Timed around the event the event schedule.

And objectives should be simple and unambiguous; they should avoid causing confusion and misunderstanding or communicating incorrect messages. Events can certainly be ‘managed by objectives’, as long as they are clear and achievable. It is most effective to set these markers and then work towards reaching each one. An event is an accumulation of these stages and is best achieved when each is accomplished in a logical, progressive way. Critical path analysis (illustrated later) is the ultimate expression of this method.

The precise definition of objectives also assists greatly in establishing an organizational structure. IT allows each individual or committee to be given a number of their own specific targets (sub objectives) which they are responsible for attaining. This will further reflect the need for everyone to work together, as many objectives will inevitably be interdependent.

It is important that the objectives are appropriate, simple, clear, unambiguous and achievable. In the financial area there must be precise estimates and budgeting for each, dates and deadlines must be set, and the critical steps to fulfillment must be identified.

Characteristics of the Best Events

Before examining the factors involved in achieving our overall aim or goal, let us consider what makes for a good event. The most important element are:

1. A clear vision and a definite purpose for everyone’s efforts.
2. Clear SMART objectives to which everyone is committed.
3. An appropriate, flexible organizational structure able to achieve specific tasks, but retaining an overall unity of purpose.
4. Committed personnel, willing to ‘go the step beyond’.
5. A leader of caliber, authority and personality.

6. Precise detailed planning carried out and documented within an appropriate timescale.
7. A coordinated team effort operating within budget limits, drawing on all available resources.
8. Efficient lines of communication.
9. A good public image.
10. Effective publicity and presentation, and built-in contingency plans.
11. A total commitment to customer care.
12. Efficient ongoing control and monitoring systems.
13. An atmosphere of unity, focus, hard work, humour and enthusiasm.
14. Good post-event evaluation.

Centrality of Events

Smaller events and the events programme can be very important to major manifestations like a garden festival, but their importance is often underestimated by main event organizers. The Glasgow Garden Festival ended up being programmed and piloted by the events team and the center of the whole manifestation was in fact the events programme, and the impetus to the festival was the events programme.

The garden festival was not a major flower show or an environmental exhibition, as many people saw it, but rather a series of events located within the environment and the surrounds of the garden displays. Few people would have come had it been only a massive flower show, but many came to see the events performed by sports, arts and entertainment groups. The pipe band performances and the acrobatics displays were as central to the success of the garden festival as the plants.

Besides being a crucial part of the whole programme, the events were a key element which considerably helped the overall planning. The diary, the booking sheets, the programmes, the staffing arrangements, the security and other systems that built up because of the festival events, became the basic operational working scheme for the festival itself.

Events and promotions form a key part of such major spectacles as garden festivals. They should not be seen as an extra, but as something which is absolutely crucial and central to the whole project, assisting in the planning and successful implementation of the whole festival. Events are important, not just in themselves, but in the implications they hold for everyone else involved.

The centrality and significance of events to other concepts like urban regeneration has been recognized even by the UK government, although it has been very slow to react. John Major committed the last conservative government to spending 55 million to assist Manchester in staging its bid for the Olympic games in the year 2000 by constructing a Velodrome and assisting its organizing group. In making this announcement, he said that it was 'not only a recognition of the importance of the Olympic Games, but the building of the new facilities required would play a key role in the economic regeneration of the Eastern Manchester area'. The bid may have failed but the vision remains, and now the commonwealth games will provide a lesser, but similar opportunity in 2002.

A similar view was taken by Michael Heseltine when, after the Toxteth riots in Liverpool, his solution was to bring a garden festival to Liverpool two years after the troubles, in order to give the city back some heart and some faith in itself. The garden festival concept lasted for another decade visiting Stoke-on-Trent, Glasgow, Gates head and Ebbw Vale, in addition to Liverpool. On each occasion this major event / promotion has helped with the image and self-confidence of the host town or city. Being the venue for a major international event has been a cause for celebration in many, many places and has helped put places on the world map, e.g. Glasgow and its cultural links or Indianapolis and its 500-mile race.

What do you need for success?

This question is often asked, but sadly there is no easy or magic answer. Certainly all the items listed in this book will be needed, but also a considerable slice of luck, good judgment, etc. However, here are some of the things that may be important:

- Appropriate
- Implementation mechanisms
- Hard work and enthusiasm
- Attention to detail
- Large number of volunteers
- Budgeting
- Large slice of luck
- Business plan
- Leadership
- Charismatic personality
- Logistical planning
- Clear structure
- Market research
- Commitment to serving the participants
- Measurable targets
- And customers
- Media interest
- Contingency plan
- Planning and documentation
- Creativity and innovation
- Political support
- Customer care
- Positive image
- Detailed programming

- Quality provision
- Efficient time management
- Resources and facilities
- Emergency procedures
- Responsiveness to change
- Entertainment
- Sense of hum our
- Evaluation and control
- Smart objectives
- Excellent communication
- Strong leadership
- Good decision making
- Strong vision
- Good interpersonal relationships
- Teamwork
- Good management
- Top-quality committed people
- Good motivation

The Sheffield Process

Introduction and background to events in Sheffield Beyond the world snooker championships and occasional professional football matches, until 1990 the city had little involvement with national or international sports events. As such the city did not have the opportunity to develop gradually in the events market in the way that Birmingham, Edinburgh, Gates head and London had. However, the 1991 world student games (WSG), the biggest multisport event to be ever held in this country, has changed this.

The new facility developments and the WSG required a pre – games events program in order to trial the facilities and prepare organizations for the games. In the mid-1980s there were extensive job losses in the traditional steel and heavy engineering industries, mainly due to the introduction of new technology and automation. In turn this left a number of former works sites derelict and in need of strategic investment. In the late 1980s, part of the overall vision for Sheffield 2000 included state-of- the- art leisure development, and international sporting events were seen as part of this, being identified as a means of profiling and promoting the city. It was anticipated that they would also contribute towards and stimulate the local economy. In fact, seven years later the city is committed to profiling and promoting itself by means of an events-led strategy.

Planning and organization is the key element that determines the success of an event. For most event organizers, the first steps are the local government who well provide guidelines on the possible impact of your event. This may be a factor even if your event is not being held at a public venue. Another useful contact is the local tourism office. This office, with link to corporate offices in each state, plays an important part in the strategic management of events and, in many cases, provides support in a number of other ways, such as listing events in their website.

Develop Mission 1 Purpose Statement

There are numerous elements that need to be considered in developing an events concept. They include purpose of the events, the event theme, the venue, the audience, available resources, the timing of the events, and the skill of the team. The most important of these elements is the purpose, strongly linked to the theme and the venue.

The first step is to develop a simple statement that summarizes the purpose the purpose or mission of the event. The purpose of the event could be, for example, “to commemorate the history of our town in a historically authentic parade that involves the community and is supporting event may have as its mission statement” to attract loyal team supporters and first time spectators (potential regulars) in an effort to improve ticket sales and thus the viability of competition and venue”. The mission statement should ensure that planning and implementation are not get off track and that the initial intent is realized.

Establish the Aim of the Event

The purpose can be broken down further into general aims and specific measurable objectives. An event could have any one or more of the following aims.

- Improving community attitudes to health and fitness through participating in sporting activities
- Increasing civic pride.
- Injecting funds into local economy.
- Raising funds for a charitable cause
- Increasing tourist numbers to a specific destination.
- Extending the tourist season
- Launching a new product
- Raising revenue through ticket sales
- Providing entertainment.
- Building team loyalty
- Raising the profile of the town or city
- Celebrating a historical event
- Enhancing the reputation of a convention organizer
- Conducting an inspirational ceremony
- Providing a unique experience.

- Increasing product sales
- Acknowledging award winners.
- Producing medic coverage
- High lighting the main point of a conference.
- Raising awareness of a charitable or political campaign.

Aims may widely from one even to another, and this is one of the challenges for the event manager. One event might have a social impact focus, where as another might be profit - oriented. It cannot be stressed enough that everything to do with the event must reinforce the purpose and the goals. Choice of colors, entertainment, presentations and so on must all work together in order to fulfill the purpose and goals of the events.

Establish the Objectives

The goals are used to develop detailed and specific objectives. I dually objectives should be realistic and measurable. Targets percentages and Seles are genially the factors used to measure objectives.

Objectives are generally evaluated by measures such as the following:

- Size of the audience
- Demographics (age, country, place of origin, etc.) of audience.
- Average expenditure of audience.
- Sponsor recognition levels
- Sales of sponsor products.
- Economic impact of event
- Profit.

SMART Objectives are Specific, Measurable, Achievable, Realistic and Time Relate.

Prepare an Event Proposal

A complete out line for an event proposal is included in fig. At this stage of event planning however, the proposal should include the purpose and aims and objectives of the event, as well as details of organization, physical layout, and the social environmental and economic impact, if applicable.

Make Use of Planning Tools

Organization chart Maps, Models, Gantt charts, run sheet and checklists are used tools for presenting materials and information to your clients, members of your staff and stakeholder These are described in the following section.

a) Maps 2 Models

Maps are a useful way to represent an event, particularly to contractors who may be to set up the site. It may be necessary to develop more than one map or plan. Now a day there are most of computers software programs that can be used to generate computer images giving the different parties involved in the events better understanding of the facilities.

The Various people might include the following

- Builders and designers
- Telecommunication and electrical contractors
- Emergency response team
- Spectator service hosts
- Artists, Entertainers and exhibitors.
- Event audience.

Models are also extremely useful since most clients find it difficult to visualize three dimensional concepts. Models can also assist in many aspects of once event management, such as crowd control. In this instance bottlenecks and other potential problems are likely to emerge from viewing the dimensional illustration.

b) Gantt Charts

A Gantt chart is generally used in the early planning days and in the lead -up an event. In this type of planning sheet, dates are listed across the top of the chart, and rules are used to illustrate how long each task will take. The benefit of this type of chart is that the inter dependence of the tasks can be clearly seen.

For example, once you have plotted the process of recruiting, inducting, training, and roistering staff for an event, you may realize that the recruitment process needs to start earlier than expected to enable staff to be completely ready for the big day.

In the case of arrangements with sponsors, for example, these need to be finalized before any work can be done on print or promotional material because sponsors need to approve the use of their logos. If one sponsor pulls out of the arrangement, this change will have an impact on print production, which will, in turn, affect promotional activities and ticket sales. Project planning software, including specialized event planning software, is available, whereas for smaller events a spreadsheet is probably sufficient. The trick is to identify the tasks that can be clustered together and to choose the ideal level of detail require in planning the event.

Another point to take into account is that change is an integral part of event planning, and it may be necessary to make significant changes that immediately make all your charts redundant. An experienced event manager is able to ascertain the level of planning required to ensure that everyone is clear about his or her roles and responsibilities, while remaining reasonably open to change.

Each of these major tasks could also be used as the basis for a more detailed plan. This has been done in Figure, which shows the planning process for recruiting and training staff for the preceding event. This Gantt chart is clearly an example of a fairly detailed level of planning although, even here, the training aspect is not covered fully, because there would to many steps involved, including writing training materials and seeking approval of the content from the various functional area managers.

C) Run Sheets

7.00pm	Guests arrives. Pre-dinner drinks in foyer. `
7.30pm	Doors open. Guests move to tables.
7.35pm	MC welcome.
7.40pm	Entrée served.
8.00pm	First Championship (demonstration dance routine).
8.10pm	Main course served. Band playing.
8.50pm	Band spots. Second Championship (demo dance routine). Guests drawn Onto Dance floor at the end.
9.15pm	Dessert served. Band plays.
9.40pm	Band stops. ABTA Awards Presentation (1 award, with 2 finalists).
10.25pm	Ms. & Mr. Sparkly awarded. Dancing for guests starts properly.
11.15pm	Mc announces final winners (all!) and last dance.
12.00pm	Guests depart.

The run sheet is an Indispensable tool for most event managers. It is the program, or schedule, of events. In the preliminary stages of planning, the run sheet is quite simple; with times allocated only to specific elements of the event (see the run sheet for a gala dinner in Figure). This overview of proceedings forms part of the event concept briefing.

As planning progresses, however, the run sheet become even more detailed with, for example, timings for dancers, technicians, and others staff. The developments if illustrated in Figure, where setup and teardown are also shown.

Figure Preliminary Run Sheet for Gala Dinner—Concept Stage Source: Reproduced with permission of Events Unlimited International.

8.00am	Lay dance floor and stage, and lower vertical drapes, Scissor lift ready. Audio Subcontractor commences set-up, Rear projection screen set.
9.00am	Dance floor and stage set. Stage designer sets up stage decoration.
10.00am	Production meeting
11.00am	Onstage setup commences (audio and video)
12.30pm	Band set-up.
2.30pm	Technical set-up complete, Table set-up can commence.
3.00pm	Technical run-through.
5.30pm	All decorations complete.
5.45pm	Rehearsal with MC and SM (probably walk through with music). Band Sound check.
6.30pm	All ready.
6.45pm	External sign turned on.
7.00-7.30pm	Guests arrive, Pre-dinner drinks in foyer.
7.00pm	Dancers arrive. Walk-through and music check.
7.15pm	Pre-set lighting On.
7.25pm	Walk-in music On
7.30pm	Doors open. Guests move to tables. All dancers ready.
7.35pm	MC welcome.
7.40pm	Salad served.

Complete Run Sheet for Gala Dinner source: Reproduced with permission of Events Unlimited International.

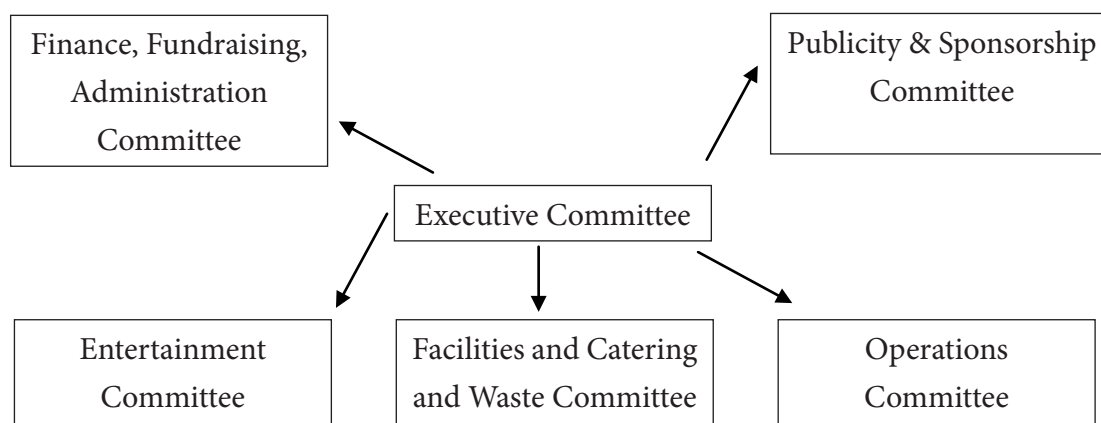
8.00pm	First “Championship” (Demonstration dance routine).
8.10pm	Main course served. Band starts playing.
8.50pm	Band stops. Second Championship (Demo dance routine). Guests Drawn onto dance Floor at the end.
9.15pm	Dessert enters and is served. Band plays.
9.40pm	Band stops. Awards presentation (1 award, with 2 finalists).
10.25pm	Ms. & Mr. Sparkly awarded. Dancing for guests starts.
11.55pm	MC announces final winners (all!) and last dance.
12.00 midhingt	Guests depart. Clean-up commences.
2.30am	All clear.

Finally, an even more detailed run sheet can be developed (at this stage called the script) to identify each person’s role and cues. This is illustrated in Figure in which the timing of meal service and the cues for recommencement of the “championships” after the main course are outlined in detail.

Run sheets are an important tool for all stakeholders and participants, form the venue management team through team through to the subcontractors.

Organization Charts

An organization chart is another important tool used in planning. Once all tasks have been identified and grouped logically, the staffing requirements for an event become much clearer and can be represented on an organization chart.



Event Committee Structure

However, we have illustrated an event committee structure, as an example of an organization chart, in Figure.

d) Checklists

At the most detailed level of planning, a checklist is indispensable. It is a control tool that ensures that the individual performing the tasks has not forgotten a single detail. For example, when checking firefighting equipment and emergency exits, it is imperative that a specific checklist be followed and that it be signed and dated on completion. This is part of the record-keeping process, aimed not only at preventing potential problems but also at reducing the risk of litigation if anything should go wrong. Detailed and correctly implemented plans reassure the client, allow the event team to work effectively, and build confidence in achieving the objectives of the event. The nature of the event business is that most of the time is spent in planning and very little is spent in the execution phase. In fact, it often comes as a shock when the event is over so quickly. Things can go bad in an instant in the event environment, but good planning can prevent this outcome from happening. In the best cases, the plans have been so thoughtfully developed that the event manager's role is simply to ensure that procedures are correctly implemented, resulting in minimal incidents and satisfied clients.

Daily Safety Checklist

Daily Safety Checklists

Task Required	Check	Comment	Follow up
➤ First Aid kit fully equipped			
➤ Flammable goods signage correct, storage away from combustible materials			
➤ Extinguisher visible, free of obstruction			
➤ Cleaning products labeled and stored Correctly			
➤ All electrical appliances tested and tagged Within Last six months			
➤ Extension cords tested and tagged within Last three months			
➤ Extension cords not presenting a hazard			
➤ Over walkways			
➤ Boxes, trash, etc. not obstructing exits or firefighting equipment			
➤ Gas cut-off valve visible and not obstructed			

Problem Solving

Although not everyone's choice of event, the Supermoto is extremely popular, attracting crowds of enthusiastic fans. Crowds at events such as the Supermoto have been described as highly spirited, so that the event's organizer often insists no rules in an effort to minimize risk. Typical rules state that the following cannot be brought in: alcohol, glass bottles; pets, fireworks, weapons, and drugs.

Risk is the chance that something will go wrong. Event organizers often think of risk in terms of safety and security, but risk is much broader than that concept. It may include a cash-show crisis, a staff strike, poor publicity or, of course, bad weather. The last of these is the event manager's greatest risk. Even if it does not have a direct impact on the event, poor weather will reduce the number of people attending and event unless adequate weather protection is provided. Rainy or stormy weather also has an impact on people's mood and motivation, making it a serious concern for which careful planning is required. Risk management is the process of identifying such risks, assessing these risks, and managing these risks.

The following risks need to be considered if relevant to the event you are planning.

Natural Disasters

Heavy rain is a disaster for an outdoor event, as too are hail, snow, and extreme heat. Freak acts of nature such as hurricanes and tornadoes can land smack in the middle of an event such as the one that hit Salt Lake City on August 11, 1999. According to a report in USA Today, "A rare tornado touched down without warning in downtown salt Lake City, killing one person and injuring more than 100.

The black, swirling cloud struck about 1 p.m. "Flooding can affect event venues, particularly temporary ones, and it can also cause damage to electrical wiring—potentially a very serious risk. Of course, fire is one of the risks that most venue managers fear and must plan for, since evacuation of large crowds is extremely difficult.

Financial Risk

Financial risk may involve unforeseen costs, lower than expected revenue, high exchange rates, general decline in economic circumstances and disposable income, fraud, fines, and cash-flow problems.

Legal Risk

Legal risks include disputes over contracts between the event organizer and the client or between the event organizer and a subcontractor. These can occur if expectations are unrealistic or if a gap develops between what the client had in mind and the product that the event organizer can produce for the price negotiated.

Disputes can also occur if the venue does not meet the required standards in terms of such things as reliable electricity supply and suitable access for delivery vehicles. Breach of legal requirements is another form of legal risk, an example being a venue losing its liquor license for a violation of the liquor laws, such as selling alcohol to underage drinkers.

Technology-Related Risks

Technological failure is an increasing risk for high-profile vents that are extremely reliant on computer programming and computer networks operating successfully. For example, a problem with guest registration at a trade exhibition would prevent the successful capture of attendee data, which are essential information for all exhibitors. For the exhibition organizer, the attendance list (generated during registration) is his or her most valuable asset. It would be made available to current exhibitors wanting to follow up on contacts, as well as being used by the event organizer in the advertising drive for the next event of a similar nature.

New Year's Eve and Fourth of July fireworks displays are two events nationwide that are most relevant on highly sophisticated technology. No doubt the pyrotechnics planners for the New Year's Eve fireworks displays scheduled throughout the world on December 31, 1999, had a number of backup systems in place for the Y2K situation that could have left the millennial celebrations in darkness.

Mismanagement

A successful event requires good management, detailed planning, and sound interpersonal relationships at all levels. Mismanagement can prevent an event from reaching its objectives; so, too, can people-related problems, such as disputes at the top management levels, leading to the dismissal of key personnel. Both are potentially serious risks.

Safety and Security Risk

Accidents, riots, terrorism, and sabotage are all safety and security risks.

Risk at Sporting Events

The risks associated with most community, commercial, and entertainment events are largely financial; however, with sporting events, there is the additional risk of dangers to the participants and, in some cases, to the audience. For example, most bike and car races carry the risk of injury to both drivers and spectators, whether on the track or off-road.

Organizers of such events are to reduce the risk to an acceptable level by careful planning and by introducing new procedures and technologies when available, since safety standards change over time. Working to the safety standards for a particular sporting event at a particular time involves looking at a number of factors:

- Perceived level of acceptable risk of participants and audience
- Current legislation and legal precedents
- Availability of risk management solutions
- Development and implementation of plans, procedures, and control mechanisms

The last of these is extremely important for event organizers, for if they can show that their procedures for managing risk were well considered and well implemented, this preplanning would stand them in good stead if a charge of negligence were laid.

Process of Risk Management

Risk management involves a three-step process:

1. Identify risks and hazards.
2. Assess the risks and hazards.
3. Manage the risks and hazards.

The sporting venue is well designed, not only for the comfort and convenience of the audience and the sportspeople, but also for the excellent facilities provided for the organizers and contractors. First-class facilities help to improve safety. Source: AP/Wide World photos. This process allows the event organizer to establish and prioritize the risks, to take steps to prevent problems from occurring, and to make contingency plans if problems do occur.

Identifying Risks and Hazards

The first step is identifying the risk or hazard and ascertaining when and how a problem might occur. It is important to view risks broadly, in terms of the risk factors

listed at the beginning of this chapter. The next step is to analyze the likelihood of problem arising, as well as the resulting consequences. As an example, mismanagement by a senior staff member, such as the person responsible for sponsorship, could have dire financial repercussions; on the other hand, poor performance by a junior member of the event team could probably be managed and resolved without serious consequence.

In terms of hazards that represent potential risks, these include the following:

- Fire
- Plant and equipment
- Hazardous equipment
- Spills
- Stacking of unbalanced heavy items
- Temporary fencing, staging, seating and other venue features
- Moving vehicles

Brainstorming by the event management team will help enormously in identifying potential risks. Research of written material and Web site information, such as current legislative requirements, as well as conversations with organizers and managers of similar events will also contribute to a detailed list of possible problems for major events, a risk management consultant is recommended.

Assessing the Risks and Hazards

Once potential risks and hazards have been identified, their likelihood of occurring needs to be evaluated. This process allows the team to prioritize the issues for attention. It is a good idea to set up a committee to manage risk, safety, and security issues, and to establish operational guidelines for operating equipment, testing schedules, and operational guidelines for operating equipment, testing schedules, and the like.

The following questions need to be asked (you might wish to consider heavy rain as an example of a risk factor when looking at each of these questions):

- What is the likelihood of this risk happening?
- Who will be exposed to the risk?
- What impact has this risk had in similar circumstances?
- How will people react to this risk/hazard?

With hazards that might pose a risk to health and safety, the following three classifications are recommended:

Class “A” hazard. Exists when a risk of death or grievous injury or illness is likely or very likely, or serious injury or illness is very likely.

Class “B” hazard. Exists when a risk of death or grievous injury or illness is not likely to occur but is possible, or when serious injury or illness is likely or moderate injury or illness is very likely.

Class “C” hazard. Exists when a risk of serious injury or illness is not likely, but is possible, or when moderate injury or illness is or is not likely, but is possible.

Managing the Risks and Hazards

Once the risks and hazards have been prioritized, the final step is to look at most effective ways of managing them. Control measures include the following:

1. Elimination plans to eliminate the risk altogether (for example, erecting covered walkways to protect spectators from rain).
2. Substitution plans (such as looking for a better-designed grandstand).
3. Isolation plans (for example, isolating dangerous or noisy equipment).
4. Engineering controls (for example, using safety barriers and fences to limit access and to control crowds).
5. Administrative controls (for example, erecting warning signs and training staff well in procedure).

Crisis Management

A Crisis Management Plan (CMP) is a detailed guide outlining the policies and procedures to be followed in case there is an emergency situation. The plan suggests that a Crisis Management Team (CMT) and an Evacuation Team be assembled.

The goals the CMT are to do the following:

- Provide guidance to managers regarding appropriate procedures and resources
- Protect the safety and well-being of all employees
- Provide for the care of employees and their families through personnel service

Soccer Disasters

Year	Incidents
1971	Glasgow, Scotland. Sixty-six people were crushed to death in what became known as the Big disaster when Glasgow Rangers and Celtic fans clashed after a late goal.
1976	Yaoundé Cameroon, A fight broke out between the two teams, and the president of Cameroon sent in paratroopers by helicopter. Two bystanders were killed.
1982	Moscow, Russia. Police herded a group of fans into one section of the stadium during A European cup match between Spartak Moscow and Haarlem. They were crushed by Fns returning to the ground after a late goal. Official reports say that 60 people died, But the actual number was reportedly closer to 340.
1985	Brussels, Belgium, Drunken British Liverpool fans attacked rival Italian Juventus Supporters during a European Champions Cup at the Heysel Stadium. Thirty-nine People were crushed or trampled to death after a concrete wall collapsed. More than 400 were injured.
1986	Guatemala City, Guatemala. At least 82 people died and about 150 were injured by 1989 stampeding fans prior to a 1998 World Cup qualifying match between Guatemala and Costa Rica.
1989	Hillsborough stadium, Sheffield, England, Ninety-six fans died, many by crushing and as phyxiation. Over 300 people were injured during an FA Cup semi-final.
1991	Orkney, South Africa. At least 40 people were killed when fans panicked after brawls broke Out.
1996	Lusaka, Zambia. Nine fans were crushed to death, and 78 other were injured during a World Cup qualifier.
2000	Harare, Zimbabwe. Violence broke out during a World Cup qualifier between South Africa And Zimbabwe after a late goal. Thirteen people were trample to death when riot police Fired tear gas.
2001	Johannesburg, South Africa. Forth- three people were crushed to death, and many hundreds were injured when excited when excited fans tried to get into a capacity stadium. Some Died Outside, and others died inside, crushed against barricades at the side of the field.
2001	Accra, Ghana. A stampede triggered by police antiriot tactics at a soccer match left over 120 People dead. Police responded to the disruption by firing tear gas into the stands. Thousands of fans then fled the gas attack by rushing to a pedestrian tunnel. A horrible crush resulted, According to reports from the scene.

- Minimize posttraumatic stress reaction among employees
- Ensure that accurate and appropriate information about the incident conveyed to appropriate audiences
- Plan the orderly return of the workplace to a normal mode of operation
- Outline preventative measures that should be taken in advance

The Crisis Management Team is the team responsible for responding to the emergency. This team could include the following personnel.

- Crises Manager
- Administrative Coordinator
- Operations Coordinator
- Employee Support Coordinator
- Technical support Coordinator

These individuals should generally be in attendance during the hours of operation, should show leadership qualities and sound judgment under pressure, and should be able to communicate clearly. The first of these attributes is the most problematic in the event business. For leased premises, the venue team is generally limited in number, and few work for the full duration of the events.

The question of availability during an event, especially one with multiple sessions, is key consideration for the committee. There is no point in having a well trained CMT who is not in attendance! Following are the chief roles of each person in the CMT.

Crisis Manager

During normal operations, the Crisis Manager will have the responsibility of managing the crisis on-site. The CMT will assist with the decision-making processes. The duties of the crisis manager include ascertaining the nature and location of the emergency and determining the appropriate action; ensuring that emergency service and the Evacuation Team members are advised concerning evacuation; and briefing emergency personnel on their arrival.

Administrative Coordinator

The Administrative Coordinator is responsible for all administrative support needs of the CMT and works closely with the Crisis Manager. This person will assist with

notifications and mobilizing resources; tracking the situation; and collecting, organizing, and distributing documentation. The Administrative Coordinator locates, procures, and stores items listed in the emergency equipment and supplies list before any crisis.

Operations Coordinator

The operations Coordinator acts as a liaison between the CMT and operations staff to maintain operational efficiency. In addition, this person would assess and identify the operational needs, establish alternate sites as needed, coordinate transportation, and assist in the return to normal operations.

Employee Support Coordinator

This individual would coordinate psychological services, family support, and trauma recovery. These services should be available to all victims, families, and coworkers.

Technical Support Coordinator

The Technical Support Coordinator is responsible for setting up equipment for the command center and any other areas needed. He or she would oversee the setup of computer systems; ensure that proper telecommunication lines are available; set up monitors for televised newscasts; and troubleshoot any problems with either the computers or phone lines.

In addition, a separate Evacuation Team might be implemented with the following personnel:

- Floor Monitor
- Stairwell Monitor
- Handicapped Persons Monitor

Floor Monitor

The Floor monitor is responsible for supervising and expediting the planned and controlled movement of individuals on his or her assigned floor in an emergency. The Floor Monitor must stay in constant communication with the Stairwell monitor through the use of 2-way radios.

Stairwell Monitor

The Stairwell Monitor is responsible for control and movement of personnel from the floor via the designated evacuation stairway. The Stairwell monitor will be identifiable by an orange vest. This person will stay in constant communication with the Floor Monitor. This person is the last person out and will close the door upon leaving.

Handicapped Persons Monitor

Under the direction of the Floor monitor, this person assists physically challenged, injured, or other persons needing assistance during the building evacuation process. He or she reports the status of the handicapped or injured persons to the Floor Monitor.

Implementing Emergency Procedures

In order to effectively implement emergency procedures, the following steps should be taken:

- Review implementation issues, and integrate them with all other event operational plans.
- Ensure broad awareness of the procedures through wide dissemination of information and consultation with all concerned.
- Use signage and well-designed communication materials in a simple format to provide information.
- Train all staff.
- Test the procedures by conducting evacuation exercises.
- Review procedures to check effectiveness.

Fire Procedures

There are four major steps that ideally should be initiated concurrently:

1. Ensure the safety of everyone within the vicinity of the fire.
2. Call the fire department in any circumstance in which there is suspicion of fire.
3. Conduct evacuation.
4. Fight the fire with appropriate equipment, or retreat and close all doors.

Note that there is no need for anyone to give permission for a call to the fire department. This call can be initiated by anyone.

Evacuation Procedures

All staff should be trained in their specific roles in this situation. In the event of an evacuation, it is important for staff to do the following:

- Remain calm
- Be observant
- Listen to and follow instructions
- Provide information and instructions to staff and spectators when advised to do so
- Maintain radio protocol (do not block channels)
- Follow all safety precautions (such as not using elevators in case of fire)

A crisis management plan is reliant on the chain of command. Early warning means fast intervention.

Bomb Threat Procedures

As with fire and evacuation procedures, there is a recommended procedure for dealing with bomb threats. Details are available from the FBI Bomb Data Center, which publishes a handbook giving standard guidelines that can be kept near all telephones. These include the following.

- Evaluation (deciding whether or not to take action, and whether to search, with or without evacuation)
- Notification (Police should be advised)
- Search (The aim is identification of the suspicious object, which should not be touched or moved)

In Figure there is a checklist, which should also be kept near the telephone, outlining the questions to ask and information to secure about the caller.

Leadership and Participant Management

Although the event planning team may work together for months or even years, the bulk of the event team works together for an extremely short period, ranging from one day to about one month. Staff expectations are hard to manage under these conditions, and

there is little time for building relationships and skills. Therefore, the focus of the event leader should be on giving clear guidelines, facilitating efficient work, energizing people, and celebrating successes.

The event must be extremely well planned, and the event leader must concentrate on developing tools for organizing and controlling activities, as well as on innovative ways to inform, lead, and motivate employees and volunteers who may need to reach job maturity within minutes or hours.

Developing Leadership Skills

The leadership model on which this chapter is based is shown in Figure. The two main dimensions of this model are task management and people management, the basis for many other models used in organizational behavior.

Task Management

Task management involves the skills of planning, organizing, coordinating, and controlling work processes, using tools such as run charts, organization charts, and checklists.

Plan

Planning is probably the most important aspect of event management. It encompasses the development of policies and procedures to cover all situations, from disputes over ticketing/seating to summary dismissal of alcohol-affected employees. Planning is necessary for the development of staff rosters and the provision of meals for paid and volunteer staff, as well as for restocking, the careful scheduling of stock being most important for multisession events. When a venue is still under construction, architectural drawings are used in logistics planning to ensure, for example, that materials and equipment can be unloaded and set up easily.

There are a number of useful tools that can facilitate the planning process. A simplified version of a run chart (see Chapter 9) is helpful for all team members, and charts and maps should be displayed and discussed during training. Sometimes it is necessary to modify them. So that they can be easily understood by all event staff. Although the event management team needs to focus on the macro level of the event (the big picture), the micro level must not be ignored. It is essential that all members of the team be clear about the specific jobs that they are expected to do; otherwise, they will become frustrated, and their performance will deteriorate.

Organize

Organization charts have been covered in Chapter 9 on planning and in chapter 12 on staffing. You will notice that including the main tasks of those involved has enhanced. An organization chart enhanced with task lists is a useful tool for providing everyone with a more accurate idea of roles and responsibilities at a glance. There should be no ambiguity as to who is responsible for what, In addition to the organization chart; every person should have a job description listing his or her duties. Job rotation is an important organizational task, particularly where paid or volunteer staffs are required to man remote locations. Change from one role to another during a shift can alleviate boredom and reduce feelings of inequity.

Control

Checklists are useful control mechanisms. They can be used to check cleanliness, monitor the temperature of food, check for safety or security risks, and to ensure that procedures are followed for setting up and shutting down. A completed checklist is also intrinsically satisfying for the person carrying out tasks, especially if that person's job has no visible output. Most events are high-risk, making control measures absolutely essential for risk and hazard minimization. Tours of the venue (both front-and back- of-the house) to check that everything is safe are invaluable. Frayed carpets, loose wiring, and chairs stacked in fire exits can all be dealt with using simple control tools, such as checklists.

People Management

In terms of people management, the three skills informing, leading, and reinforcing. Briefings, energizing strategies, and celebratory activities can achieve closure on short-term targets and are necessary for keeping staff interested and motivated.

People management is one of the most significant challenges for the event manager. Because of the short-term nature of events, the frontline staff does not have the commitment of employees embarking on careers with traditional organizations. A volunteer or casual employee who finds the work boring, the location unappealing, the weather unpleasant, or the food unsatisfactory may simply not return the following day. Indeed, he or she may not return from a meal break!

Once college senior majoring in Japanese, volunteered to help translate at the 2002 Winter Olympics. When he found out that he would be stationed inside a small cubicle translating written documents during the entire Olympic Games, he opted out of the

opportunity. He later admitted that he would have continued had he been given even one chance to catch a glimpse of the Olympic activities.

The ability to keep people informed, to inspire and motivate them through positive leadership, and to reinforce the attainment of specific results, is the key to successful people management in this fast-paced environment

Information

Briefings before and after shifts provide the opportunity to advise staff on the order of proceedings as well as to clarify issues of concern. If a single important piece of information is left out and if several hundred spectators ask the same question about it, it is frustrating for everyone involved and a mistake that most event managers make only once in their career. If staff understand why they are performing what appear to be unnecessary tasks, such as checking accreditation or photocopying results, they are far more likely to understand how they fit into the big picture. Well-informed staff members (including all uniformed staff who are always the target for questions from customers, regardless of their role at the event) also respond well to positive feedback from guests and spectators.

Lead

Most event staff expects to have some fun at an event, and most look forward to joining in the atmosphere. Positive actions on the part of management (including good verbal and nonverbal communication and the initiation of a range of activities to energize the team) can help to create positive staff morale. Event managers who are burned out before an event begins are unlikely to provide inspired leadership or to solve problems with tact and diplomacy. Time and stress management are vital for everyone involved. As role models, event leaders demonstrate to their staff how to provide quality service to customer. Depending on the level of formality of the event, the service provided will vary in subtle ways. Staff members look to management for these cues.

Finally, it is important that each staff member have accurate expectations of his or her role, especially the more mundane tasks. (Sometimes, jobs will be oversold and under delivered, or undersold and over delivered.) This circumstance provides the opportunity for the event manager to encourage the staff member to go beyond initial expectations by introducing motivational strategies such as job rotation, viewing the performance, meeting the stars and athletes, or assisting the public. Accurate expectations of the less exciting parts of the job, combined with a positive team spirit, are the outcomes of good leadership.

Reinforce

Positive reinforcement of key messages can enhance safety and service, two essential responsibilities of the whole events team. The range of ways in which core messages can be reinforced are outlined in Figure. Because event staff are well-known for their capacity to celebrate success at every stage of a project, recognition strategies for individuals and groups, including parties and prizes, are essential in this industry in which people work under tremendous pressure to pull off an event.

In summary, event leadership is about the following;

- Planning for short-term assignments
- Organizing and simplifying work processes
- Developing checklists and other and other control processes

Communication Strategies

Verbal	Visual	Written	Behavioral
Briefings	Photographs	Training Material	Videos
Meetings	Displays	Memos	Working practices
Radio Conversations	Models	Letters Role	Modeling
One-to one discussion	Demonstrations	E-mail	Nonverbal
Instruction	Printed slogans	Handbooks	Communication
Telephone	Posters	Staff	Newsletters
Conversations	Videos	Reports	
Training	Internet	Information bulletins	

Source: Adapted from 5. Cook, Customer Care, 1997

It is also about these:

- Briefing and communicating with the team
- Motivating and energizing on an hourly or a daily basis
- Reinforcing key messages and targets
- Celebrating Success

The work of the event leader may extend to some or all of the following challenging contexts that are quite unlike those of the traditional business environment:

- One shift for one day
- Single or multiple venues
- Single or multiple session times
- A team separated by physical distance
- Routine and dull jobs away from the action
- Busy, pressured, and high-stress roles in the midst of the action

And the team itself may include all of the following:

- Contractors
- Volunteers
- Temporary workers students
- Committee members
- Police and other stakeholders

Long-Term Teams

Commitment to organization's mission
 Decisions by consensus

 Group cohesion over time
 Career development within organization
 Intrinsic satisfaction
 Empowerment
 Lifelong learning
 Positive performance management

Temporary Teams

Commitment to task
 Leader solves problems and makes decisions

 Limited relationship building
 No career/organization orientation
 Tangible rewards
 Limited responsibility
 Limited learning
 Positive reference

Differences between long-Term and short-term teams

Managing Temporary and Diverse Teams

The characteristics of temporary groups differ dramatically from those of long-term groups. Long-term groups are able to focus on quality improvement initiatives, with quality teams contributing to ongoing improvements over a period of time. This is seldom the case for temporary teams. The differences are summarized in. Not only is the event team temporary, but in is also, as a rule, extremely diverse. The general approach to managing a diverse workforce is to assimilate everyone into a strong organizational culture. When individuals share common codes of behavior and communication, and when they solve

problems in routine ways, the positive benefit is consistency, and this can be achieved in the normal organizational lifecycle. However, this is hard to achieve in the dynamic event environment where there tends to be more on-the-spot decision making and a wider acceptance of diverse standards of behavior. With limited time, an event leader simply does not have the opportunity to assimilate the team into a strong organizational, or group, culture. Working with a diverse range of people with wide-ranging needs and interests is inevitable.

Group Development

Studies by B.W. Tuckman as far back as 1965, and still applicable today, have shown that groups tend to go through five defined stages in their development:

1. **Forming.** This is the period during which members grow used to one another and tentatively formulate goals and behaviors that are acceptable.
2. **Storming.** In this stage there is generally some conflict over control and leadership, including informal leadership, known as sorting out “the pecking order.”
3. **Norming.** Once the hierarchy and the roles of all group members have been defined, the group tends to adopt a common set of behavioral expectations.
4. **Performing.** During this productive stage, members focus on performance within the framework of the team.
5. **Adjourning.** Faced with disbandment, successful teams share a sense of loss. In this stage, feelings of achievement are tempered by sadness that the group will be disbanding.

This analysis of group development is useful to those of us who are in the event management business, because the process of group formation does require special attention in this environment. Sometimes, the early stages of group development can be accelerated so that the performing, or productive, stage is reached quite quickly. This step can be done effectively by using icebreakers in team training sessions.

When group members exhibit a wide range of individual differences, particularly in language or culture, the following strategies can help to develop effective communication between them:

1. Identify specific information needs of group members.
2. Use plain English.

3. Allocate buddies or develop sub teams.
4. Use graphics to impart information
5. Rotate roles.
6. Provide all members with opportunities to participate in the group,
7. Develop group rituals and a group identity.

Greet Hofstadter (1980), Well-known for his work in cross-cultural communication, has identified the following value dimensions in communication.

The first value dimension he termed power distance, which in dictates the extent to which a society accepts differences in power and authority. In some cultures, employees show a great deal of respect for authority, so Hofstede suggests that these employees have a high power distance. They would find it difficult to bring problems out into the open and to discuss them with senior staff. The low power distance prevalent in other cultures encourages closer relationships at all levels, and questions and criticism from employees are more readily accepted. As you can imagine, if employees in an event team were to come from both high power distance backgrounds, the first group would be aghast at the audacity of the second group when they brazenly pointed out problems, and the low power distance employees would find it difficult to understand who the others did not speak up.

The second value dimension identified by Hofstede was individualism/collectivism. Some societies have a strong sense of family, and behavioral practices are based on loyalty to others. Such societies display higher conformity to group norms, and it follows that employees of these cultural backgrounds would feel comfortable in a group. In contrast, employees from highly individualistic societies would defend their own interests and show individual as opposed to group) initiative.

These are just two cultural dimensions. There are many other variations in people's responses to situations, for example, their different attitudes towards punctuality. Hofstede suggests that the main cross-cultural skills involve the capacity to do the following:

1. Communicate respect
2. Be nonjudgmental
3. Accept the relativity of one's own knowledge and perceptions
4. Display empathy
5. Be flexible
6. Take turns (allow everyone to take turns in a discussion)

Time Management

To work effectively with event teams, which may be together for a very short period of time, an event manager needs to do the following:

- Plan effectively
- Identify critical issues and tasks
- Analyze and allocate tasks
- Manage work priorities
- Make quick but informed decisions
- Build relationships quickly
- Provide timely information
- Remove barriers
- Simplify processes
- Solve problems immediately
- Manage stress for self and others
- Develop creative and flexible solutions
- Constantly monitor performance
- Reward the achievement of outcomes

From this list, it is clear that outstanding time management skills (on a personal and a group level) are required in order to gain maximum benefit from the planning phases. An ability to develop instant rapport with new people is also essential when time is limited.

Site and Infrastructure Management

Choosing the Event Site

Selection of an event venue must take the needs of all stakeholders into account. Stakeholders include emergency service, catering staff, entertainers, participants, and clients. Frequently, the client has an unusual idea for a venue, but how ever imaginative this may be, selection of the site must be tempered with rational decision making.

Although a parking lot could be transformed into an interesting place to have a party, it would have no essential services, such as electricity, and would present enormously expensive logistical problems. An existing event venue, such as a conference center, could more easily lend itself to transformation using decoration and props. Useful information

about the Moscone Center in San Francisco, California, such as hall size and capacity and the layout of facilities. Most venues and convention centers offer similar information on their Web sites. Choose a venue that is consistent with the event purpose and theme is essential. It can also lead to cost savings, since there is far less expense in transforming it into what the client wants.

The major considerations for selecting an event venue include the following:

- Size of the event (including the size of the audience)
- Layout of the site and its suitability for the event
- Stage, field of play, or performance area
- Transport and parking
- Proximity to accommodation and attractions
- Supply issues for goods and service providers, such as caterers
- Technical support
- Venue management

An inspection of the site should reveal any limitations, the aspects to consider including these Such as Hall Size and Capacity, Provided by Venue Providers on the Internet

- Source
- Compatibility with the event theme
- Audience comfort
- Visibility for the audience (line of sight)
- Storage areas
- Entrances and exits
- Stage area (Where relevant)
- Equipment
- Cover in case of poor weather
- Safety and security
- Access for emergency vehicles
- Evacuation routes

In viewing a potential event site, there are three major stakeholders who need to be considered and whose perspectives could be quite different: the performers, the audience, and the organizers. By performers, we mean those in the limelight, whether this involves

providing an educational talk, dancing in a parade, presenting an award. Performers have specific needs that are fundamental to their success, such as the level of intimacy with the audience (often the result of the distance from the audience) or the volume of the sound. Secondly, the audience has needs, the primary one being to see what level of lighting and sound, as well as access. Catering and facilities are generally secondary. Finally, from a management perspective, the venue must help to minimize risks, such as an adverse weather, power failure, accidents, and emergencies.

Infrastructure in the Community

For an organization's information technology, infrastructure management (IM) is the management of essential operation components, such as policies, processes, equipment, data, human resources, and external contacts, for overall effectiveness.

Infrastructure management is sometimes divided into categories of systems management, network management, and storage management. Infrastructure management products are available from a number of vendors including Hewlett-Packard, IBM, and Microsoft.

Among other purposes, infrastructure management seeks to:

- Reduce duplication of effort
- Ensure adherence to standards
- Enhance the flow of information throughout an information system
- Promote adaptability necessary for a changeable environment
- Ensure interoperability among organizational and external entities
- Maintain effective
- Change management policies and practices

Although all business activities depend upon the infrastructure, planning and projects to ensure its effective management are typically undervalued to the detriment of the organization. According to IDC, a prominent research firm (cited in an article in *DMReview*), investments in infrastructure management have the largest single impact on an organization's revenue.

The infrastructure required for an Olympic Games is enormous, airport facilities being a good example. Although Cape Town in South Africa put in a bid for the 2000 Olympics, most agreed that the infrastructure would never have been able to cope with

an event of such size. Bid cities generally have to make a commitment to infrastructure development in order to win the games and are then faced with the issue of the viability of these venues after the games have left town.

Transportation and parking are generally important considerations. However, in the case of the farmers' market, these would not be problems if the market was held in a country town where open spaces are in abundance.

Summary

In this chapter we have explained the differences among the purpose, the aims, and the objectives of an event, and have stressed the importance of these being clearly stated and adhered to. Using maps, diagrams, charts, and checklists, the event manager can show how the event can be achieved within the allocated time period. Unlike most other projects, deadline in event management cannot be postponed, since the date must be advertised and the event venue booked.

The planning tools described and illustrated in this chapter will help to meet these deadlines, particularly since each aspect of an event is generally contingent upon another. In details at the staging of an event, including layout, décor, sound, lighting and vision. The staff and subcontractors have also been identified, and the service required at an event, including catering, cleaning, waste management and communications have been discussed. The selection of the right site for an event is essential since this can have an enormous impact on the cost of staging the event and the level of creativity that can be employed in developing the theme. Nevertheless, planning needs to remain flexible, since this is a very dynamic industry in which change is inevitable.

CASE STUDIES

Case Study 1

As the organizer of a product launch for a prestige motor car company, you need to reassure your client of your needs to reassure your client of your capacity to plan a successful event. Develop an overview of the event (event concept), a brief run sheet and a series of illustrations showing the event and staging layout. Finally, prepare a timeline or Gantt chart show the planning process in the lead-up to the event.

Case Study 2

I knew what I had to do. I had to stand at an access gate all day on my own and check staff passes. I was prepared for the boredom but I didn't bring a water bottle. Can you believe it? I wasn't given a break for six hours! By then I was really looking forward to some relief. You would think that these managers would learn something about people's basic needs. In this situation I needed to keep warm and dry. A folding chair would have made all the difference. A drink and an opportunity to go to the bathroom would have been welcome! In terms of the hierarchy of needs, I wasn't expecting self-actualization but I was hoping to have my physical needs met by being given scheduled breaks and possibly having my job rotated, In fact by the time my shift was over for the day, my supervisor had long left the scene.

Event Volunteer

- How could this person's needs be better catered for?
- Are there any strategies for helping to motivate this volunteer?
- What leadership approach would you take to managing your event team?
- Is a different approach needed for managing paid staff and volunteer staff? Explain.
- Explain one way in which you would energize your staff or celebrate success.

Case Study 3

As an introduction to an academic awards ceremony in the town hall, you have been asked to organize a performance by contemporary or indigenous dancers. Unfortunately, the Town Hall is a large space, with limitations in terms of lighting effects. There will also be a significant difference between the requirements of the performance and the requirements of the awards presentation, which is a formal, traditional daytime event. Investigate the option for props and drapes, and or create a model of the stage setup for dance production. Remember that the set will have to be easily removed or somehow integrated with the awards presentation.

Questions

1. What are the aims of an event?
2. Explain the characteristics of the best events
3. Planning and organization is the key element that determines the success of an event.
Discuss

4. Explain the different types of crisis which can arise in a sports events.
5. What the essentials for successful event?
6. What is the use of a run sheet?
7. What are the steps involved in group development for an event.
8. Briefly explain the Legal Risk involved in Event
9. What are the technology-related Risks involved during an Event.
10. Discuss the importance of Infrastructure in event Management.

UNIT - III

Introductions to MICE

Learning Objectives

After Reading this lesson, you should be able to understand:

- About Meetings, Incentives, Conventions and Exhibitions (MICE)
- The importance of planning for MICE,
- Infrastructure requirement for MICE
- Components of conference market
- Characteristics of Conference and Convention
- Global Trends in MICE Industry Development
- The nature and demand of conference market
- Trends that will affect the meetings industry
- Climate Awareness in the MICE business
- Economic Impact of Convention and Conference Centers
- Unlike the contractual rooms and functions areas previously negotiated, the level of service provided during the event is intangible and subjective.

Introductions to MICE

M = Meetings

I = Incentive

C = Conferences

E = Exhibitions

MICE is the new buzzword in the international travel market and relates to varied GIT's and FIT's. MICE tourism is the innovative style of business venture which is one of the quickest growing section of the International business tourism market. It caters to varied needs of business in the form of conferences, International conferences and conventions,

meetings and exhibitions and is slowly however steadily capturing each large hotelier's attention. The importance of the MICE trade lies within the proven fact that it converts the annual business conferences and conventions into a glamorous and rewarding event for the delegates and attendants. Be it a gathering to bring all delegates within ones company or from a broader spectrum or a world conference of one thousand delegates or product launch party or exhibition, MICE business tourism finds itself being inevitable for most the occasions.

Using off-site workdays to encourage employees to improve their productivity measurably and gaining quality within the corporate world. Corporate companies are also realizing the business advantages when their regional dealer conferences, incentive journeys and focused business conferences are organized in exotic locations that gifts them leisure, recreation and shopping opportunities.

Meetings, Incentives, Conventions and Exhibitions (MICE)

This Segment of tourism caters to such corporate companies programs which is customized to suit the client's requirements in any a part of the globe. The magnitude of the convention, facilities needed, competitive tariffs, natural attractions, safety and opportunities to shop are few of the factors to be thought-about before choosing a MICE destination.

The acronym MICE (for Meetings, Incentives, Conferences, and Exhibitions or Events) is also still in widespread use around the world, despite its somewhat unfortunate connotations. At the micro level, words such as 'conference', 'convention' and 'meeting' even, are often used synonymously or indiscriminately. Other words are also used with similar but more specialized connotations, such as 'Symposium', 'Colloquium', 'Assembly', 'Conclave' And 'Summit', although it is probably only the last of these for which it might be easy to reach a consensus on its precise meaning. The term 'business tourism' is an accurate or appropriate one to describe the sector encompassing conferences, exhibitions and incentive travel. The link with 'tourism' is thought to be confusing and overlaid with a number of negative perceptions. Business tourism is the phrase now widely in use in Europe as the accepted generic term.

Conferences, Exhibitions and Trade fairs, Incentive travel and corporate events are the four business tourism sectors that are the prime focus of marketing activities by venues and destinations because decisions about where the events take place are open to influence. The organizers of the event may have great flexibility in deciding where it is to be held, and are able to use their own judgment or discretion. For this reason, these four business tourism sectors are sometimes described as 'discretionary'.

Definition

MICE are an acronym for the Meetings, Incentives, Conventions and Exhibitions of tourism segment. This is therefore a business-oriented segment, involving obligatory (or non-discretionary) travel. The Incentives part of MICE is the odd one out – though it is related to business, as it is usually provided to employees or dealers/distributors as a reward, it tends to be leisure based.

Planning MICE

General Considerations

However, planning for MICE is something that is quite different in its essence because it requires an understanding of the climate that it evolves and operates in. It is also slightly difficult to optimally plan for MICE, a point that we will take up in detail in the discussion are the functions of the various planners involved in the planning process of MICE. The Unit also discusses the sustainability factor while planning for MICE.

Both domestic and international meeting, conference and convention tourism including small meetings, training courses, seminars and workshops as well as large conferences and conventions is a very special type of tourism throughout the world. We have already discussed as to how it is also steadily increasing and making its presence felt in almost all the countries. Many countries, regions, cities, resorts and individual hotels have developed conference, convention, meetings or exhibition facilities that are uniquely devoted to this form of tourism. Some international examples of this are the Trade and Convention Center in Vancouver, Canada and the conference center in Manila, Philippines.

These centers are major investment projects and are internationally recognized for the kind of facilities that they offer. Back home in our country, New Delhi has a major exhibition center at the Pragati Maidan, a hosting ground for one of our largest domestic fair- the India International Trade Fair. The SITA Resort at Manesar is one of our best conference centers located near Delhi. Our country can also lure MICE tourists by having tie ups with airlines and convention centers that can offer special rates for business travelers. Day trips and sightseeing can also be offered as incentives to MICE tourists as additional benefits so that they may also come back as repeat visitors. A lot of countries have in fact developed MICE as their primary activity of tourism interest. Countries like Singapore, Thailand, South Korea, South Africa, Malaysia, New Zealand, Australia, Spain and even Nepal etc. are all trying to promote themselves as MICE destinations. Similarly, places like Dubai are projecting themselves as major exhibition and event centers.

Infrastructure for MICE

In view of the recorded and anticipated growth of the meetings, incentives, conventions and Exhibitions [MICE] there is some concern within the industry about the adequacy of MICE Infrastructure, both now and in future. However there is a major hindrance to understand about the Infrastructure requirement because there is a lack of both record keeping and standardized definitions within the industry. There are for example, no consistent definitions for occupancy rates of meeting rooms and exhibition halls. This in fact prevents a proper assessment of venue use and adequacy to meet current and future demand. Further, few organizations and businesses are able to provide summary statistics supporting their claimed level of business. It is therefore difficult to support or refute industry claims and opinions on the levels of MICE activity and the adequacy of the current resources to cater to them. Not only that, many organizations and businesses are unable to separately identify MICE business from other businesses and almost no organization is able to supply detailed data on the number of MICE events held, the number of attendees, or the origins of the attendees [that is local, intrastate, interstate or overseas].

This is a significant obstacle to reliable forecasts and hence future course of action. What is needed is a detailed report determining the adequacy of the existing infrastructure and support services to cater to the present and future needs of the MICE industry. Hence, there is need for:

- Determining the sufficiency of support services
- Identifying any barriers to the growth of MICE.
- Determining the level of usage of these venues;
- Forecasting expected future demand for these venues;
- Determining the adequacy of existing venues to fulfill this expected demand;
- Outlining any serious flaws with existing venues;

One must remember here that major capital investments are needed for developing MICE Infrastructure. Hence, it should also generate economic gains for the host society or else investments from the public sector would be difficult. This brings us to the issue of planning.

Planning for MICE

Planning for MICE requires a lot of coordination, perhaps more than the tourism industry generally. Although, planning for tourism also entails a lot of heads yet planning

for MICE is more complicated. Let us see what are the areas that would require a special set of planning as far as MICE is concerned.

1. Venue
2. Transports
3. Accommodations
4. Other Support Services

1. Venue

One of the most important aspects is the venue of the meetings, conventions and exhibitions. A large numbers of destinations do not get much of business that they want because they do not have that kind of venues that are needed for MICE business. For holding international level of meetings, conferences and exhibitions one has to seriously work on the type of venues that are available in the destination. For planning MICE the industry should first consider the following:

- Taking stock of existing capacity of the venues for meetings, conferences and exhibitions.
- Forecasting the extent of use of these venues.
- Calculating future demand for these venues
- Determining the adequacy and inadequacy of existing venues to meet their expected demand

For example, if we would like to present New Delhi as an upcoming destination for MICE, There should be an inventory made of the existing venues that can hold meetings, conferences and exhibitions. It should also be tabulated as to what are the capacities of these venues. But most importantly one should determine as to what are the international standards existing in the venue complexes worldwide. One should also determine the expectations of the clients in this regard along with the existing and emerging trends in this sector.

Venues should also be properly designed so as to facilitate the guests and let them conduct their business with total concentration. For example, two conventions going on simultaneously should be well planned in a number of ways. There should be proper spacing between the two conventions going on so as not to disturb the either. Due to lack of convention centers sometimes hotels and centers resort to thin partitions between two meetings, in the process disturbing both and maybe losing both the clients for good.

2. Transports

One of the main concerns identified by the industry is regarding transport. And this involves not only ground transport but also air transport. The main problem is related to insufficient and inconvenient airline timetables. For example, in India most of international airlines arrive at either midnight or after midnight which means that a business traveler has to either arrive a day before or at midnight to attend a meeting, exhibition or a conference. This is slightly inconvenient for this category of travelers because they are hard pressed for time and also want to arrive fresh for their work.

Since this is not possible, India lags behind in getting a good amount of MICE tourists. However, these problems are unlikely to be resolved because MICE market accounts for a very small share of the total airline business. Furthermore the surface transport should also be according to the international standards. This scenario is slightly problematic for the development of MICE.

Other aspects that need attention at the planning stage in this regard include selection of the type of coaches for road transport, trained drivers and escorts, etc. Generally, these services are contracted out to tourism transporters.

3. Accommodation

Since, MICE isn't a seasonal business it's to be planned throughout the year. In this perspective, Accommodation becomes a very essential criterion. MICE tourists usually prefer accommodation setups near their meeting/conference/exhibition venues. Further these accommodation units have to be equipped to handle their business requirements. In the sense they have to be able to meet the needs of the guest. Things like Fax machines, laptop provisions, internet connections, telex etc. need to be there for this kind of a guest.

Further, the staff has to understand the requirements of these travelers. Resorts and convention centers specializing in MICE provide special training to their staff for handling these business travelers and their equipment like beamers, projectors both movies overhead, etc. Any Mega event requires years of planning and construction activity.

4. Other Support Services

There are a variety of (catering, shopping, entertainment and others) that is also a constraint for industry to develop and need to be planned to get the optimum benefit from emerging MICE scenario. Again many developing countries are not totally equipped

to give the best of facilities to the business travelers. Simple aspects like parking facilities, hoarding boards, mike and sound system all make for a successful meeting, convention and exhibitions/trade shows.

The industry has to learn and understand fast so as to develop a MICE destination. International MICE tourists can also be facilitated by giving them information about the climate, dress codes, language, tipping, behavior etc.

Components of Conference Market

Main Source Markets

The main source markets are the main industrial countries in Europe and North America. However, there is significant growth from emerging markets such as Brazil, Russia, India and China, United States, Germany, United Kingdom, France, Italy, Spain, Scandinavia Emerging Markets are

- Brazil
- Russia
- India
- China

Main Competing Destinations

Destinations for MICE tourists' are influenced by destinations safety and security. However, there is a keen aspiration to search out new destinations, although they have to be declared politically safe to travel.

Some of the preferred MICE destinations are

- Vienna, Austria
- Paris, France
- Singapore
- Barcelona, Spain
- Berlin, Germany
- New York, USA

For the incentives sector, however, up market resort locations in destinations in Asia are popular.

Characteristics of Conference and Convention

Small Conferences

Majority of the professional MICE planners want to be responsible for large conferences—the larger the conference the more rewarding and the better the resulting professional status. Traditional MICE planners have a different interest, they are interested in creating the biggest conference possible, their motivation is not essentially associated with the interests of Participants.

If, we could concentrate on participants interest the issue which arises is: how huge the conference should be? We've noticed that large number of participants can drive away participant interactions. As the number of participants increases, possible group knowledge and views increase, but interactivity between participants drops. If we are considering for the maximum extent of useful interaction, then, preferably, we'll want to have just enough participants to provide a beneficial amount of group expertise and experience.

In a feedback survey conducted, many people when questioned about their conference experiences opined that they preferred smaller conferences, and when asked them what they meant by small, they unvaryingly gave the figure of under a hundred attendees. It has been amazed and pleased by how well the peer conference arrangement amends to the people present, whether there are 20 or 80. And so have the attendees.

It is just not possible to organise a Conferences for just hundred people? No. Larger events, by making multiple “mini-Conferences That Work” within larger events. The crucial purpose to know, however, is that smart method for creating meaningful connections with others doesn't scale. You can't expect to make constant level of intimacy over some of days with, say, a thousand people as you can with fifty.

Attendee-Driven Conferences

Unfortunately, a conference agenda generally eliminates, or at the best reduces, the probability of surprising, impromptu sessions of “messiness.” Most people don't possess the necessary talent of on-the-spot boldness and personality to successfully modify a conference program that has been carefully prepared and scheduled. Unless a conference reserves specific time blocks for attendee-nominated sessions and provides a viable mechanism for attendees to propose and select topics, the event is extremely unlikely to set off considerably from its pre-planned course.

An ideal conference gives participants the authority and responsibility to drive what happens within an actually supportive, safe, and reliable procedure. This creates an environment so different from a pre-planned event that it has to be experienced to be fully understood and appreciated. Treating conference participants with dignity, able to ask for what they need and to offer their own wisdom and curiosity, frees people to be creative. In the process, the event expands to encompass the full range of possibilities asked for and offered by participants.

Inclusive Conferences

Well before a conventional conference starts, the publication of the conference proceedings confirms the presence of the keynote speakers, session chairman, presenters, and panelists. By the time the conference starts, attendees would be well aware of the list of speakers and the audiences. Throughout the conference, different groups are initiated and exchange of thoughts and discussion are encouraged in the conference's public arena, and those who raise queries at sessions, or who socialize with presenters outside the conference sessions.

Scheduled conference agendas are sent to attendees about their status in the conference community.

Once conference roles have been familiarised, they tend to be self-reinforcing. Presenters may spend time in discussions with each other, enhancing each other's status via their mutual association, while attendees assemble with their fellow attendees, deliberating sessions from the perspective of a learner rather than a peer. The resulting barrier between the two groups, built by these predetermined roles, is triumphed only by attendees who are confident and demonstrative enough to approach a presenter, or by those presenters fascinated in engaging with attendees outside of their conferences.

In contradiction, a peer conference offers an organised procedure for defining conference sessions, while reducing differences between presenters and audience. First, a forum exposes individual attendee's desires and proficiency, providing detailed information on the concern, energy, and resources associated with attendees' desired subjects.

Then, registration procedure provides clear proposals of the sessions that people may want to be present, resources for facilitation and proficiency, and the information needed to optimally schedule conferences. These processes allow peer conferences to match participants' needs flawlessly to available expertise session by session, avoiding predefined roles for attendees.

Structured Conferences

Traditional conferences with a pre-determined program and clear divisions between presenters and attendees are certainly highly organised. But are they structured in a way that's convenient to attendees?

Typically, a conventional conference starts with ceremonial welcome and logistical announcements. Except when they are trainings or workshops, traditional conference sessions tend to roll from one topic to another. The conference is then usually concluded by some kind of finishing session. In the event there is an absence of a logical progression from start to finish; its structure is determined by logistical concerns rather than the needs of the participants.

In contrast, it's believed that it's possible to provide a conference structure that inspires and supports participation, and to offer an atmosphere where active participation is the norm, rather than something for attendees to attempt independently outside conference sessions. Therefore, a peer conference has a logical structure with an inauguration, central, and an ending that are designed to facilitate meaningful and useful.

Beginning

The beginning of every conference is consists of two key sessions, the discussion and peer session sign-up. The first peer conference session, the discussion, serves three broad purposes. First, it defines and models an active, interactive, and safe conference location. Second, it offers an organised forum for attendees to meet and learn about each other's associations, interests, experience, ability capability expertise and proficiency.

And third, the discussion reveals the subjects that people want to deliberate and share, as well as indicating the level of interest in each topic. The discussion provides a planned, nonthreatening method for attendees to understand about each other early in the conference. During the session, people ascertain topics that interest others. They get a sense of the gravity of interest in these topics, and they find out who has experiences that they want to associate with and explore further.

Peer session sign-up, held after the discussion, turns participants' ideas, interests, experience, ability capability expertise and proficiency into a conference program that precisely reveals these factors. Peer session sign-up is a short three-part process (1) topic proposal, (2) peer session sign-up, and (3) peer session determination and planning. The topic proposal phase allows every participant to recommend conference session topics, and

the sign-up phase provides an elective mechanism for attendees to pick the session they'd like to see. Finally, the info supplied is used to decide and schedule the most prevalent feasible peer conference sessions.

Typically, the discussion and registration procedures are in the afternoon and evening of the first day of Conferences. In half a day, attendees learn about each other and develop a conference program that accurately reflects their true needs. The next morning, everyone is ready to explore into a conference that accurately reflects what the participants need.

Most of the time the attendees are together and in the Middle of a peer conference: the sessions that attendees have selected. The most popular session formats are deliberations, demonstrations, and panels, workshops, tours, and models proposed.

Unlike traditional conference sessions, peer conference sessions are casual. Because session topics are determined at the conference, succeeding presentations or panels are nearly always impromptu events. But informal doesn't mean disorganized. To support good process at peer conference sessions, all attendees receive a concise hand out that explains how sessions work, and every session is assigned a facilitator, chair and co-chair.

Closing/ End

At a traditional conference, where the stress is on conveying information through fixed presentations, it's hard to provide a meaningful closing event when there's nothing to close. From this viewpoint, providing lavish feasts, award ceremonies, or celebrity speakers for a closing session are artificial efforts by traditional conference organizers to sustain attendance until the conference is formally over.

At a peer conference we have an easier task. By the end of the concluding sessions, attendees would have had significant opportunities to build individual and group associations, leading to the formation of a conference community, a group of people who are roped together by their recent experiences together.

A peer conference finishes with two sessions, a personal introspective and a group introspective. These sessions encourage attendees to take stock, reflect on where they started, the path travelled, and the journey yet to come. The personal introspective enables attendees to make this evaluation personally, while the group introspective, the last session of a peer conference, provides a time and place to make this evaluation jointly.

Safe and Supportive Conferences

Traditional conferences have no overt ground rules. Attendees don't get together at the start and agree on guidelines. This is an unfortunate oversight, but luckily, one that is easily remedied.

Crucially, a conventional conference offers no expectation of or agreement to privacy for anything that is said. As a result, only the most confident or highest status attendee is likely to be comfortable revealing a lack of knowledge in some area, sharing a problem that he has, or asking a "stupid" question. Without a public group commitment to confidentiality, participants fear that what they say at the conference may make its way to their superiors or colleagues in their organization. This leads people to censor themselves on many topics.

Giving people permission, encouragement, and a safe environment in which to express themselves and take risks makes a huge difference. It becomes easy and natural to ask important questions, reveal one, and be vulnerable, exploring beyond one's habitual boundaries. Many participants find that taking risks can be rewarding, less scary than they'd imagined, and even fun.

A peer conference starts by supplying a short set of ground rules that define a supportive and safe environment. After these rules are explained, attendees commit to them, establishing a secure and comfortable environment for what is to come.

Interactive Conferences

The answer is simple: rather than consign networking to an afterthought, something that happens outside the formal conference sessions, we need to move it to center stage—not as a replacement for sharing of content but as an essential, supportive tool for effective learning. And this needs to happen formally at the start of the conference, as an integral part of the format, so that the knowledge and relationships gained can be built on fruitfully throughout the event. What this means in practice is the addition, right after the opening welcome and housekeeping, of a new kind of session. This kick-off session first sets up a conference environment where sharing is acceptable and safe, and then provides time for participants to introduce themselves while simultaneously exposing topics and themes that people want to explore and expertise that others can draw upon. Such a session, the roundtable, is held at every peer conference, where it sets the stage for everything that follows. Here's what happens interpersonally officially at a peer conference: Participants discover and share the interests, needs, and knowledge of each attendee; the conference supplies tools for people to determine via a shared public space what will happen during

the conference; attendees generate, staff, and participate in the resulting sessions; and finally, the conference provides group sessions for private and public individual and group reflection and future initiatives.

Community-Building Conferences

Humans share a universal longing for intimacy, closeness, community, and excitement. We are accustomed to suppressing this longing during our day-to-day work activities. A traditional conference offers an opportunity to meet new people, but in a format that de-emphasizes human connection, with attendees sitting facing the same direction listening to others speak. But when conference process is built around attendee interaction, when the very shape and content of a conference is created by the attendees themselves via their active involvement, the whole feeling of the conference changes, becoming energetic, even electric. Friendships develop, community grows, ideas germinate and some flourish.

When such a conference acknowledges, allows, and supports the deep desire for human connection, amazing things happen. Though peer conferences are not specifically designed to foster community building, they provide bountiful opportunities for people to meet, and to discover and build community in a meaningful way that works for each individual. The resulting community is organic, reflecting the true will and needs of the participants, rather than anyone's preconceived agenda.

MICE as a Supplement to Tourism

It is said that the expenditure incurred by a MICE traveler is at least twice that of a leisure traveler. Meetings and conventions offer high value in terms of delegate expenditure and also serve the dual purpose of promoting international relations. That is reason enough for players to delve deep into the lucrative business of MICE. It also impacts employment and hence creates a ripple effect for the tourism business and leads to socio-economic improvements in the community. According to a senior executive from a reputed travel agency, the MICE business in India is incidental. It happens primarily because of the huge discounts thrown on offers in India when compared to the oft-chosen venues in the Americas, Europe or the Oceania. "The mere thrill to discover a developing country makes India a safe bet. And it is better than Pakistan, Afghanistan, and Nepal. China is a competitor here," he says. MICE tourism, which accounts for five -10 per cent of the total revenue of tour operators, has taken the maximum hit during this recession. Companies in the fast moving consumer goods, insurance and entertainment sectors offer the highest number of MICE trips to employees and sales dealers.

Companies had stopped MICE trips for their employees and for the sales dealers; they had postponed the trips for two to three months. A few companies, including insurance firms, which offered this facility, had entirely stopped the incentive for their external sales associates, according to travel companies. However, 2010 is being viewed optimistically, and the industry is hoping this lucrative sector will bounce back.

The Government of India has recognised the emerging importance of MICE, and has announced several schemes to increase the capacity of existing infrastructure, in addition to setting up four new world class mega convention centers in New Delhi, Mumbai, Jaipur and Goa. However, when and how and to what effectiveness these projects would be executed remains to be seen. Recently, Sujit Banerjee, secretary, Ministry of Tourism (MoT), endorsed the suggestion of an international convention center to be set up at the Film City in Mumbai. He also expressed the MoT's desire and willingness to fund projects of this nature. That apart, the MoT, in order to boost MICE tourism further, has extended its benefits under the Market Development Assistance (MDA) scheme to the active members of ICPB, towards the bidding process for international conferences /conventions. The scheme would bring in more MICE business to the country. Under this scheme, associations would be given financial support on winning the bid or for obtaining second and third positions in the bidding process.

Just like tourism in general, the Meetings, Incentives, Conventions and Exhibitions (MICE) industry, though considered lucrative, is rather vulnerable to various circumstances like economic, political and social climates, security and terrorism affairs as well as health issues. In relation to tourism, large-scale events or exhibitions have multiplier effects. An exhibition is a tool for promotion and there are buyers and sellers, both locally and internationally. When coming to Indonesia, international buyers and sellers often travel with their spouses or other family members who visit tourist attractions and spend money on food, souvenirs and so on. When deals are inked during an exhibition, the domestic sellers, for example furniture or handicraft home industries, will get orders and make more products, which means employment. So the multiplier effect is very strong. The MICE industry has begun to pick up again as a promising business. The sector has high potential to grow given the increasing demand for meetings, seminars and exhibitions from local private firms, governmental offices as well as international parties. The players and all relevant parties need to be aware to always improve services.

Global Trends in MICE Industry Development

The meeting, incentive, convention, and exhibition (MICE) industry a service industry combining trade, transportation, finance and travel has been active in Europe

and America for over a century. The MICE industry is characterized by the “Three Highs growth potential, high added-values, and highly beneficial innovations”; the “Three Larges output, large opportunities for employment, and large industry associations”; and the “Three Advantages over other industries in human resources, technological know-how, and the efficient utilization of assets.”

Today, countries all over the world are putting their best foot forward to develop the MICE industry as a means to enliven national economic development.

The Nature and Demand of Conference Market

The conference industry is now a truly global industry, with almost 200 countries vying for a share of the lucrative international conferences and meetings market. A greater market share is now being won by countries in Eastern Europe and in the Asia/Pacific region in particular.

Estimate of Global Market Size

Various sources report that the MICE market is worth around \$30 billion a year worldwide. Some countries rely heavily on the MICE segment – 30% of Singapore’s tourism revenue is from MICE, and Malaysia is specifically targeting the MICE market, running schemes such as the Meet and Experience campaign worldwide, at least 50 million trips are taken each year for MICE purposes.

Potential for Growth

The MICE segment is exhibiting encouraging growth potential, with Russia, India and China likely to drive the market. In 2006, Brazil made the International Congress and Conference Association top ten for meetings organized in that country, and was the first from the so called BRIC (Brazil, Russia, India, China countries with rapidly growing economies) countries to do so. Companies tend to choose meeting locations based upon their core business values and relative expensiveness. They do not stray too far from their headquarters. The incentives market is slightly more diverse with firms liable to send employees to more exotic long haul destinations. An increasing recognition that motivational programrs’ are important for staff retention means that the incentives market will increase in the coming years. Whilst the MICE market is expected to continue to exhibit moderate growth, it is dependent upon the prevailing economic circumstances. A confident market will lead to more meetings and incentives whilst a nervous market is liable to have the opposite effect.

Brief Profile of Consumers

Varies considerably – although is slightly skewed towards the 30-45 age group, and around 65% male.

Main Source Markets

The main source markets are the main industrial countries in Europe and North America. However, there is significant growth from emerging markets such as Brazil, Russia, India and China, United States, Germany, United Kingdom, France, Italy, Spain, Scandinavia.

Emerging Markets

- Brazil
- Russia
- India
- China

Main Competing Destinations

Destinations for MICE tourists are influenced by safety and security. However, there is also a desire to find new destinations, although they need to be deemed politically safe to travel to.

Some of the most popular MICE destinations include:

- Vienna, Austria
- Paris, France
- Singapore
- Barcelona, Spain
- Berlin, Germany
- New York, United States

For the incentives segment, however, up market resort locations in areas such as Asia and the Indian Ocean are popular.

MICE Tourism in India

India, a Hot MICE Destination for the new form of business tourism is the fastest growing section of the International tourism market. It caters to various forms of business meetings, International conferences and conventions, events and exhibitions and is slowly but steadily capturing every big hotelier's attention. Being a hot favorite tourist destination, India is also very much into the business. After the hot-spots like Hong Kong, Malaysia and Dubai, India is fast gaining its pace in the competition to become an ideal MICE destination. With the advanced technology and facilities, warm hospitality, personalized services coupled with immense natural beauty and rich cultural heritage, the goal seems to be not very far. MICE tourism is the new buzzword in the international tourist market and relates to various businesses.

The importance of the MICE industry lies in the fact that it converts the annual business meetings and conferences into a glamorous and enjoyable event for the delegates and attendants. Be it a meeting to bring people together either from within one company or from a broader spectrum or an international conference of 100 delegates or product launch party or exhibition, MICE tourism finds itself being inevitable in all the occasions. To grow the business tourism in India, the country boasts of some world-class convention centers. The Ashok, New Delhi; Hyderabad International Convention Center, Hyderabad; Le Meridien, Cochin are forerunner in the Indian MICE tourism facilitating both domestic and International level of business meetings and conferences.

MICE industry is one of the fastest growing segments within the tourism industry generating millions in revenues for cities and countries. Europe and United States still remain the major markets worldwide in respect of the number of meetings, conferences and exhibitions.

According to the International Congress and Convention Association (ICCA) 5,283 registered events took place in 2005, a rise of 479 over 2004.

As we can see on ICCA's global ranking, USA and Europe dominate in the MICE business, with Vienna ranking first in the meeting industry followed by Singapore and Barcelona in the second and third place respectively. There were no changes in the first three places in the countries' table compared to 2004 as USA, Germany and Spain maintained their position. United Kingdom has managed to surpass France climbing to the fourth place. It is worth mentioning that Australia remained 8th and Switzerland is a newcomer in the global ranking taking 10th place.

Emerging Markets in Meetings & Incentive Travel

Europe

The emerging markets in Europe are predominately Eastern European countries such as Russia, Bulgaria, Croatia, Latvia, Romania and Poland which are all showing increasing demand for meetings and incentive travel, according to Mr. Ray Bloom, IMEX's chairman. As far as Russia is concerned the market is growing fast with a prosperous future but it is fact that approximately 73% of all Russian corporate meetings are still held outside Russia as there are limited facilities available within the country.

Asia

Figures released by the Vietnam's General Statistics Office (GSO) showed that among 1.85 million foreign tourists traveling to Vietnam in the first six months of 2006, as many as 278,000 visitors travelled in combination with attending seminars or conferences. That is an increase of 26,3 percent over the same period last year.

As MICE tourism booms, the Vietnam Meeting and Incentive Club (VMAIC), established in 2002 and includes airlines, travel agents and hotels throughout the country, is striving to create favorable conditions in a bid to attract more MICE tourists.

As for the nation's potential in the MICE industry, experts from the World Tourism Organization said, during their recent visit to Vietnam, that its MICE tourism may become a fierce competitor against Singapore, which is regarded as the biggest MICE market in southeast Asia. The International Congress and Convention Association (ICCA) stated that, Vietnam is emerging as a safe destination in the world and an attractive place for foreign investors.

China is also making its presence in the global industry with the recent example of Amway China who will bring 10,000 people to Melbourne for its incentive and training conference. This is the largest incentive group ever to visit Melbourne.

Middle East

In Middle East the emerging market is the United Arab Emirates zone with Dubai taking the lead in the MICE business with numerous events to be in the pipeline. On the other hand, Abu Dhabi is hosting the Gulf Incentive, Business Travel & Meetings Exhibition (GIBTM), part of Reed Travel Exhibitions for the first time as an effort to boost MICE business in this region.

Abu Dhabi National Exhibitions Company (ADNEC) launched the sale of plots on 147,582 square meters of prime land at Capital Center, the new name and brand for the 8 billion (US\$ 2.17 billion) business and residential micro-city being built around the iconic Abu Dhabi National Exhibition Center in the UAE capital. From 2007 Abu Dhabi will begin to see this unique project take shape.

H.H. Sheikh Sultan Bin Tahnoon Al Nahyan, Member of the Abu Dhabi Executive Council and Chairman, Abu Dhabi National Exhibitions Company said: “Capital Center is one of the cornerstones of our strategy to strengthen Abu Dhabi’s profile as a major destination in the Middle East for the MICE industry. It will serve as a foundation on which new investments, industrial growth and business tourism will be built.”

A survey will be carried out during autumn 2006 with the results published during the GIBTM event giving useful data for the MICE Industry in Middle East.

As Paul Kennedy MBE, Group Exhibitions Director RTE comments, “There is a distinct lack of data for a region that clearly is demonstrating rapid growth in capital infrastructure and levels of meeting business. Our research will provide all parties with increased clarity about the important business sector. The research is expected to give definition to Abu Dhabi, the Gulf and wider Middle East region as an important market within the global meetings industry.”

South Africa

South Africa is also a promising market with Cape Town to be the key of the South Africa’s MICE future. While, Cape Town in the international ranking list of Congress destinations presently holds the 36th position, the city now holds an 8th position on the ranking list for future scheduled international congresses for the next 10 years.

CTICC Managing Director Dirk Elzinga, indicated that the CTICC is one of the best performing convention centers in the Southern hemisphere. “More than half of all international meetings taking place in South Africa last year chose Cape Town as their meeting destination, and one out of every four international meetings on the African continent took place in the Mother City,” said Elzinga.

“2006 is the first year that the CTICC for periods of several weeks in a row operates at full capacity. International congresses are taking place at a rate of almost one per week, and average attendance figures increased from an initial 400 in 2004 to close to 600 last year.”

Trends that will affect the Meetings Industry

According to Meetings Professional International (MPI), the total number of meetings planned, proposal activity, the number of attendees per meeting/event and expenditures per meeting/event are all likely to increase in 2006. Additionally, client-side planners expect to receive a larger share of their organizations' budgets in 2006 than in 2005. Yet, respondents remain cautious due to concerns about the general economy and the rising costs of oil and travel.

- ▶ Meetings are becoming a valued tool for furthering organizational objectives and success, with a majority of client-side meeting planners indicating that meetings are considered important within their organizations. The growth in international meetings travel predicted for 2005 is not expected to continue into 2006. Across the board, and across the world, workload topped the list of internal factors impacting the meetings function in 2006. External factors such as rising oil costs also weigh on the meetings function.

Virtual Meetings and Technology in MICE Industry

In a world that terrorist alerts and economic trends are a common sense many corporations are adopting the E-conferences as a solution to save money and time. Small and medium sized enterprises (SMEs) in US and Europe are using more often the Tele-seminars and virtual meetings in order to eliminate travel expenses.

Virtual meetings are becoming more popular as business executives are hungry to learn and stay on top of the latest trends. On the other hand, as virtual meetings are still on a new trend there are no significant statistical data. On the other hand, technology plays a vital role in the MICE business not as a replacement of the face to face experience of meetings but as a mean of facilitating the meetings and event's organizers, exhibitors and planners. New technology tools are being launched in MICE exhibitions around the world to help buyers or meeting planners to do their job in more effective way. In Australia the Melbourne's Meetings and Convention Bureau says that technology ensures that 'Wow' factor in entertainment and spectacular functions for incentive groups.

Climate Awareness in the MICE Business

Climate changes and carbon emissions in particular are high in the MICE agenda. Many associations in US, especially the Association of Corporate Travel Executives (ACTE) are trying to steer the industry to adopt a 'greener' policy.

The industry is definitely now turning towards a greener approach as associations are cooperating and promoting conferences centers, hotels and airlines which adopt environmental friendly practices. Surveys indicate that companies who adopt a 'green' policy can actually save money using methods which can really reduce costs and drive to a lowering of carbon emissions.

Economic Impact of Convention and Conference Centers

The role of conventions in stabilized institutional socio-economic interaction has thus far received scant attention. The dynamics of convention presupposes adequate individual rationality in the midst of limited options and unforeseen consequences.

The evolutionary mechanism of convention formation encompasses the accumulation and gradual accretion of precedent. Convention or equilibrium in expected social and economic behavior acquires significance due to its inherent stability over an extended time frame and its power to govern all social and economic activities.

The primary mission for members of the National Council for Urban Economic Development (CUED) is economic development for their communities. In many communities throughout North America today, development or expansion of a meeting facility is being considered as a means of creating positive economic impacts to achieve the economic development goal.

As communities consider the role of convention or conference centers in their economic development plans, five basic points should be kept in mind:

1. Public investing for economic impacts is like any other leveraged investment. There is the possibility of negative leverage as well. Economic impacts can be less than zero.
2. It takes more than a meeting facility to get conventions and conferences to come to your city.
3. Contrary to a popular misconception, convention and conference centers are designed to lose money.
4. How you operate a facility on a daily basis has a great deal to do with how much economic impact you can achieve.
5. Some communities should stop feeling guilty about their secret agendas. It is okay to want a civic facility.

What if you build it, and they do not come? For one thing, the community is stuck with debt service that continues for 15 to 25 years. You may very well achieve negative economic impacts.

Starting with an assumption that a conference or convention center would be good for their community, many communities have made the mistake of hiring an architect before they know what type of facility they really need. Market research needs to be done before you start designing. You must know what your future facility users will want, and design to meet customer needs.

1. New Facilities

The second class facilities are those which are being developed from the ground up, where no meeting venue existed in the past. New facilities today tend to be smaller and typically are more properly thought of as conference centers (Again, the locations for convention centers already tend to have such a facility). New development is harder, because the community has to guess whether they even have the potential for a destination draw.

To investigate the potential attraction power of your community, you need to understand the motivation of potential users for coming to your location:

- Is it a retreat, to get away from where they normally are?
- Is it to get together in a convenient place, centrally located?
- Is there any unique draw to your community?
- What are their alternatives (i.e., who are your competitors)?
- Why would they come to you instead of them (the competition)?

Another question which must be answered concretely before you start counting on economic impact of your new meeting facility is: how long are the delegates going to stay? In virtually every community, there is a demand for people to get together for seminars, product demonstrations, sales pitches, training sessions, parties and weddings. These users will pay to rent meeting facilities for a few hours, but they do not contribute much to overnight visitation. It is the overnight visitor that creates most of the economic impact from convention and conference centers.

It is the money which is imported from outside the immediate region which has the power to stimulate true expansion of your local economy. One-day meetings tend not to draw people from great distances, and even when they do, those people have little opportunity to spend significant amounts of money in your community.

2. The Best Facility Isn't Enough

Even the very best meeting facility isn't enough to make meeting groups come to you. A number of other elements must be present in your community as well. Of great importance are hotels:

- They must be of sufficient quality, not merely motels.
- There must be a sufficient quantity, not only the number of rooms in total, but a sufficient number which can be blocked months and years in advance for use by a single group (traditionally at a discounted rate).
- They must be in close proximity to the meeting facilities and to transportation and airport access.

Overnight hotel business is predominantly driven by air travelers in most locations. The day-use market for short meetings, on the other hand, is often composed of drive-in traffic. A major meeting location requires convenient air access, with greater lift available for larger facilities. Other attractions besides the meeting facilities are also necessary to create interest in your community as a destination.

For more sophisticated meeting groups, the city itself is generally the attraction. Cities such as San Francisco and New Orleans have become known as great places for consenting adults, with urbane cultures. Other groups may be attracted by commercial attractions. Disney theme parks have been great for the convention draw in Anaheim and Orlando. As meeting groups get more resort-oriented, attractions such as golf and other recreational facilities become more important.

Cost is obviously a major issue for every meeting planner, but it is not so simple that the lowest-cost destination becomes the most attractive. Each association analyzes the trade-off between cost and revenue potential. As stated before, associations have discovered they have the greatest revenue potential for themselves from the trade show component to their major meetings. The demand to rent space in the exhibit hall is in turn driven by the expected attendance of delegates (customers) at the meeting.

Those cities known to be attractive as fun destinations to individual delegates will in turn create more revenue for the association in spite of somewhat higher costs. For example, San Francisco is a very high-cost destination in North America, but many groups get their biggest draw ever each time they meet in that city. Exhibitors in the respective industries know that as well, and are willing to spend big to be present in these transitory marketplaces.

A more dramatic illustration of why the meeting facility itself is not sufficient to draw the business is provided by the results of Metro poll. Metro poll is a syndicated survey of several thousand meeting planners in North America that ERA has been conducting since the start of the 1980s. In the figure below, meeting executives have been asked to rate the importance of different criteria when selecting the site for their next convention.

For each meeting planner, there will be an initial screening of a potential destination to see if the bare minimum convention facilities are available in the right proportions to house their event. Once that basic threshold is established, the evaluation hinges on factors in the order of importance as presented.

Costs of food and lodging are first, with 78% of meeting planners rating this as a very important consideration in site selection. Travel connections and costs are close behind in importance. The inventory of hotel rooms is also very important, and is based on the number of rooms that can be blocked for convention business, not just on the gross number of hotel rooms in the area.

Meeting planners are also looking for a large block in as few individual hotel properties as possible, with at least one hotel being sufficiently large to serve as the headquarters for their event. With around 50% of respondents reporting this factor as very important, attributes of the city are then considered. ERA has observed a trend of increasing concern over security and crime rates in site selection, but general friendliness and attractiveness of the destination is also important. Way down at 32% is the first time that the attractiveness of the convention center itself is considered.

The conclusion is clear that the facility alone will not create sufficient attraction for your community. You must have the whole package of tourism infrastructure to pursue this economic development strategy.

3. Meeting Facilities Lose Money

It is hard to be absolute, because there are real-world exceptions to virtually every rule; however, even in the rare cases where revenues cover operating costs in meeting facilities, they never cover debt service. For example, in San Francisco the Moscone Center brings in about \$10 million per year in revenue. Operating expenses, on the other hand, are currently running at about \$13 million per year. Thus, there is a “planned deficit” of about \$3 million annually. On top of that, this year’s debt service will be about \$20 million, creating a structured deal that is designed to lose \$23 million per year for the City of San Francisco.

The profits from a convention or conference complex come from renting hotel sleeping rooms. What may not be observable in an integrated private conference center is that there is an internal subsidy occurring between the meeting facilities and the overnight accommodations. In a large-scale public convention center in a community of hotels and other tourism-supported businesses, a more complicated means of subsidization must be created. This is typically accomplished by a tax on the hotel sleeping rooms, variously referred to as the “bed tax”, the “transient occupancy tax (or TOT)” or simply the “hotel tax”.

On the other hand, no matter how good the intentions, the local government must remain whole in order to survive over the long run. Some other forms of public revenues must be used to make up the loss from the convention facility. It is important to note that an enlightened hotel community is willing to go along with this tax increase because they receive much of the incremental business in the economic impact column on the right of the figure. Furthermore, this incremental hotel business tends to be the additional money flowing in after fixed costs have been covered, and is what contributes disproportionately to the bottom-line profits for hotel properties.

4. Operating Policies Affect Impact

Community economic impact is maximized when delegates and exhibitors are attracted from out of town, bringing their money with them to spend as they stay for several days in your city. This new money flowing in then creates multiplier effects as the initial spending is circulated through businesses which serve as suppliers to the directly-affected hotels and convention service companies, and from there as it filters from the hands of employees into the grocery stores, service stations and other businesses that support the general population in your community.

Most major cities have realized this trade-off today, but the industry has been evolving over the last couple of decades. One other point on operations is that each location has its own unique seasonality in hotel occupancy. The point of attracting meeting groups is to fill hotel rooms in the slower periods, but not to displace the higher-paying, free and independent tourists and commercial travelers. Booking priorities, pricing and marketing should reflect these seasonal imperatives.

5. Civic Centers

As a counterpoint to the bulk of this presentation, it should be noted that economic impact is not the only reason communities build public assembly facilities. In spite of the

goals of CUED, economic development is not the only goal communities have. Legitimate public purposes can be served by having civic auditoriums and community meeting halls, and because there is that demand for day-use meetings in every community, even heavily-subsidized civic facilities have the potential to make some revenue by renting space for meetings.

Expanding Existing Facilities

It is useful to break the decision-making down into two types of facilities. The first type is existing facilities requiring expansion. In North America, these are primarily convention centers because everyone who has a reasonable convention destination already has at least some kind of facility in place. Construction of these large centers boomed in the 1970s, but in the 1980s convention and trade show groups kept growing as well.

The associations sponsoring large meeting-intensive events discovered that a trade show component could be a money-maker for the association, and could underwrite the meeting functions of their events. Therefore, needs for expanded exhibit space have grown even faster than the number of meeting groups? At the same time, trade show/exhibit groups began to find that educational purposes also needed to be served for their industries, and what had been pure exhibit events added meeting components to their events.

With expansions, it is necessary to be clear on what your community is trying to accomplish.

- ▶ Trying to keep your existing customers from outgrowing you?
- ▶ Trying to open up new markets?

Either way, it is necessary to talk to actual users, and plan the facility expansions for their needs. To keep existing customers as they grow, you must know if their trade show/exhibit function is what is outgrowing your existing facilities, or if they have other needs. Such other needs could be for a larger number of additional break-out rooms, or for larger break-out rooms to hold larger meeting groups. Flexible ballrooms have also become much demanded by groups, and a few are looking for specialized facilities such as fixed-seat theaters of specific sizes.

A key concept for expansion facilities is flexibility. For one thing, flexibility means that individual spaces should have the capability of being reconfigured to make smaller spaces and even to serve as swing space which can be an exhibit hall for one group, and meeting room space for the next.

Another aspect of flexibility is to create facilities which can accommodate multiple user groups simultaneously. For example, you need more than one “front door” to the facility. Every group wants to be made to feel that they are the only meeting in town. Simultaneous use of the facility can also create greater economic impact. With a single large convention/trade show event, a boom of four or five days of activity is followed by four or five days of move in/move out, during which there are no guests in hotels, a lack of patrons in restaurants, underutilized transportation facilities, etc.

In a facility that can accommodate more than one group at a time, schedules tend to naturally become interleaved so that one group is in the middle of their meeting while another is moving in or out. This more even flow of delegates through your community creates a more sustained and even economic impact, which is more conducive to the establishment of visitor-serving businesses in the vicinity of the meeting facilities.

Process of Convention Management

Site Selection

Site selection is a very important process in conducting a convention. A poorly selected site would mean that the entire efforts of the people involved would go waste. We would be using the term host property to refer to any facility used to house a meeting, convention, or exposition.

The site selection process is an extremely important part of the sponsoring organization’s activities. Regardless of the type of meeting, convention, or exposition, the site is a critical factoring the success of or failure of the event. Convenience and cost are the two most important factors in the site selection process.

To begin the site selection process, the planner must first consider the goals and objectives that have been established for the meeting, convention, or exposition. Based on these goals and objectives, they develop a meeting plan or format.

The next step is to develop a group prospectus that will enable the meeting planner or exposition manager to determine the physical requirements for the meeting, convention, or exposition. We will be discussing the importance of prospectus in the next unit. The purpose of the prospectus is to provide a clear and concise document that outlines in detail the history of the sponsoring group and attendees as well as a proposal of the specific requirements for the meeting or convention.

Role of Host Property

The role of the host property is to provide the facilities and services needed to assist in the execution of meetings, conventions, and expositions. In the past, when people thought about the role of the host facility, they thought of only rooms and food. Today the host property is much more intricately involved with the overall planning and execution of the meeting. This involvement may include helping to design and market the program, assisting in the planning of hospitality programs, theme parties, and sporting events, and training new meeting planners. We would be talking about the planning part of the conventions in the next unit. Many of the major convention hotels actually go so far as to provide training seminars for the meeting planner.

Convention Centers

Convention centers have their own importance when compared to any other location for holding a convention. Most of the prestigious companies like to hold their conventions at sites that are equivalent to their status. Furthermore, convention centers are also more useful than ordinary halls. At any one-time convention centers can usually house a larger number of people than can the largest meeting room in most hotels.

A convention center meeting's seating capacity can be in the thousands. Because of the high costs involved in convention center construction, generally must be financed by public funds with the justification that this expenditure of public fund allows more conventioners to be accommodated, thus extending the need for more local employment.

However, the need for full-time employees at a center is somewhat limited,

Some permanent management and maintenance personnel are needed, but most of the employees are hired for a convention only on a part-time basis, nevertheless, in a country like ours even part time employment may also contribute to the overall development of that place.

Convention Center Location

Convention management and holding starts with the location of the convention center. It is the first thing that a potential client is going to see. The convention center's location is probably the most important factor in the success of a center, particularly if it is built for the international business.

It should be located with ready access to international airlines connecting potential delegate generating areas throughout the world. After an international flight, particularly one of several hours' duration, arriving delegates are unwilling to have to wait at an airport for a domestic's flight to continue the journey to the convention location.

Five site considerations when locating a convention center:

1. Site size is critical since space varying from half-to a full city block is needed to house the main building plus possible support buildings along with delivery and service areas, parking, and entrance (which is why airport locations are often favored because the land is available at a reasonable price).
2. The site should be central and accessible to quality accommodation and major inter-city transportation terminals for domestic delegates.
3. The site should be close to major shopping and entertainment districts (which is why downtown convention centers are not uncommon) or regional shopping centers.
4. Plenty of parking is necessary within the center, or close by, again because many domestic delegates will drive there, and international delegates, as well as domestic air arrivals, will often rent cars at the airport.
5. Proximity to recreation facilities and attractive surroundings is important.

Types of Center

A number of different types of convention centers have emerged. One of these is the Executive Center designed to handle the specialized requirements of top corporate management. Such facilities feature sophisticated audio-visual equipment and similar convention aids run by highly professional convention coordinators.

A third type is the non-profit center, usually part of a university campus where the emphasis is on adult (not necessarily corporate) continuing education. This type of center may offer dormitory accommodations only to attendees. All conference and convention center's of the universities fall under this category.

The final category is the resort conference center at which there is more emphasis on recreation than is typical of the other three types. Resort centers, during the off peak time for conventions, will often try to draw transient guests. These centers would have apart from the requirements of the business traveler some sort of recreational aspects also. Recreational facilities generally would include tennis courts, a swimming pool, and maybe an indoor games room.

Center's Environment

Convention centers need to create the right environment for their market, that is, an environment for learning and seriousness. Apart from any recreational facilities they may have, they will need to avoid any distractions that nightlife and nearby shopping and other attractions might create.

They are thus often located in remote, rustic places far enough away from the corporation's offices that attendees are not readily inclined to go back to the office to catch up on work. Their remote locations thus require good efficient transportation routes and possibly transportation facilities (limousine pickup) to nearby airports.

There are many groups that are considered consumers of meetings and conventions. These groups vary from corporations to associations to religious groups. They sponsor meetings for numerous reasons dealing with the specific purpose of their organization. In this unit we will also look at the groups sponsoring meetings, conventions and expositions, their reasons and purposes in doing so and the specific types of meetings, conventions and expositions sponsored.

Convention Centers

Historically, these facilities were designed for convention meeting groups of up to several thousand people, with a trade show area for 200 to 300 exhibits. Convention center function space can be quite versatile with air walls that can create more meeting rooms for smaller groups, known as break-out rooms. The centers also double as entertainment locations for concerts. For many cities this center may also be the only facility that can accommodate banquets for 1000 people or more. As a meeting venue convention centers are unique in the following ways:

- They don't have guest rooms, but are connected to (or within walking distance of) a large hotel.
- They are usually feasible for only large conventions.
- Convention space is booked through the convention center sales department or local convention bureau sales staff.
- Convention center space can be booked up to 10 years (or more) in advance for very large conventions; guest room blocks will be reserved at numerous nearby hotels (known as a citywide convention).

Campuses are a newer, affordable alternative, especially for groups who meet during the summer, although meeting space have become more limited as colleges increase their marketing efforts. This has forced repeat customers to secure space further in advance.

As a meeting venue campuses offer the following unique features:

- They have large amounts of meeting space (classrooms), rooms (student housing), and function space (student dining space) available during the summer
- They can offer lower group rates than hotels during a high-demand, (summer) period

Each of these meeting facilities venues will be discussed in greater detail along with site selection criteria and industry procedures.

Types of Meeting Planners

Today, meeting planners in general have received much more professional training than in the past. As mentioned previously, there are now numerous associations for all types of meeting planners to join. These groups offer training sessions (known as continuing education) to their members, which often are held during the convention.

Association Planners

The vast majority of associations meeting planners are full-time, planning three to five meetings annually. Their job title is Planner, with the association's annual convention as their primary responsibility.

This convention is the main source of income for that association, and attendance at these three to four day events is usually over 400 people. Types of associations include trade, professional or scientific, educational, veterans/military, and technical.

Smaller associations in any of these categories may not have a full-time planner. Similar to corporations, the association would also outsource this function. Organizations known as association management companies often are hired to manage the meeting and convention requirements of multiple associations.

Planning needs may also include association board meetings, usually held quarterly. In general, the association meeting segment combined represents the largest group business revenue source for hotels and convention centers.

Corporate Planners

A large percentage of corporate meeting planners perform those duties only once or twice a year, so their full-time position could be in marketing, sales, management, training, or operations. When corporations cut back on the number and types of meetings held, some eliminate this position altogether and instead hire planners only when needed. Unfortunately, this often happens during a slow economy.

Consequently, the task of planning one corporate meeting could be contracted to any of the following types of organizations:

- Event planning company
- Travel and meeting management
- Destination management
- Independent meeting planner
- Site selection
- Incentive meeting management

Also, it is interesting to note that many planning professionals who start a firm with one of the preceding titles have background in hotel group sales and services departments. Planners who have worked on the supplier or seller side can be effective negotiators for their clients (group holding the meeting.)

However, there are many companies that have enough meetings to warrant having a meeting planning department. This department may also handle all travel arrangements for individual business travelers for that company as well. In this case, travel agents who rely on the hotel group sales departments to coordinate the meeting logistics may actually be the only planners for that corporation.

The largest segment of full-time corporation meeting planners is found in the insurance industry. All types of insurance companies hold a variety of meetings that their agents are required to attend. Additionally, this segment plans incentive travel programs that are rewarded to the insurance agents for their sales volume.

Only the most luxurious full-service resorts and destinations are used for these programs. Planners in this segment can work either directly for an insurance company or for an incentive travel company. Remember, though, that unlike associations, corporations do not promote meetings outside their own employees or stockholders.

Nonprofit Organizations

There are many types of groups that are known collectively by the acronym SMERF, which stands for social, military, educational, religious, and fraternal. Meeting planners under this umbrella often hold the job title executive director. The issue common to all SMERF groups is cost. Like associations, many meeting attendees are paying on their own. Many of their annual meetings or conventions can have over 500 to 800 attendees.

Government and Union Planners

The final types of planners we will look at are government agencies and labor unions; these are similar to SMERFs in regards to meeting cost issues and the planner's job title. What often separate them are the following key concerns: most government employees are reimbursed only for meeting-related travel and meals expenses within the per diem. This is a fixed allowed that is set for each city by the federal government.

In general, hotels or other meeting venues must be able to meet these requirements to be successful with securing the business. However, that is just the start. Later in the book we'll learn more about the proper servicing to ensure that the group is satisfied and will hopefully return again and again.

A trade show or exhibition (1) provides a major source of revenue from exhibitors and (2) showcases services of interest to members while attending a convention. Creating and maintaining a successful and profitable trade show is a major undertaking for any association executive.

Planning overview that is applicable to associations and other types of planners. In reference to lead time, it is important that groups are monitored closely by the facility to ensure they don't exceed the space on hold. Association often eager to increase exhibitors (and revenue), must communicate closely with the convention services manager.

Convention and Visitors Bureaus

Convention and visitors bureaus (CVBs) can be beneficial to association planners and groups. The impact of attrition on the meeting industry. With this issue foremost on the minds of most association planners, CVBs have recently begun to provide much-needed assistance. Author Ruth Hill, in the article, "Association Meetings—CVBs Add Value for Attendance Building" *Meetings West*, August 2004), had the following to say about how CVBs increased services to convention groups, from marketing to convention services.

Site Selection

Just like associations, corporate planners are also routinely surveyed and asked to rank those critical factors that impact site selection decisions. The type of site selected varies greatly, depending on the main purpose of the meeting.

As just mentioned, resort-level amenities are required usually for top management and board-level events. Conversely, an airport hotel location can provide a very cost-effective, distraction-free environment for training meetings.

Equally important is the size of the hotel: corporate groups of 100 rooms (or fewer) try to avoid large convention hotels because they don't like that "little fish in a big pond" feeling. Meeting planners are routinely surveyed by trade publications.

Lead Times

In general, when compared to associations, all corporate meetings have a much shorter lead time. Sales meetings usually have the longest lead time 8 to 12 months.

Remember that corporate meetings follow no cycle, but are held only when there is a need. During economic recession or a limited growth period, most companies will cut back or even cancel meetings. Conversely, the beginning of an economic recovery may "green light" a meeting that was previously canceled, resulting in a very short lead time. Even in times of limited growth, certain types of meetings, such as sales meetings, are still held, but again, with a very short lead time.

Under these circumstances, the corporate planner must be more budget conscious, even with the short lead time. The facility often must rethink its yield management strategy in what is often called a "buyer's economy." Only when it becomes a "seller's economy" can the principle of lead time be effectively applied.

Attendance and Payment

Corporations require their employees attend. Hence, consequently, all sleeping, Meeting room, and group meal functions are paid for by the corporation. Individual charges such as room service, health club, or gift shop—known as incidentals—often are paid for by the employee. These charges will go on a separate incidental hotel bill.

Summary

Measurements of the size of the conference industry are possible, even though these are based on partial rather than fully comprehensive surveys. They point to an industry that is active and growing in both developed and developing countries around the world. The buying side of the conference industry includes corporate organizations, associations and government/public sector agencies, and conference entrepreneurs.

Corporate organizations plan a wide variety of conferences, meetings and other events. Staffs involved in the organization of these activities have many different job titles, but relatively few are employed as full-time event organizers.

Venues must continuously invest in their physical product to maintain a competitive edge. They must also adopt a customer focus in their sales and marketing strategies and in their service delivery, while aiming to maximize return on investment through their approach to, inter alia, yield management and client negotiations.

CASE STUDY

Profiles Vienna Convention Bureau, one of the best resourced and most successful bureaus in the world. Convention and visitor bureau provide a range of services, many free of charge, to conference organizers and meeting planners.

They aim to offer a 'one-stop' enquiry point for their destination, with impartial advice and assistance (although there is increasing debate over whether their role should now be focused on steering customers towards the suppliers best, able to meet their needs, rather than seeking to represent all of their suppliers in a comprehensive, unbiased way). Such CVB services are likely to include some or all of the following.

1. Pre-Booking the Event

- Literature and website information
- Venue location and selection advice
- Availability checks
- Rate negotiation
- Provisional booking service
- Familiarization/inspection visits

- Preparation of bid documents
- Assistance with bid presentations to a selection committee/board
- Assistance with civic hospitality requests.

2. Preparing for the Event

- Block accommodation booking service for delegates
- Coordination of the full range of support services including transportation, registration, translation, office support; in some cases, these will be provided in conjunction with a professional conference organizer (PCO) or destination management company (DMC)
- Provision of ‘welcome desks’ for delegates at major points of entry
- Promotional and PR support to maximize delegate numbers and increase awareness of the event in the host destination
- Supply of delegate information
- Planning partner programs, social programs, and pre and post-conference tours
- Arranging contact with local conference service companies and event organizers.

3. During theEvent

- Civic welcome and recognition
- PR support
- Provision of tourist information.

4. After the Event

- Post-event evaluation and follow-up research
- Consultancy support to the destination that will next host the conference.

Questions

1. Briefly explain the Infrastructure required for MICE
2. What are the components of conference market
3. Explain the characteristics of conference and convention
4. Explain about MICE as a Supplement to Tourism

5. Discuss the global trends in MICE industry
6. Write about the nature and demand of conference market
7. MICE Tourism in India
8. Elucidate the trends that will affect the meetings industry
9. Discuss about climate awareness in the MICE business
10. Explain about Economic Impact of Convention and Conference Centers.

UNIT - IV

Event Marketing

Learning Objectives

After reading this lesson you should be able to understand the

- Concept of Event marketing
- Process of Event Marketing
- Importance of customer care
- Special features of events
- Importance of Media Relations and Publicity.
- Event Presentation
- Event Evaluation procedures
- Case Studies of events of National and International importance.

Event Marketing

Marketing should integrate all of the management decisions so that they focus on the goals and objectives of the event as well as those of the sponsoring organization itself. This integration may take many forms. It may be a subtle campaign to convince corporate shareholders or association leaders of the importance of their attendance and their personal vote on an issue. It may be employed to conduct research to assist in the event's site selection process. Marketing can play a vital role in the "search and discover" effort to identify new markets in which to promote an event. And, of course, it should include the other classic elements of marketing, such as advertising, telemarketing, and promotional campaigns, to bring all of the event goals to life.

Event marketing, according to Advertising Age, is now an intrinsic part of any marketing plan. Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services. These events may be private, such as the launch of a new automobile before dealers or the public, as in Microsoft's Windows 95 program. Retailers have historically used events to drive sales, and

now other types of businesses are realizing that face-to-face events are an effective way to satisfy sales goals. The appearance of soap opera stars at a shopping center is an example of many types of promotions used to attract customers to promote sales.

In other words, the enlightened event professional will incorporate marketing at the outset of the planning process so that all goals, objectives, and strategies will be considered and amplified with marketing implications in mind. As you read this text, you will see how integrated marketing forms the glue that binds together the mission, functional implementation, final evaluation, and planning for future events. And you will learn the elements of an integrated marketing campaign.

Event products generally include a combination of goods and services, and so provide a challenge for those involved in event marketing. Some industries market products without a service component, for example, soft drinks where the focus would be on the product. In marketing computer equipment, however, there would be goods and services aspects of the product that might include hardware and backup service. On the other hand, when marketing something purely intangible, such as “Come for the atmosphere” or “Do you just want to have fun?” there is a large service component. In some respects it is far more difficult to market something that the customer cannot take home or physically consume.

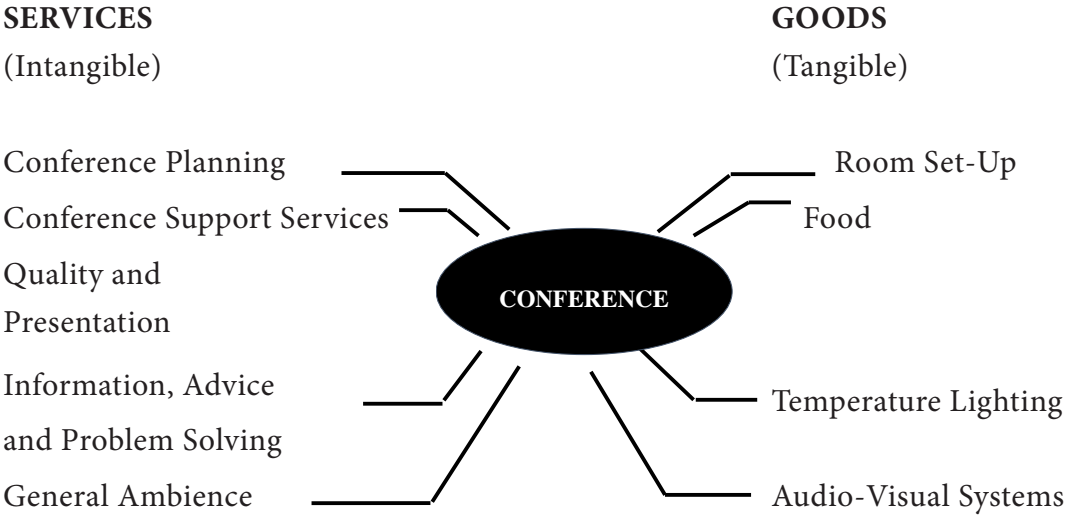
The fired feature of services marketing that makes it challenging, then, is its intangibility. Another feature of service marketing is that there is a higher degree of variability in the service provided, as well as in the response to the service provided. The service and the service provider are also distinguished by their inseparability. In other words, as an event organizer, you are very reliant on your staff, performers, and athletes to meet the needs of the audience.

In summary, the three features of services marketing are the following:

- ▶ Intangibility (such as fun, entertainment, information)
- ▶ Inseparability (such as the usher’s service approach to the customer when product and provider are inseparable)
- ▶ Variability (such as different levels of service provided by different ushers or different responses from two or more customers to the same experience.

There is one final important consideration for the event marketer. A restaurant in a good location rely on a level of passing crowd. So, too, can a general store. This is not the case with an event, as the decision to attend or not attend is generally made shortly

before the event and is irrevocable if a customer decides not to attend; revenue to the event organizer is completely lost. This is not the case for the restaurant owner or shopkeeper, who may see the customer at a later date. An event, whether it is a one-time or an annual event, is highly perishable. Unsold tickets cannot be put out on a rack at a reduced price!

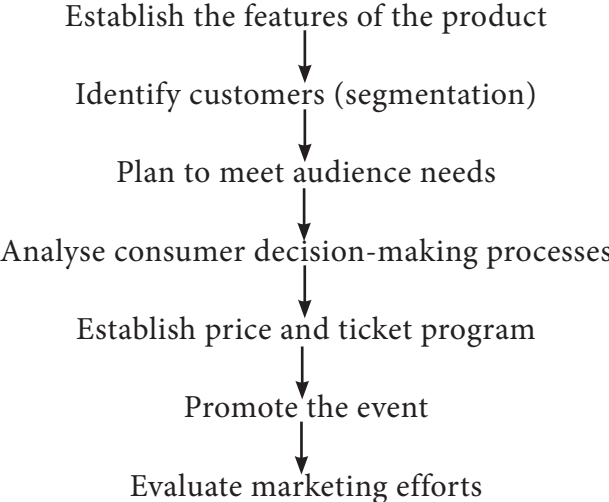


Goods and Service Components of a conference (Product)

Services provided at events, then, are intangible, inseparable, variable, and perishable, presenting a number of marketing challenges, since value for money is generally an issue for the consumer.

Process of Event Marketing

The event marketing process is summarized in Figure 5-2. Ultimately the aims are to enhance the profile of the event (and associated sponsors). To needs of the event audience, and in most cases, to



Generate revenue. Some festivals are fully funded by government bodies, and although they are not expected to raise revenue, they aim to attract a high level of attendance or interest as a minimum expectation.

Establish the Features of the Product

Each event offers a range of potential benefits to the event audience. These may include one or more of the following:

- A novel experience
- Entertainment
- A learning experience
- An exciting result
- An opportunity to meet others
- A chance to purchase items
- Dining and drinking
- An inexpensive way to get out of the house
- A chance to see something unique

Many marketing experts are unable to see past the main motivating factor for the event, which may be the opportunity to watch a professional tennis match. There may, however, be some members of the audience who have little interest in tennis but who are motivated by some of the other features of the product, such as the opportunity to see and be seen. Generally, people attending an event see the product as a package of benefits. Convenience and good weather, for example, could be benefits associated with an event product.

When marketing an event, therefore, alignment between the product benefits and the needs of the audience is necessary to guide the design of the event and the promotional effort. Pregame and halftime entertainment are good examples of adding value to the main benefit offered by a sporting event product.

Marketing is perhaps one of the most overused and least understood terms in many management situations, including event management. The most important concern is that everyone involved needs to be quite clear that marketing is an approach not just a concept. It must be a method of operation pervading the whole organization, not just a token statement of intent or a stated concern over promotion. The whole project management process must be dominated by the desire to market the event to all necessary parties, not just spectators and participants, but sponsors, media, VIPs, staff, advertisers and the public.

There are many definitions of marketing:

Marketing is an integrated process of producing, distributing and selling goods and services.

Marketing is the integrated effort necessary to discover, create and arouse and satisfy customer needs – at a profit.

Marketing is a management process responsible for identifying, anticipating and satisfying customer requirements – profitability. (The Institute of Marketing)

Marketing is so basic that it cannot be considered a separate function. . . . It is the whole business seen from the point of view of its final result, that is, from the customer's point of view. (Peter Drucker)

But Lyndsey Taylor's acronym sums up the key characteristics and messages that genuine marketing should contain:

- Meeting customer needs
- Attracting new customers
- Reacting to market needs
- Keeping up with competitors
- Encouraging customer loyalty
- Targeting specific customers
- Identifying market opportunities
- Noting customer feedback
- Getting it right every time

There are few definitions of marketing for event; however, any that emphasize the process and the people will be appropriate. My own preference is for something like Philip.

The marketing concept holds that the key to achieving organizational goals consists of determining the needs and wants of target markets (defined as the set of actual and potential buyers of product) and delivering the desired satisfactions more effectively and efficiently than competitors.

Michael Hall's

The function of event management that can keep in touch the event's participants and visitors (consumers), read their needs and motivations, develop products that meet these needs, and build a communication program which expresses the event's purpose and objectives.

The fundamental principle is that the customer is all-important. Everything from conception to conclusion must be performed with customers (all of them) in mind. Marketing has rationally been applied to products, but it has recently become a recognized tool of the service industries.

In events management we do produce a product, but the important factor is how it is produced, the process; and even the end product is less about tangible objects than about feelings and experiences.

Events are like services; they are distinctly different from industrial products. Here are some of their special features:

Intangibility: Customers feel the benefits and the enjoyment, but they can't touch the event.

Perishability The fun is transitory; it is rare to have lasting evidence of the event.

Inseparability: Customers associate one event with the next; they identify with the organizing agency's reputation for quality.

Consistency: Customers demand consistency and it is important to achieve it.

Lack of Ownership: Events don't belong to anyone but they are temporarily enjoyed by many.

Event customers are going to be very keen on how they are treated and what facilities and services are laid on; they are not content to see an art exhibition or a sporting contest in the most basic of conditions. Over recent years many providers of large spectacles have had to radically improve the level and quality of facilities and services available to patrons.

Ageing theatres and football grounds are no longer adequate for their clients, who now have much more sophisticated expectations. This element, customer care, is what singles out the service sector from manufacturing industries. And it is vital to events. True quality in this area must be the constant target for all event organizers.

Customer Care

Customer care is a buzz phrase across all businesses now, particularly service industries like the hospitality trade. It is a major and vital part of event management. Careful consideration needs to be given to all event customers. If they enjoy the event, they will come back themselves and maybe invite their friends to the next part of the program or a future event planned by the same agency.

Customer care must begin as soon as the customer reaches the event, or starts on the road to the event. The directions, the car park, the reception areas, the premises and all the facilities involved must be of the highest possible standard and ready for the customer's arrival and use. Customer care is best achieved by putting yourself in the customer's shoes and observing the event from their point of view. What is it that you want or that you need? If you need something, so will the customer.

Customer care must be seen as something that concerns everyone involved in the organizing body, from top manager to car park attendant. Without customers, the whole event will be futile, so everyone must believe in serving the customer. Some members of the organizing group may be serving the players in a football tournament; other members may be serving the spectators, the referees, the VIPs or the sponsors.

Each section will have its own specific customers, but it is just as important for all groups to create a positive image and impression with each other's customers. They must try to do everything possible for their specific customers and ultimately for everyone who attends the event. The attitude must be: Let's do all we can to avoid anything upsetting our customers or spoiling their enjoyment of the event; we are all in the business of maximizing their pleasure. We must try to give our customers more than they expected.

Customer care involves the very basics of looking clean, tidy and presentable; wearing the uniform or badge of the event; making quite clear who you are and what you are there to do; and learning a few basic phrases in foreign languages to make your customer feel more welcome at the event. Some visitors may be making their first trip to your country or region. Remember that the customer is king. Be reverent to the king. Although events are about people and service, their marketing does have many similarities with other commercial situations.

Market segmentation is the process of analyzing your customers in groups. Some groups may enjoy a particular type of country-and-western music. Others may enjoy line dancing. Yet others might visit just for the excitement and the atmosphere. It is absolutely

essential to analyze the different motivations of the event audience and to develop a profile for each of these groups.

Plan to Meet Audience Needs

Once you have identified your customer groupings, it is then necessary to ensure that all their needs are met. With the Fan Fair example, there may be a generation of older music enthusiasts who are looking for a certain type of entertainment, as well as a younger group (say aged 10 to 14) who need to be entertained, too, so that they can gain something from the experience. As another example, a “symphony under the Stars” concert would attract many fans of classical music. However, many others would come for the atmosphere, and some just for the fireworks at the end. None of these customer segments’ needs can be ignored. All audiences need food and facilities, but food and beverage may or may not be a high priority of a particular event audience. For some, the music is the highlight; for others, it is the hype of the event; and for still others, it is the food that is important.

Analyze Consumer Decision-Making

The next step is to analyze the customer’s decision-making process. Research conducted in this area will produce information that is very useful in guiding promotional efforts.

Competitive Pressure (Positioning)

Competition from other forms of entertainment for a person’s disposable income would need to be considered. The economic environment would also need to be scanned in order to understand factors that might have an impact on discretionary spending’ on tickets, as well as possibly on travel and accommodations.

Motivation

Customer motivation has already been mentioned under market segmentation. Potential customers may have positive responses to some aspects of an event and negative responses to others, such as the distance to be traveled, crowding, and the risk of bad weather. Customers can be divided into decision makers, followers, influencers, and purchasers. Although in most cases the person who decides to attend (and perhaps take his or her family or friends) is the one who makes the purchase, there are situations in which the decision to spend money on an event is influenced by others. For example, if a teenager wished to go to a concert, the teen might exert pressure on his or her parents to make the

purchase on his or her behalf. In this case, both the needs of the teenager and those of the parents would need to be met. Since teenagers would generally discourage their parents from attending, promotional efforts would generally discourage their parents perceived the concert to be a 'safe' environment. Those who tag along to an event are the followers. Each of these-the influencer, the decision maker, the follower, and the purchaser-would generally have different expectations of the event and would evaluate it differently.

Timing

This is the most important aspect of consumer decision-making since it has implications for the promotions budget. The issue is this: When does the consumer make the decision to attend? If the decision will be made two months before the event, you need to deploy all marketing initiative at that time. If, on the other hand, the decision will be made the week, or the day, before the event, this timing will have important implications as to how and when the advertising and promotions dollar will be spent.

Purchase or Attendance

Finally, the desire to attend needs to be translated into a purchase action. If it is perceived that getting good tickets is going to be difficult, some consumers might not make the effort. In fact, for some festivals, there are no advance sales of tickets. This restriction means that the decision to attend is considered impulsive and that it would generally be made on the day of the event. Clearly, advance ticket selling means a better opportunity to plan for an event as well as a substantial boost to cash flow.

Establish the Price and the Ticket Program

Sale and distribution of tickets has been mentioned briefly before now it is necessary to consider that event attendance could be tied in to tourist travel to a destination. If this were the case, it would involve negotiations with a tour wholesaler, extending the time line for planning. Plans would need to be finalized long before the event, with price determined, brochures printed, and advertising done (sometimes overseas) well in advance. This package tour might also include airfare and accommodations.

Promote the Event

Having made the decision as to when it is best to promote the event, the next question is how to promote it.

Differentiation

Organizers must demonstrate the difference between an event, whether it is a concert, festival, street fair, or charity fun run, from other related leisure options. The consumer needs to know why this event is special.

Packaging for Effective Communication

The messages used to promote an event are extremely important. Usually there is only limited advertorial space for convincing all market segments to attend. Thus, the combination of text and images requires a lot of creative effort. If there is time and sufficient budget available, utilizing these communication messages with consumers is recommended.

There are many forms of promotion, including brochures; posters; banners; Internet advertising; new radio, and television advertising; and press releases, to name a few types or marketing tools. Balloons and crowd-pleasers (people balloons with moving arms) are examples of eye-catching promotional strategies that you can use.

Evaluate Marketing Efforts

The effectiveness of all promotional efforts needs to be carefully monitored. With an annual event, for example, customer responses to the various types of promotions will guide promotional efforts in future years. Evaluation needs to be done systematically by asking questions such as “Where did you find out about the event?” or “When did you decide to attend this event?” There are three stages at which research can be conducted: prior to the event, during the event, and after the event. The research can be qualitative, such as focus groups and case studies, or quantitative. In the latter case, the research generates statistics such as customers’ expenditure at the event.

Marketing Equipment’s and Tools

Marketing can be affected by a number of issues, some controllable, some not, but organizers must be aware of them:

Location Consider the attractiveness and accessibility of the location as well as environmental factors such as traffic and scenery.

Social Factors The attitude of friends and colleagues will affect people’s attitudes to what is appropriate.

Cultural influences Different groups in society, e.g. ethnic origin, social class, part of the country, will see different events in different ways.

Fashion During certain periods in history, certain types of project will be in vogue and will attract large attendances.

Political factors Local and central government will pursue areas for support that fit with their beliefs.

Economic factors assess how much money is available at a corporate level and an individual level; consider exchange rates and similar economic factors.

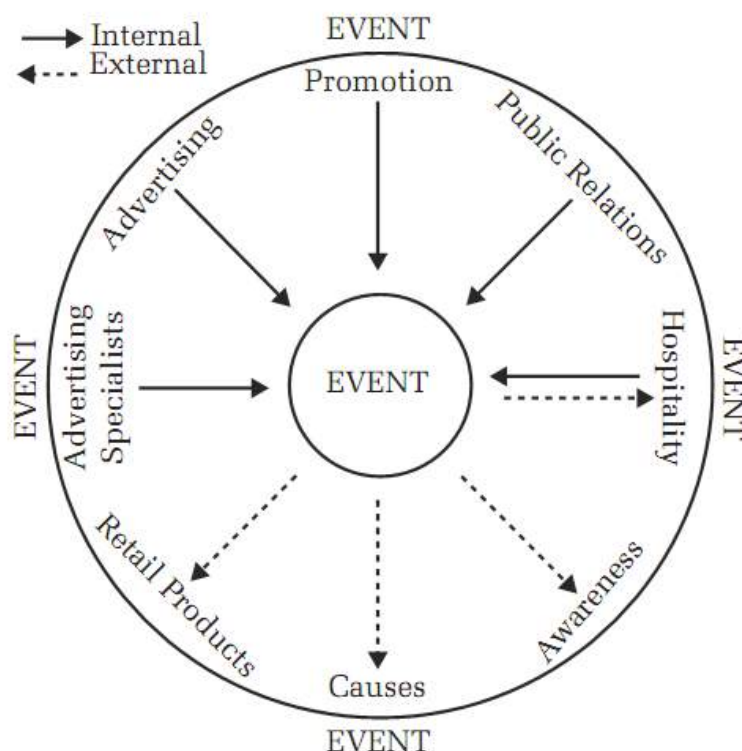
Philosophy the beliefs and attitudes of groups, individuals and other agencies will affect the range of events provided.

A Marketing Checklist

1. Know your organization thoroughly and be able to identify potential market segments and target groups.
2. Know your event goals; draw up a budget and a strategic plan to achieve them.
3. Know your consumer; talk to relevant groups, visit related establishments and learn from the ideas of others.
4. Know your competitors; find out what they have to offer, their facilities and their programs.
5. Keep in touch with others in the same business; use public relations and hospitality to make friends with the press.
6. Identify possible gaps in the market for your event; test for preliminary ideas and think through the process very carefully.
7. Look at ways to increase the size and status of the event; test for preliminary ideas and think through the most of any merchandising opportunities.
8. Measure the profits made in the event,
9. Create your own image for the event; begin with an efficient reception, avoid queues, and employ smart and appropriate staff at all levels.
10. Be innovative, accept original concepts and risk; be flexible to accentuate all possibilities.
11. To get publicity be original; firsts are important and always remembered.
12. Changing circumstances always mean new opportunities for promotion and publicity; take every opportunity that occurs.

13. Motivate people; make the staff part of a team and is willing to identify themselves with the event and publicize it.
14. Make sure that every aspect of the events is designed specifically for the people who will come to it; be customer orientated.
15. Remember that freebies are important, everybody likes something for nothing; a sticker or badge will help people to remember the event, before, during and after; it will also remind them of last time's positive experiences and it could persuade them to attend the next one.
16. Make the rules of event fair and appropriate for everyone.
17. Make the facilities attractive and clean; create a quality image.
18. Make the facilities accessible with appropriate maps, signposting, parking, etc.
19. Work hard to let everyone, internal and external, know exactly what's happening at all times; lack of information is the worst type of publicity.
20. 'Sell' the event to everyone: staff, financiers, sponsors and customers.

Consider most or all of these aspects for each event. A great deal of effort will have to be expended on a true marketing approach. Support and enthusiasm for marketing your project will not simply appear, it needs to be cultivated. Marketing concepts are widely applicable commercially and are also relevant to events. Market research, self-analysis, targeting and marketing mix are all useful to help get the ideas just right.



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

Market Research

Market research is concerned with measurement and analysis of markets. A suitable definition is as follows:

The objective gathering, recording, and analyzing of all facts relating to the provision of services for the appropriate consumer.

Extensive research before an event can help to answer some questions:

- Is it serving a useful purpose?
- Will people be interested in it?
- Will people attend and/or participate?
- Will it be financially viable?
- Will it be favorably received by the business community?
- Will it be favorably received by the midis?
- Will it be favorably received by the media?
- Will it be appropriate to the targeted group?

This general information, perhaps coupled with more specific detail, will help to decide whether the event is relevant, interesting and viable. There is little point in proceeding with a project if the research results are negative. Good research is vital and must not be ignored. Event which proceeds without some market research; needs to be examined and existing information should be checked to see what is already available.

Market research can help to reduce uncertainty and therefore the risk of failure; but can also help to plan an effective marketing strategy and to analyses how successful it may be effective research should follow these guidelines:

- The objectives must be very clear
- There must be a cost – effective plan of how best to ascertain the relevant information.
- State how the plan will be implemented.
- Explain what plans are necessary for reviewing the process and the information.

It may be that a major public research program will be necessary for large events, but for smaller prefects this is often too expensive and too complex. There are lot of sources of relevant secondary information:

- Personal record
- Staff knowledge
- Public libraries
- Government departments
- Universities and colleges
- Trade unions and professional associations
- Marketing research agencies
- Other agencies

Other agencies include the Arts council, the Sports council, tourist authorities or National Heritage, Direct research can be carried out by self-completion, postal questionnaires, telephone interviews. Personal interviews or group discussion, the question must be carefully designed to avoid error and inaccuracy; and any interviewers must be reliable and unbiased, so the results will be meaningful. The results must be painstakingly reviewed after analysis computers will be key to the collation of results, but the interpretation must be undertaken cautiously, with an expert eye, examining all the possible meanings of the data collected, try to get at what is actually correct, mot what you hope to be true. Only genuine conclusions will be meaningful and constructive in developing an event.

SWOT Analysis

Fundamental to any marketing project is a situational analysis – past, present and future and how the venture will fit into it. Situational analysis is best undertaken by SWOT:

Strengths the internal strengths of the organization

Weaknesses the internal weaknesses of the organization

Opportunities the external opportunities which may arise

Threats The external threats facing the organization

The results of this work will obviously vary considerably, depending on the exact nature and demands of the specific event, here are a few possibilities that may apply to a wide range of events.

Strengths

- Staff ability
- Political support

- Detailed specialist knowledge
- Enthusiasm and commitment
- Local reputation

Weaknesses

- Poor transport framework
- Lack of general management skills
- Limited financial resources
- Poor public image

Opportunities

- Increased public awareness
- Changing attitudes
- Developing partnerships
- Offering new possibilities
- Financial returns

Threats

- Lack of commercial support
- Changed in funded priorities
- Competition from similar promotions
- Economic trends

SWOT analysis helps with realistic planning for the whole enterprise, but especially with the marketing strategy.

Target Groups

To make any marketing work, it must be quite clear at whom it is aimed, for many promotions the audience may be quite varied: old and young, fit and unfit, academic and artisan. But some events will target a more specific group: a venture may be aimed specifically at women or the 50+ age group or the local business community or the European market, this will be one of the questions answered by good market research, whatever the group, it must be clearly identified target.

For events, the targets may be different for different aspects (Fig.). It may be necessary to identify targets – potential participants, potential spectators, potential sponsors and potential staff- all from different areas and requiring differing marketing to obtain their support, market research and careful use of previous knowledge will identify the groups relevant to particular events, and the next step is to ascertain each group's tolerance to particular events.

The next step is to ascertain each group's needs and a plan to meet them. This will greatly assist with overall event planning, but especially the marketing strategy: indeed, more than one strategy may be used to target the identified groups

Some Target Group of Event Marketing



Marketing Mix

Marketing often portrayed as a complex concept with a great deal of mystique. Perhaps for the greater glory of the marketing companies or personnel. In essence it is a simple combination of factors to get the right balance for any commercial activity.

The Five Ps of Event Marketing

1. Product
2. Price
3. Place
4. Public Relations
5. Positioning

Product

The successful event marketer is at first the consummate student of his or her product. The product may be an educational program, a county fair, or a full-fledged convention. It may be a reunion for a fraternal organization or a corporate product launch. If you are marketing the event, there are essential elements as shown in Figure that you must know and questions you must ask of the event sponsor.

What Is the History of the Event?

Many veteran marketers will attract participation because they can sell the celebratory essence of the event. “The 50th Annual Conference” proclaims the success and venerability of an organization, as well as the pride that goes with being part of it. But even if there is no history, there is the opportunity to be historical.

For example, “The 1st Annual Conference” will have no history, but can be portrayed as an opportunity to get in on the ground floor of a “happening” that participants can infer will be an ongoing event, turning into a tradition and developing long-term loyalty. The greatest part of event marketing is the opportunity to create history, by attracting people into a synergistic activity that can define the organization and its goals.

A major association recently celebrated its 10th Annual Educational Conference. The event marketer positioned his promotion with the theme “The Power of 10.” *Ten* major prizes were to be awarded. The *10* top-ranking speakers from previous years were to be invited back to present seminars and to be honored at a general session.

Ten lucky attendees would be presented with complimentary registration for next year’s event. And so on. The simple concept of 10 years of success was themed throughout the marketing mix. The celebration of history is a fabulous promotional asset in whatever way the event marketer wishes to interpret it for the audience.

What Is the Value of the Product?

Marketing an event requires that the message emphasizes the manner in which the participant will benefit. The promise of increasing productivity, maximizing profitability, or simply having a great time can be legitimate benefits that can persuade a person to buy the product or attend the event. Later in this text, we will discuss the science of studying demographics and determining audience needs. Designing an event with that research in hand and effectively describing how that event will fulfill those needs are keys to effective marketing.

What Makes the Product Unique?

What makes this event different from others? Why should one choose to invest time and money in this event, as opposed to the competition that surrounds it? Marketers that can identify the return on investment (ROI) that can be expected by the participants, the special experience that will be offered, and the added value of attendance are those who will successfully market the event. This will require research into the markets and into the objectives of the client or organization. Only then can the uniqueness of the product be identified and described in all of the marketing media utilized.

Price

Primary among the responsibilities of the event marketer is an understanding of the financial goals of the sponsoring organization. Once this is determined, market research will illustrate the competition's pricing patterns: Who is offering a similar product, to whom, and at what price? Equally important are considerations such as the level of demand for the product and economic indicators such as the relative health of the economy in a particular city or region or, to an increasing extent, globally.

Price may be secondary to *perceived value*. It is in this area that the event marketer can play a major role. In marketing events, consider these issues of pricing:

What Is the Corporate Financial Philosophy?

Some events are designed to make money, pure and simple. Others are strategically developed to break even financially. And there are some that are positioned as "loss leaders," expected to lose money in an effort to gain greater assets elsewhere, such as membership development or community goodwill. Corporate meetings are typically expensed not as profit centers but rather as "costs of doing business" in order to build employee loyalty and

pride and to learn how better to sell products and services. The event marketer must clearly understand the financial mission and design a strategy to accommodate those goals.

What Is the Cost of Doing Business?

Price must reflect the total costs of goods and services, including the cost of marketing itself. Marketing is often relegated to a secondary role in event production because the costs of printing, postage, advertising, public relations, and other basic marketing expenses may not be considered part of the event budget. Instead, it may be treated as part of the organization's general overhead and operating expenses. The marketer will be considered an integral part of event production when that event's budget provides for marketing as a primary event function and income-expense center.

What Are the Financial Demographics of the Target Audience?

Analyze your market's ability to pay. This sounds simple, but it is critical to the marketing effort. An event designed for executives who have access to corporate credit cards and can charge their participation as business expenses will likely be priced at a higher level than an event designed for those who must pay from their own personal wallets. Market research will help determine the ability and willingness of attendees to pay ticket prices at various levels and, therefore, influence the planning of the event itself.

Place

In the hospitality industry when planners decide where to buy or build new facilities. It is no less true when marketing an event. The location of your event can dictate not just the attendance, but the character and personality of the event as well. This is a consideration for the earliest part of the planning stages.

For example, for an event being held at a plush resort, the setting for the event should be a key part of the marketing strategy. The event site may even be the major draw featured in brochures and advertising. An awards dinner at a new public facility in your town should emphasize the opportunity to experience the facility as an exciting highlight of the event itself.

On the other hand, an educational seminar at an airport hotel would not necessarily feature the attractiveness of the site but rather could emphasize the convenience and functionality of the location as the major asset for the attendee.

Public Relations

Public relations is a major part of the marketing mix. You can advertise anything you want that is, what you say about your organization and your event. Public relations can determine what *others* perceive of you and your mission. It may be as bold as a team of press agents distributing releases to newspapers or staging press conferences to extol the virtues of your event.

Or it may be as subtle as a trade publication interview with a leader of your organization, when the interview includes references to your event and its benefits. The essence of a public relations campaign is that it never stops; rather, it is an ongoing effort to establish positive perceptions of your organization and its products.

The first step in establishing a public relations campaign is to determine what the current perception is. The patriarch of modern public relations is Edward Bernays, the namesake of the most revered public relations award in the hospitality industry (the annual Bernays Award sponsored by the Hospitality Sales and Marketing Association International). Bernays was a devotee of research, the need to survey, to conduct focus groups with facilitators, and to thoroughly research the attitudes and needs of target markets. He also initiated methods of matching the marketing strategies with those professed needs. Bernays advocated the need to maintain the research effort continuously, to detect changing attitudes and to remain current in meeting and fulfilling them.

Positioning

Event marketing relies on the proper positioning of the product. No event can be effectively sold until a marketing plan is developed. The marketing plan will likely be the predicate that determines success or failure. And the key to a successful marketing plan is “positioning.”

Positioning is the strategy of determining, through intuition, research, and evaluation, those areas of consumer need that your event can fulfill. What types of events is the competition offering? What level of investment are they requiring of their attendees? Who is attending, and who is not? In other words: What niche are we trying to fill? What makes us different and how can we seize upon our unique qualities to market our events? And what markets will be receptive to our event concept? The event marketing executive who can answer these questions has the greatest opportunity of fulfilling expectations. Here are some key considerations when positioning an event.

For some services, and certainly for events, there are a number of other P's which should be included:

People - People are the crucial factor in delivering a good event, especially proper customer care and effective teamwork, well-trained and capable, people are a major marketing tool.

Packaging- Packaging concerns the way events are presented, whether as part of a season or festival, in a tournament or as a one-off. Any marketing will depend on the package, e.g. a family package or a season ticket.

Partnership The support of others and their marketing presence can be a significant benefit.

Programming When an event is scheduled will be a major tool in its marketing, it should suit the arts or canvassing calendar and it should create interest by using other preferences around it

Through balancing all the P's, a skilled manager can devise a strategy to maximize the success of a particular event.

Promotion

A multifaceted approach to marketing, promotion could be defined as the stirring up of interest in your enterprise. The promotional campaign may include a wide range of marketing tools, or as few as one, depending on your products and your needs. Promotional techniques for event marketing may include advertising, public relations, cross-promotions (partnership marketing), street promotions, stunts, and public service "cause-related" events, among others.

Promotional activities need to be chosen carefully and timed effectively. Promotion is a costly exercise, radio and television advertising being two of the most expensive. Overall, the most cost-effective methods of promotion are feature articles in local newspapers and banners. Many events promoted by tourism bodies and by tourism information offices at minimal cost. And increasingly, the Internet is being used as a source of information by the event audience.

Many aspects should be considered under promotion: image, logo, advertising, media, public relations, selling, souvenirs, presentation, merchandising and publicity. It is a common misconception to treat promotion as a synonym for marketing; it is not. Promotion

is the communicating part of marketing - how the product can be brought to the attention of the public and prospective partitions. It also deals with the image and presentation of the product; in our case the event. By addressing consumers with a purpose-designed promotional scheme, the aim is to achieve **AIDA**:

- **Attention**
- **Interest**
- **Desire**
- **Action**

Logo

An appropriate logo can be a crucial part of any public image. It is important to give it careful thought and to consult relevant agencies and authorities before finalizing the design. Its impact on merchandising and souvenirs can have a sizeable effect on income. It used to be common to look for relatively simple logos using a single colour, but now multi-coloured and often multi-image logos are used for international manifestations. This is to maximize colour combinations and possibilities, so maximizing sales. For larger events this can be a gold mine, but smaller events should be wary of buying in too much stock of items they may not sell.

A good logo should

- Reflect the event
- Portray an event image
- Pass on what it is about
- Give relevant messages
- Be attractive and eye-catching
- Be colorful (preferably)

Mascot

Also related to image, any event of any size should have its own mascot, as long as it can afford one. A mascot can help to promote the event in various ways, especially with certain target groups. The mascot must be closely identified with the event; it should be appropriate, relevant and attractive; it should portray the project image and it should be saleable.

Advertising

Advertising is the second element of the promotional strategy. It may take many forms, the following being some of the options:

- Print
- Radio
- Television
- Direct mail
- Outdoor advertising/billboards
- Brochures
- Internet

As part of the marketing plan, it is necessary to identify the market to be reached and then to establish where the people in the market live and which of the media would be most likely to reach them. When selecting the most appropriate media, cost is generally the biggest issue. Then you need to decide when to advertise—a month before, a week before, or the day before? Faced with budget limits and potentially expensive advertising, these are all crucial decisions.

When preparing an advertising budget, you should be aware that different time slots on radio and television cost vastly different amounts, as do different positions on the pages of print media. Local newspapers and local radio stations are always more cost-effective than national ones and are generally a more effective way to reach a local audience. Larger events may aim to attract international audiences, and if this is the case, you will need to clearly identify the potential overseas audience and perhaps develop a tourist package to include an accommodations and other attractions. Partnership arrangements can often be reached with travel agencies, airlines, and hotels, as well as with state and national tourism boards that have agreed to support and promote the event.

The content of advertisements must be informative, and of most importance, it must inspire decision making and action to attend or purchase. Let's look at the following advertisement by an event company for its wedding rental products and services.

In this advertisement there is a lot of information but absolutely no inspiration. A number of descriptive adjectives would certainly have enhanced the text, as well as the possibility of customers' buying their services. In contrast, the advertisement for an unusual event following in much more creative. It would be very difficult to attract and

event audience if only the facts of a blood donation were presented and if the promotional team has realized this by making this event into something not to be missed.

The advertising message needs to meet the motivational needs of the audience at the same time that it assists the decision-making process by supplying the necessary facts.

Well-targeted, cost-effective advertising can make the difference between success and failure. But most advertising is expensive, so it has to be done with specific objectives in mind and at a level which suits the event. It is often possible to get editorial coverage as an alternative to newspaper advertising, and pick up other space by way of low-key sponsorship from bus companies or billboard firms.

But despite its cost, successful advertising is invaluable, and the most appropriate sites should be chosen from a list of possible locations. Yet again, simple questions are among the most important:

Why?	When?
Who for?	How much?
What exactly?	Who judges the response?
Which media?	How is it evaluated?
Where?	

A successful advertising campaign has several key features:

- Promote awareness of the event.
- Pass on knowledge of relevant event details.
- Encourage the desire to participate in or attend the event.
- Promote the conviction that the event is worthwhile.
- Aim to establish attendance patterns in the long run for future events.
- Encourage the decision that turns the interest into attendance or participation.
- Promote the event image and logo.
- Be positive and interesting to attract attention.

Local press and radio advertising are not cheap but may well be cost-effective, especially for young people and commercial radio. Television advertising is expensive but can be very effective in reaching mass audiences. Cost is obviously a determining factor but the chosen medium should also reflect the target audience. Certain newspapers are read

by certain groups and local commercial radio is said to have close contact with a younger audience, i.e. under 30. Targeted advertising is necessary and should prove effective.

Media Relations and Publicity

Public Relations

The role of public relations is to manage the organization's and event's image in the mind of the audience and the public. This undertaking is mainly done through press releases as described in the previous section. These up-to-date information sources, together with photographs, provide the media with the background information they need to develop stories about the event. Media briefings can also be conducted before and during the event, particularly if high-profile people such as celebrities, entertainers and athletes can enhance the publicity.

One of the most critical public relations roles is to inform the media whether there is a negative incident of any descriptions. For this reason, an incident-reporting system needs to be in place so that senior members of the event management team are fully informed, including the public relations manager, if this is a separate role. It may be necessary to write a press release or to appear in an interview if such an incident occurs.

In some situations it is essential to obtain legal advice regarding the wording used in the press release. The public relations role can be a highly sensitive one, and in some situations, words need to be chosen carefully. A simple expression of regret, for example, would be more tactful than suggesting the cause of an accident.

Another, more positive public relations role is the entertainment of guests and VIPs attending the event, in some cases from other countries. In this public relations role, you need to be the following:

Attentive to the needs and expectations of your guests;

- Mindful of their cultural expectations;
- Flexible in your responses to their behaviors;
- Informative and helpful as a host;
- Proactive in designing hosting situations to meet the required protocol; and
- Able to make easy conversation.

Particularly with overseas guests or guests of event sponsors, you need to know in advance who they are (official titles, correct names, and correct pronunciation) and where they come from. Of most importance, you need to know the reason why your company is acting as host to these guests, because often business objectives, such as sponsor product awareness or negotiations, are involved. Research is therefore essential to determine how to meet the needs of the guests and the expectations of, for example, the sponsors. According to Roger Axtell (1990), the effective multicultural host has the following attributes:

- Being respectful
- Tolerating ambiguity
- Relating well to people
- Being nonjudgmental
- Personalizing one's observations (not making global assertions about people or places)
- Showing empathy
- Being patient and persistent

As you can see from the preceding, there are a number of roles for the public relations manager, or indeed for any member of the event team. The opportunity to sell an event occurs every time the telephone is answered or an inquiry is made by potential customer. Because customer relations becomes the role of everyone involved in an event, training in this area is recommended. This training should focus in particular on the event information likely to be requested by the customer, a task that is more difficult than it sounds since plans are often not finalized until very close to the event. Training ties in closely with the planning process, and the distribution of information to all concerned right up until the last minute is very important.

There are a number of situations in which an event manager might become involved in public relations, including the following:

- Making travel arrangements by telephone or e-mail
- Meeting and greeting at the airport
- Providing transportation
- Running meetings
- Entertaining at meals
- Entertaining at events
- Providing tours and commentary

If you have to lead a small group around the venue or the event. There are a number of additional recommendations:

- Plan the tour so that enough time is allocated to see everything.
- Advise your guests of your plan, however informal the group.
- Make sure that there is time for a break and refreshments.
- Provide maps so that people can get their bearings.
- Pause frequently so that the guests can ask questions.
- Be gracious—questions are never trivial or stupid.
- Make sure that everyone can see and hear.
- Treat everyone as equals.
- Speak slowly and at an appropriate volume.
- Be patient, and speak positively.
- Be flexible, and change plans if necessary.
- Be attentive to fatigue or boredom, and accelerate the tour if necessary.

In promoting an event, it is essential to analyze and understand the needs of the target markets. If, for example, one of the target markets is children aged 8 to 12, it is necessary to understand the motivations of this group and to match the product to these motivational needs. It is also necessary to keep in mind that the person purchasing the product may not be the consumer—in this case, it may be the parent—and promotional efforts need to assist with decision—making processes within the family. Likewise, a sponsor may be making substantial investment in the event, and may have general, as well as specific, expectations of the event, which may or may not be consistent with those of the event audience.

To summarize, the task of promoting an event to the optimal audience at the most beneficial time is the first challenge. The second is meeting the needs of all stakeholders and to maximize public relations benefits to the satisfaction of customers at all levels.

Publicity

Free publicity for an event can be secured by running a careful publicity campaign with the media. This involves developing and disseminating press releases to journalist and then following up by telephone. Sometimes interviews with journalists will also be necessary. There are several points of contact. In the print media, these include the editor the feature writers, and the editors responsible for individual sections of the newspaper or magazine. In the broadcast media, the people to contact include the station manager, the

news announcers, and the radio personalities. For television, contact the program producer or director. In each case, the first question to be asked will be “What makes this event newsworthy?” and the answer to this must be clear.

The aim of a press release is to stimulate media interest in the event and thus achieve positive and cost-effective publicity. Many large event organizers post their press releases on their Web pages (see as an example the press release on page 82 of this chapter for the Susan G. Komen Breast Cancer Foundation Komen Race for the Cure). For mega-events and regional events, a launch is usually held prior to the event to which the media and the stars of the show are invited. These occasions are used to distribute the press release. It is essential that a launch be well attended and that the media report the event in a positive way; otherwise, the effort will be counterproductive. In the case of smaller events, sending a press release to local paper and to the local radio stations is generally the best options. Since the staffs working of these smaller publications are extremely busy, it is advisable to provide them with a ready-to-go article, including photos, logos and quotations when possible. The following is an example of the sort of press release/article that would draw the attention a local newspaper.

The Longest, largest and oldest Touring Bicycle Ride in the World

The Register’s Annual Great Bicycle Ride Across Iowa, is an annual seven-day bicycle ride across the state. RAGBRAI is the longest, largest and oldest and oldest touring bicycle ride in the world. It started in 1973 as a six-day ride across the state of Iowa by two Des Moines Register columnists who invited a few readers along. It attracts 10,000 participants from every state in the country and many foreign countries. The RAGBRAI route averages 470 miles and is not necessarily flat. It traditionally begins along Iowa’s western border on the Missouri River and ends somewhere along the eastern border on the Mississippi River.

The people of Iowa truly make RAGBRAI the special event it is by opening up their towns and communities to the ride participants. The Iowa hospitality, the beautiful countryside, and the chance to get away from it all for a week make this bicycle tour the most memorable experience of a lifetime.

RAGBRAI and the Register’s Annual Great Bicycle Ride across Iowa are registered trademarks of the Des Moines Register & Tribune Company. Used with permission.

The following guidelines for preparing a press release will help to ensure that the reader sits up and takes notice:

- There must be something to appeal to the reader in the first two sentences: he or she must be motivated to read the whole press release.
- All the facts must be covered: What, when, why, and how. This is particularly the case for negative incidents. The reader wants to know what happened, when it happened, why it happened, and how things will be resolved. When something goes wrong, the facts are important because unsubstantiated opinion is dangerous. If the press release is promoting an event, all information such as the Venue, date time, and so on should be included:
- The press release should be short and to the point (no longer than one to two pages).
- Layout is extremely important.
- Contact details should be provided
- Quotes from senior staff and stakeholders (including sponsors) may be included.
- If the press release is promoting an event, it should describe all potential benefits for the audience.
- An action ending for looking or registering should include all necessary information.

A part from free media publicity, it is also possible to obtain free exposure through a number of official tourism organizations, many of which are listed at the end of this book. They provide tourist information to visitors through tourist information offices or their Web sites at the state or national level. Brochures distributed to such offices or listings on their event calendars can provide valuable information to the potential (and sometimes very hard to reach) event audience. Event effort should be made to ensure that the event is listed as widely as possible.

Event Co-Ordination

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

- Conduct a communications audit and find out how your event stakeholders best send and receive information.

- Avoid communications that are blocked by noise, visual distraction, or other interference.
- Include an “Action required” statement on all written communications to confirm that communications have been received and understood.
- Use nontraditional communications such as audio and video tapes to increase impact, retention, and action.
- Use written change orders to record changes during your event. Make certain the client or other responsible person signs the change order to authorize the addition, deletion, or substitution of services or products.

The event manager will include the production schedule in the time line in the coordination phase and then provide a full version on site at the event for the event coordination staff to manage the minute-by-minute operations.

Visual Electronic Communication

Vision incorporates all projected images, such as replays of sporting highlights on large screens or scoreboards. Video projectors, slide projectors, and data projectors can project images onto screens for dramatic effect, and this can be extended to live broadcasts with satellite links. A wall of monitors can be used to project one large image across the whole monitor wall, achieving the effect of a large screen. The splitting of the image between monitors is done by computer programming.

Backup projectors and duplicate copies of videos, slides, DVDs, and so on are essential. When using computer-aided programs such as Microsoft Power Point, a test run should be made to make sure all is in working order before it is needed. Most business and academic presentations use computer software packages to improve the visual quality of the images.

Although computer-generated slide shows such as Microsoft power Point look highly professional, there is a tendency for some users to become too excited by the features provided, changing colors and effects all too often. Bullet points coming in from all directions can distract the audience, while the use of multiple fade –in and fade-out effects only add to the problem.

Another pitfall in this type of presentation is the lack of spontaneity. Presenters are bound by their scripts. Keep in mind that most presenters bring their own laptop computers and need to have adequate time allotted for setup and testing of their equipment. It is always

a good idea to suggest to the presenter that his or he computer-generated slide show be put onto overhead transparencies or printed in a booklet form for the audience, just in case of an equipment failure.

There are a number of alternatives to computer-generated slideshows, such as flip charts and slide shows. In some arenas, these are returning to favor as the novelty value increase and the “wow” factor of computer-generated presentations wear off. Media relations and publicity should be given a lot of attention. A well-planned publicity campaign should run alongside and advertising campaign. Ideally this drive should be spread over a period of months, building up to a peak shortly before the event. Early warning allows potential participants and spectators to book the event into their diaries and prevents potential clashes with rival attractions. Some publicity will have to be paid for, but there are ways of obtaining a good deal for little or no cost. The secret is imagination and attention to detail. The Internet is one way to obtain a significant amount of publicity relatively cheaply and easily.

Early contact with the media is essential. Think about a catch phrase, as well as logo, to identify your event. Try to get a public figure involved or to open the event. This should help to get local publicity. Other media outlets that can be contacted are national and regional newspapers, trade and professional magazines, radio, television, employer newsletter, blogs etc. There are also opportunities through direct mail, hoardings, national agency events lists, car stickers and word of mouth. Don't be shy about contacting the media. They rely on people telling them what's happening, especially when there's not much sport or political news. Some general points to remember when dealing with the media:

- ▶ The media need you as much as you need them.
- ▶ You know more about the technicalities of your subject than they do.
- ▶ Be confident during an interview; the cooler you appear, the easier the hot seat becomes.
- ▶ With a bit of imagination, it is quite possible to get thousands of pounds worth of free publicity.

Some Guidelines on Getting Media Attention

A catchy headline on a press release will attract attention and create good images in the editor's mind. The famous newspaper headline 'Freddie Starr ate my Hamster' caused major nationwide interest although it was inaccurate. A press release must have an interesting angle, and it must place it very meat the start. All press releases should be targeted for local or national consumption.

Always be positive about the event. Do not allow news to be twisted so it becomes negative. Journalists may be more interested in bad news than good, and may try to adjust what is happening, be prepared for this and reset it as much as possible; size any opportunity to convert positive information.

A number of publications give addresses and telephone numbers for the editors of relevant newspapers, magazines, television and radio stations, etc. It is very important to get the name of an individual if you want them to respond. A general letter to the editor or subeditor is not going to be as successful as a letter to a specific reporter, particularly one who specializes in your subject area.

A, & c, Black publish the writers and Artist's year book. An annual list of useful names and addresses. Organizations like the sports council and arts council may also be able to give a detailed list of specialists who may be worth contacting about a particular event. Think long and hard about who may be interested in what you are doing. Do not be afraid to approach people. Email or fax are now often the preferred method, but conversation on the telephone can often arouse interest which no press release, no matter how well written, can achieve.

A day's phoning will often set up more publicity for our event, and much more quickly, than two or three days' writing and ending press releases. Spending time with a journalist or editor can be well worthwhile in setting up coverage of the event, a good working lunch can be a sound investment.

Press Releases

Many no news press releases land on editors' desks every day, if you want your event to be noticed, the press release must be interesting. Do not expect the twenty-third interregional Basketball Tournament to catch the eye of a journalist. It is essential to turn this routine event into some sort of story, preferably a first, e.g. the first time the British champion have visited Newcastle, or the first time top three British basketball players have taken part in this tournament.

It is essential that the press release starts with the news in the first two lines. Very often all that is read. The press release should be brief; use no more than two sheets of A4, and one is enough to get some interesting. Use double spacing within paragraphs and four lines between paragraphs. Make sure the margins are wide. Provide the contact name and telephone number at the end of the press release and address it to an individual at a specific publication or radio station.

Golden Rules of Media Liaison

1. When dealing with the media it is always better to be proactive rather than reactive
2. Always find a named contact, writing To Whom It May Concern usually ends up in the bin.
3. Try to think in headlines, especially when writing a press release. This may catch the eye.
4. When talking in journalists, it is safest to assume that nothing is off the record.
5. Find the best spokesperson for the event or promotion and appoint them as the media contact. This ensures a consistent line is issued from the organisation. Having different people speak to the press is a recipe for disaster.
6. Retain copies of all radio, television or other media coverage. This is important for the event and will help to keep sponsors happy. It may also help individual media contacts to hone their performance. Press cutting agencies tend to be expensive, so they may not be financially viable except for major events.

Press Conferences

Holding a press conference can be a very quick and effective way of getting significant press coverage and briefing several journalists at a time. But it does require careful consideration because a press conference can be extremely risky. If nothing arouses press interest, the turnout could be poor, and a damp squib may be embarrassing.

Here are some good reasons for holding a press conference.

- To launch your event or conference.
- There is genuine news to impart about someone taking part in the event that is really noteworthy.
- To explain a controversial rumor that has been going round about the event; media speculation can be enormous and damaging.
- To reveal a major exclusive, e.g. that Lord Lucan has been found and he will be the main speaker at the conference.

If a written statement will be adequate, use a press release. To justify a press conference, something has to benefit from further expansion and the appointed spokesperson must be

adequately prepared to answer any questions accurately and confidently. Find an easily accessible venue that can provide appropriate hospitality, e.g. performers or artists for a photo call.

Be sure your press conference avoids other major public events and does not clash with major sporting fixtures or arts promotions. Detailed investigation will pay dividends when choosing a date and time. But there is always the danger that a major news story will steal the limelight, and perhaps no one will appear.

It is essential to phone around to remind editors of the invitation already issued and any accompanying information. Try to emphasize that certain people will appear; there will be opportunities for coherent radio and television interviews, and photo opportunities with some novel or unusual performance. Consider who is going to appear in front of the media; a sponsor will often be keen. The chairman of the organizing committee or the relevant spokesperson must appear and they must be well briefed.

The venue is very important; hold it somewhere easily covered by journalists. It is important to have media briefings in Manchester, Birmingham, Glasgow or Edinburgh as well as London, but venues outside major cities can cause significant problems. Even on a smaller scale, the main media town in the area is the best launching point.

Assemble the audiovisual aids required for the presentation; a good video or slide show really adds interest. Ensure that investigations go out to journalists well in the advance and are followed up by phone calls to individuals who may be interested.

Prepare a detailed agenda for the press conference and stick to it, although questions can go on a little longer if the interest exists. It is also worthwhile to lay on hospitality for journalists and others after the formal part of the press conference. This will allow for informal contact and a slightly different sort of questioning; both can be good for developing relationships.

Photo Opportunities

It is very important to create a visual impression as well as a verbal impression. Words are cheap and not necessarily eye-catching, even if they do find space in a newspaper. Yet photographs can attract a great deal of attention. They do take a bit more setting up and a little more imagination, but they can be much more worthwhile. They often generate a greater awareness of your event, so they help to satisfy a sponsor's desire for publicity.

Relevant Media

It is essential to involve all the media, not just some. Local radio is an excellent and often forgotten medium. It offers the possibility of announcing events and interviews with organizers. It is also possible to persuade a local radio station to set up its own stand within the event, providing live publicity. Major provincial newspapers or indeed locals can be very important; don't just target the national media.

Your audience's age, interest and likely reading or listening habits will determine which media you particularly want to cultivate. Always remember the special interest press; the UK market is vast. Coverage in the appropriate magazine will be invaluable for ensuring audience support, finding participants and giving nationwide publicity.

A promotional competition (for entry tickets), a discount scheme for bulk attendance or some other type of incentive can be a way to attract interest. Direct marketing through mail or telephone is an extremely effective, if a little intrusive, way of getting the message over to prospective customers. Even for localized events, such word of mouth promotion can be a leading influence in obtaining support.

The public handling and public image of the organising group are pivotal components of a project's success. Public relations policy effectively combines all the relevant issues like advertising, image, logo and media relations with the foremost factors of customer relations and customer care.

Getting a positive image is a high priority for many projects. By their very nature events are often designed to achieve an increased awareness of the activity involved and to create a focal point for interest. Effective public relations are best achieved by influencing people through the influencers. This can be done by using the mass media and by obtaining the support of leading experts in the relevant field.

Many people in the arts consider the views of the critics as the deciding factor in gauging success. This may or may not be true, but a recommendation on radio or television can be pivotal to a project's progress. And a celebrity endorsement is often influential. 'There is no such thing as bad publicity' is an old saying. For events, this is not necessarily true; a bad image certainly won't attract spectators, now or in the future. Public relations are the shop window to participants and public; make it as large as possible. It is important to get a good image, but be sure it is justified by good delivery of the project.

Selling

All staff involved in the event has a 'selling' job to do. They need to sell participation in the event as worthwhile to everyone they come in contact with. This means a positive selling approach from the telephone operator and the chief executive, as well as everywhere in between. Take every opportunity to interest potential visitors and participants in the project. Everyone in the team becomes a sales representative.

Another aspect to selling takes place at and around the event: merchandising, souvenir sales, franchising and trading. These are the direct financial sales which can make measurable sums of money and contribute massively to event income. For some of the bigger events, franchising (selling all or part sales right for a fee or percentage) is the most convenient way to produce sales returns without significant work by the organizing committee. It is most likely to yield the highest possible return except in events like the Olympic Games. The franchised are catering and souvenirs. It may be more appropriate for the organizers to merchandise the goods themselves, realizing all possible profits by undertaking all sales.

Events souvenirs and other related sales can be lucrative for any event. They must be carefully considered because the choice of the wrong logo, image or souvenirs can cause a severe financial loss. At all levels these sales are absolutely vital to financial stability and must be carefully deliberated. Rash decisions can be permanently regretted, it will take courage to venture perhaps limited money on buying goods to resell. But the profits are often a financial lifeline, these sales can also help in conveying an event image for present and future events, A good range of souvenirs will certainly be appreciated; they will remind visitors of a good experience and encourage them to return. A worthwhile investment.

Event Presentation

There are two critical aspects:

- The promotional presentation
- The event presentation itself

The promotional presentation is for sponsor, Baler, spectator, medial and participants. Public expectations are now very high, consumers are used to sophisticated provision by the mass media and most providers in the leisure field, every effort will be essential to ensure professional and effective presentation of both aspects.

The self-respecting event organizer needs to make a good job of presenting a perfect to a prospective sponsor or potential participant, this can range from an attractive document, perhaps desktop published, to a high cost multimedia or audiovisual production.

To excite interest, any presentation will need to be accurate, thorough and error free here are some guidelines:

1. Rehearse the presentation.
2. Be well prepared.
3. Double check all audiovisual equipment, and carry all necessary spares.
4. Ensure written communication so of the heights order.
5. Double check all materials for factual inaccuracies.
6. Ensure all information is totally correct (e.g.no typing errors)
7. If possible, check out the venue beforehand.
8. Reconfirm the time and place within 24 hours

Paid or unpaid, only such a professional approach is going to have any chance of chance of succeeding, such are the expectations of the customer, the same meticulous thinking must also be applied to the presentation of the whole event, from beginning to end, and this should be an all- encompassing concept. It involves conspicuous items like logos, advertisements, mascots and décor.

Event Evaluation

Evaluation is an area that is frequently neglected following an event. This neglect is unfortunate, because there are many benefits to be gained from a critique on the event. From a quality viewpoint, it allows those involved to learn from their experience and to improve operations. For those not involved, it provides a body of information for future planning of events. If you can't learn from your own experience, at least you can learn from someone else's.

Evaluation needs to be planned before the event, the event objectives generally guiding the evaluation process. On planning, the concept of developing event aims and objectives was introduced; and on marketing, the importance of understanding the target audience was discussed, together with the consumer's decision-making process.

Now we will highlight the benefits of evaluation by sharing the objectives about The Oregon Shakespeare Festival as well as an economic impact study for the region where the

festival is held. Annual research into the demographics and behavior of the attendees has been a contributing factor to this outcome, allowing the event organizers to plan for the following event and to improve the figures every year.

Evaluation Methods

When planning evaluation, it is very important to work out what information you require. For example, participants entering a cycling formation you require. For example, participants entering a cycling race may be asked for their age and address, which would allow a race may be asked for their general demographics. What a pity if they were not asked whether they had participated before, how they had heard about the event, and when they had made the decision to take part. This information would greatly assist the organizers of the next event.

The types of information just described can be obtained from surveys conducted before, during, and after an event by completion of forms or through personal interviews. Alternatively, a small focus group of participants can provide valuable information through group discussion.

The following are examples of questions that may be included in a customer survey for an informal post evaluation report. However, to obtain a more reliable report, the survey would needs to be designed and analyzed by a market research company.

- How did you find out about this event?
- Why did you decided to come to the event?
- When did you decided to come to the event
- Did you come to the event with other people?
- Who was the main decision maker?
- How did this event meet your expectations?
- Were the public transportation / parking adequate?
- Did you get value for money?
- Were the food and beverage adequate?
- Were the seating, sound, and vision adequate?
- Would you attend this event again?
- Why would you recommend / not recommend the event to others?
- How could the event be improved?

In the case of an exhibition, the questions would be something like the following:

- Why did you come to this exhibition?
- Do you have the authority to purchase at this exhibition?
- Did you place any orders at this exhibition?
- Do you plan to place to place any orders as a direct result of the exhibition?
- Did you come to this exhibition last year?
- When did you decide to come to the exhibition?
- Have you traveled from another state to visit the exhibition?
- What were the best features of the exhibition?
- How could the exhibition be improved?

Staff Debriefings

Meetings of event staff and stakeholders can generate valuable information for the evaluation report. Some of the questions addressed in this type of meeting include these:

- What went well, and why?
- What went badly, and why?
- How could operations be improved?
- Were there any significant risk factors that we did not anticipate?
- Was there a pattern to any of the incidents reported?
- Are there any outstanding legal issues, such as injuries or accidents?
- Are there any implications for staff recruitment and training?
- How would you describe the organization and management of the event—in the planning and the operational phases?
- What can we learn from this event?

Financial Records

Audited financial records, together with a number of planning and other documents, are an essential component of post event analysis is reporting. These include the following:

- Audited financial statements
- Budgets
- Revenue, banking, and account details

- Point-of-sale reconciliation
- Payroll records
- The risk management plan
- Incident reports
- Minutes of meetings insurance policies
- Contracts with other agencies and organization, such as rental companies and cleaning companies
- Asset register
- Promotional materials
- Operational plans
- Policies and procedures training materials
- Database of attendees / participants if possible
- Record of results of competitions
- Event evaluation and statistics (including attendance)
- Event or sponsor report

It is one thing to know that you have managed a successful event but quite another to prove it. The event manager needs more than informal feedback from the after-even part. A summary report evaluating the event against specific aims and objectives' is an absolute necessity.

Summary

Event Marketing is merchandising a business to groups of potential buyers. Most sales systems have a specific target market or a selected company that is pursued to become a customer. Event marketing can be accomplished in two ways, either as a participant or as a sponsor. There is no limit to the different ways that event marketing can increase company awareness and introduce prospects to the advantages of partnering with your company.

Event marketing activity can be held locally or on a national forum. Both activities can bring new customers, and in some cases demonstrate goodwill, which can make a favorable impression and impart a positive image for your industry. The advantage of event marketing is to move from the one-on-one basis of selling to group selling. Group selling lets your company present itself and its products to several prospects at the same time or at the same location.

Self Assessment Questions

1. What are the components of conference market?
2. Evaluate the concept of marketing tourism fairs.
3. “Marketing of an event plays a key role in its success” Comment.
4. How will you evaluate the performance of an Event?
5. Explain the necessity of Good media relation for the success of an event.

CASE STUDIES

Case Study 1

Using the concepts in this chapter, develop a very brief marketing proposal for five of the following events. When the proposal is complete, analyze the differences in the approaches you have suggested.

1. **Newport winter Festival.** With over one hundred and fifty individual events, this Festival has grown to become “Now England’s largest winter extravaganza,” A live with sparkle and excitement, the winter Festival offers a unique winter experience combining food, music, and entertainment, with fun for all ages.
2. **Frederick Festival of the Arts.** The Frederick Festival of the Arts presents a dynamic exhibition and shopping experience at a juried fine arts and fine craft market. The Festival also presents continuous live entertainment of music, dance and theater on three stages, a film festival and literary activities in Frederick, MD.
3. **The Las Vegas Comedy Festival.** Whether you’re an aspiring comedian, a fan of comedy, or someone who’d like to infuse humor into their communication skills, the **Las Vegas Comedy Festival** is for you! Whatever your ambitions, the **4-day festival** is jam packed with seminars, events and discussion groups that will help you tap into your comedic voice and get more laughs out of your ideas.
4. **The James River writers Festival.** The James River Writers Festival (JRWF) is an initiative begun by Richmond-area writers to link our city’s professional writing ranks with accomplished and aspiring writers from Richmond, VA, as well as the rest of our state and nation.

5. **The Palm Springs International Film Festival.** Located in the beautiful Coachella Valley desert at the base of Mt. San Jacinto in southern California, the Nortel Networks Palm springs International Film Festival is one of the largest film festivals in the country, screening over 180 films from more than 55 countries to an audience of over 70,000 from around the world. The festival also features cultural events, filmmaker tributes, industry seminars and an annual black-tie gala award presentation.
6. **Diabetes Run.** The Sheridan Community Diabetes Education Committee (SCDEC) and the sundowner's Lion's Club are sponsoring the Fifth Annual Diabetes Run on Saturday, May 31st at Kendrick Park in Sheridan, WY. After the run, a special treat is planned in conjunction with SmithKline Beecham pharmaceuticals, Coca Cola, and many of Sheridan's local physicians. They will be teaming up to provide the runners and their families a grilled lunch and cold refreshments.
7. **National Restaurant Association, Hotel & Motel Show.** This annual trade show brings together over 76,000 foodservice and hospitality professionals from across the nation and around the world to see and taste the newest products, equipment and services and to hear industry leaders share their insight. Educational seminars coincide with the trade show.
8. **Virginia City Camel Races.** What started as a hoax is now a tradition in Virginia City, NV. This is the 4th year that jockeys will mount high-spirited dromedaries for the Virginia City International Camel Races and the fun will begin again.

Case Study 2

The International Convention Center (ICC), Birmingham, is part of the NEC Group of venues (www.necgroup.co.uk), which also includes the National Exhibition Center, the NEC Arena, the National Indoor Arena, and Symphony Hall. The ICC opened in 1991 and is the UK's largest purpose-built convention center. It handles approximately 350 conferences a year, 150 stand-alone banquets and 200 concerts (Symphony Hall is one hall within the ICC complex). The NEC Group directly employs 1000 full-time staff. The ICC, Birmingham differs from many comparable venues across Europe, which outsources most of their services (catering, cleaning, security, even some PR) and just has a core management team. In Birmingham, all of these functions (except for cleaning) are managed internally. Operations are guided by a very detailed 'Operations Manual' (introduced in 2000), which sets out, for each department, fully documented objectives and processes for each part of an event, from initial client enquiry through the staging of the event and post-event evaluation.

Once an event has been contracted, an internal meeting is held involving the following:

The Event Manager – responsible for the logistics of the event from a venue viewpoint, and will become the primary client contact and the client's conduit to other venue department managers/teams. The Event Manager manages the event on the day, and oversees timings, room layouts and any additional requests (e.g. flowers, logos). He is also responsible for all of the technical aspects of the event (e.g. from the floor plans for an exhibition to advising a speaker on how best to preview his presentation). This includes compliance with health and safety regulations, Internet access, and rigging.

The Catering Manager – deals with everything from 'crisps to caviar'! He also looks for innovative solutions to food and beverage issues for the client.

The Security Manager – oversees stewarding, traffic management for exhibitions, the security of the building (closed circuit television in operation 7 × 24), and graphics and signage.

A representative from the graphics team (signage and promotional material).
Sales Account Manager – responsible for winning the business in the first place, building customer relationships and managing the 'bottom line' financial aspects (including oversight of invoicing).

Once the event has taken place, a comprehensive evaluation questionnaire is sent to the client, whatever the size of event.

UNIT - V

Travel Industry Fair

Learning Objectives

After reading this lesson you should be able to understand the

- Different Travel Industry Fairs
- Importance and benefits of Fairs
- Know the famous Travel and Tourism related Fairs
- Role of Travel and Tourism related Fairs

Travel Industry Fair

A **trade fair (trade show, trade exhibition or expo)** is an exhibition organized so that companies in a specific industry can showcase and demonstrate their latest products, services, study activities of rivals and examine recent market trends and opportunities. In contrast to consumer fairs, only some trade fairs are open to the public, while others can only be attended by company representatives (members of the trade, e.g. professionals) and members of the press, therefore trade shows are classified as either “Public” or “Trade Only”. A few fairs are hybrids of the two; one example is the Frankfurt Book Fair, which is trade-only for its first three days and open to the general public on its final two days. They are held on a continuing basis in virtually all markets and normally attract companies from around the globe. For example, in the U.S. there are currently over 2500 trade shows held every year, and several online directories have been established to help organizers, attendees, and marketers identify appropriate events.

Trade fairs often involve a considerable marketing investment by participating companies. Costs include space rental, design and construction of trade show displays, telecommunications and networking, travel, accommodations, and promotional literature and items to give to attendees. In addition, costs are incurred at the show for services such as electrical, booth cleaning, internet services, and drayage (also known as material handling). Consequently, cities often promote trade shows as a means of economic development.

Exhibitors attending the event are required to use an exhibitor manual or online exhibitor manual to order their required services and complete any necessary paperwork such as health and safety declarations. An increasing number of trade fairs are happening online, and these events are called virtual tradeshow. They are increasing in popularity due to their relatively low cost and because there is no need to travel whether you are attending or exhibiting.

Importance of Trade Fairs

“Exhibitions provide a unique networking platform to both Indian and foreign participants. They help in promotion, marketing and publicity efforts of participating companies. Exhibitions lead to joint ventures, tie-ups and they also help bring in investment in the Country”, says Dr. Amit Mitra, secretary general, FICCI.

As a reliable media for exchange of information, exhibitions are being globally recognized as the apt medium for doing business today. In the words of Prem Behl, Chairman and MD, Exhibitions India Group, “The current economic slowdown is the ideal time for the industry to showcase its presence on exhibition floor as the industry is very much in a position to reinforce its tenacity, strength and collaborative nature.

In fact, in tough market conditions, it becomes all the more imperative for all businesses to show greater visibility, strong fundamentals and continuation of businesses. The platform is ideal for exhibitors to nurture the trust and confidence across the supply chain.”

Exhibitions and conferences bring all the potential buyers at a single platform wherein they have an access to entire gamut of products and technologies. The tools of the exhibition industry like live demonstration, product launches, touch and feel of the product, networking opportunities, etc., all further foster sales.

Fairs had little impact on business activity till mid-seventies but with the amalgamation of Directorate of Exhibitions, Indian Council of Trade Fairs and India International Trade Fairs Organisation, the Trade Fair Authority of India (TFAI) was formed in March 1977 as an acceptance of the role of fairs and exhibitions in promoting trade and industrial activity. What followed was a number of fairs organized in Pragati Maidan during the period 1977-1992. The advent of liberalization saw a new development to further enhance the productivity of fairs; the Trade Development Authority was merged with the TFAI to form India Trade Promotion Organisation in early 1992. The step catapulted the fair industry to the new levels of excellence.

Among other benefits, these fairs provide the business houses and individuals a face to face meeting point, which is seen as a perfect cost effective means for achieving trade objectives. According to Gaurav Marya, President, Franchise India Holding Ltd, “The scope of exhibition becomes more important as face to face meetings with target audience provide an opportunity for businesses to meet new buyers in person and also renew their contracts with existing buyers.”

The major players in the interactive media like ITPO, CII, FICCI, ASSOCHAM, IMTMA, IPPAI, Exhibition India, Franchise India Holding, INTERADS, Services International, Images Multimedia, TRIUNE, Zak Trade Fair, REED Exhibition, The Times group, Bharat Exhibition, Fair Design, TIE, Expo Media, Tafcon Projects, Media Expo, Garment Tech, etc., organize international events on a mammoth scale, the effort needs to be compounded to harness the benefits in future as India is being seen as the next big thing in the coming decade.

Benefits of Trade Fairs

Trade Fairs are a great way for consumers to research the latest services and products a company has to offer. Business organizations can also benefit by multiplying the number of their clients with well-designed booths and informative displays. Both consumers, and companies that want to operate a trade show booth, need to devise a good plan prior to the exhibition day. A well-laid plan helps double the prospects of gaining benefits a trade show has to offer.

Promotion of Products & Services

One of the major benefits is a trade fair can help companies to promote their services and/or products to a large section of interested people in a very short period of time. Usually trade shows come about within a single location and last only for a few days. Companies deck up the venue with fabric pop up displays and thus create a powerful atmosphere congenial for viral marketing of the products and/or services of the companies. Apart from achieving promotional benefits for the products and/or services, the companies can hope to generate leads for future sales.

Zero Chance of Failure

Advertisement by the companies prior to the start of the trade shows is a good attempt to impress and attract people to the trade show ground. In doing so, business organizations can also ensure that the people who have plans to visit the trade show ground between

the days will be aware that those companies are visiting the trade fairs with such and such products and/or services. This maneuver will grow the interests of the people and they can through the trade fair ground with enhanced interest.

Ensure that the trade show booth staffs who are managing the booths and working to promote the business products and/or services do not talk too much among themselves. This may kill the goal of the companies attending such a trade fair. Again, it is imperative for the companies to conduct follow-up of the acquired sales-leads. Remember that whoever fails to ensure the proper follow-up of the sales-leads may fail to gain the optimum benefits.

Business Goal Achievable

Specifying a goal for your trade show exhibit is a sure step to achieve success. The key to specifying a goal is having the concrete understanding of the target audience you are trying to promote to, and devising a specific business plan to seize the attention of your clients. Sound knowledge of the market will help you to determine which products and/or services you should display. Your business goal may be of varied kinds, which may include generation of sales-lead, networking, product introduction, or promotion of a company brand or logo. Try to discover or create the business goal and adhere to it.

Best Price Deal Achievable

People attend trade shows to discover the latest offerings of various companies. They come to know of different new brands, products, or services. Most often, discount offers are given to the clients and that is why prices remain lower here than they are in the traditional market.

So, the clients can achieve discount benefits out there. Intelligent clients, therefore, visit trade shows with preparing list of items and/or services that they want to purchase. This helps them remain more focused. They could then compare various price offers and look around the market to locate the best one. Thus, they can save money, which is one of the best benefits a trade show has to offer.

So, when there are numerous business-side benefits, there are multiple consumer-side benefits also. In a word, a trade show is a real venue of opportunities and benefits. To achieve them, presentation management on part of the business organizations and deal management on part of the consumers need to be proper and smart. Proper planning and preparation helps participants reap the best benefits.

ITB

ITB in Berlin's convention center. It is not just for people in the business, but for anyone who wants a quick and convenient taste of other lands, cultures, and adventures... and kilos of brochures and information with which to plan a dream vacation. The fair won't just attract thousands of Germans. The most important place for the international travel industry to network under one roof is at the annual; it will also cause a considerable influx of foreign visitors from all corners of the world to Berlin. Some 170,000 people attend every year about half of them trade visitors. They have plenty to look at: 10,000 exhibitors from 180 countries and territories worldwide try to catch their attention. These figures make Berlin's travel fair the largest in the world.

The ITB first started in 1966, with nine exhibitors (of which Iraq was one) and 250 trade visitors. Hungary and Romania joined ITB in 1968 during the temporary relaxation of travel restrictions in Eastern Europe. By 1980 the ITB had outclassed all other tourism fairs.

Countries and tour operators hand out more than paper - they entertain and host games. The general public visiting the fair is ever more geared towards getting information about far-flung destinations. This year, Egypt is in the spotlight.

The World's Leading Travel Trade Show

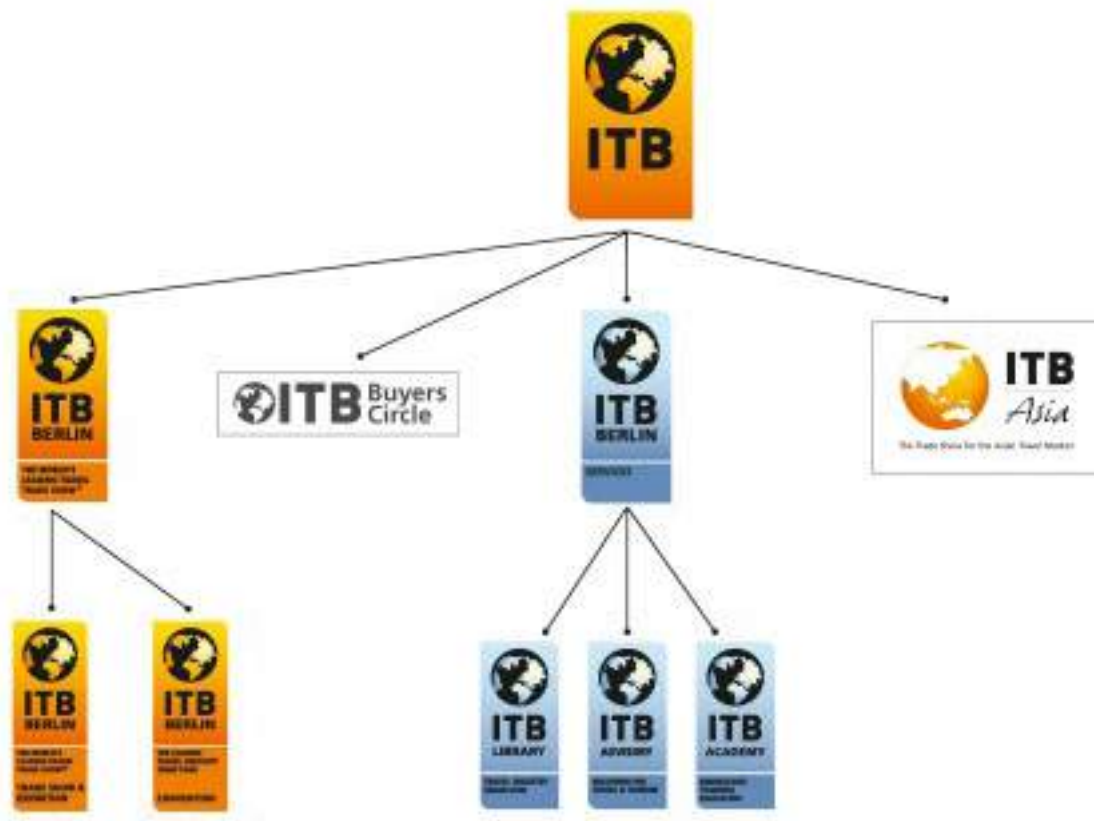
With more than 170,000 visitors, among these 113,000 trade visitors, and 11,000 represented companies from 180 countries ITB Berlin is the leading B2B-Platform of all tourism industry offers. In addition, the world's largest tourism convention **ITB Berlin Convention** provides unique opportunities to benefit from the leading think tank of the global tourism industry. All levels of the value added chain are present: Tour operators, booking engines, destinations, airlines, and hotels right through to car rental companies.

Destinations and Market Segments

Since 1966, the structure of ITB Berlin was developed and expanded. In the exhibition area, trade visitors as well as public visitors have the chance to explore the international travel industry's entire product spectrum.

The structure of the exhibition halls is divided into geographic aspects as well as into current market segments. An entire hall is reserved for Trends & Events with Youth Travel, ECOTourism, Experience Adventure, Economy Accommodation, and Travel for disabled people. However, even Training and Employment in Tourism, Travel Technology, Wellness, Culture Tourism, Cruises and the Book World are presented on a grand scale.

ITB Brand Chart



World Travel Market

World Travel Market, the leading global event for the travel industry - is a vibrant must attend four-day business-to-business event presenting a diverse range of destinations and industry sectors to UK and International travel professionals. It is a unique opportunity for the whole global travel trade to meet, network, negotiate and conduct business under one roof.

World Travel Market (WTM) is a UK event aimed at the global travel industry. Almost 46,000 senior travel industry professionals, government ministers and representatives of the international media, converge on ExCeL London each year in November to attend WTM. This year World Travel Market is scheduled for 5 to 8 November 2012. WTM marked its thirtieth anniversary in 2009, and is today a significant opportunity for suppliers in travel industry to negotiate business contracts.

Interesting facts about World Travel Market

1. World Travel Market has been hosted in three London venues, Olympia, Earl's Court and ExCeL London. WTM launched at Olympia in 1980 before moving to the larger

Earl's Court in 1992. The event grew so popular and it moved to London's largest exhibition center ExCeL, London in 2002.

2. WTM has played host to an array of celebrities over the past three decades. Celebrity WTM visitors have included film star Michael Douglas, entrepreneur Sir Richard Branson, England, football Manager Sven-Goran Eriksson, five-times Olympic gold medalist Sir Steve Redgrave and most recently Aussie soap star, singer and TV talent show judge Dannii Minogue.
3. Over the last 29 years WTM has held almost 11,000 (10,950) conference sessions. UK travel agents can collect Accredited Travel Professional (ATP) points for each WTM Travel Agents Program session they attend.
4. The move to Earl's Court in 1992 saw the launch of the Meridian Club. The Meridian Club is for the industry's senior buyers, who use WTM to negotiate deals with the exhibitors. Meridian Club launched with almost 7,000 (6,907) members, in 2008 it had almost 11,000 (10,981).
5. Environmental Awareness Day, launched in 1994, was renamed World Responsible Tourism Day (WRTD) in 2004. WRTD, the only global day of action of its kind, is supported by the UNWTO and leading industry associations. The day is vital – for business, for profitability and for our planet. It means taking care of a world that we seek to promote, preserving our heritage and cultures and taking into account the views and needs of local communities.
6. A delegate visiting WTM for the four full days can expect to walk more than 100,000 steps.
7. In 2009 WTM had a 45,571 industry attendance with 5,121 exhibiting companies representing 187 countries and regions.
8. In 1998, Jeffery founded international water-aid charity Just a Drop. The charity raises desperately needed funds to build wells, bore holes, hand pumps and run health and sanitation programs throughout the world. Just a Drop has raised more than £1million and supported 900,000 people in 28 countries around the world.
9. WTM has the largest reoccurring Press Center in the UK. Beaten only by the largest one-off press center in the UK, which was the Commonwealth Games in Manchester 2002.
10. WTM was in its 33rd year in 2012.

International Brussels Travel Fair

International Brussels Travel Fair (BFT) is held every year in the month of November in the city of Brussels in Belgium. The three days event is held between Thursday and Saturday. Started in the year 1975, the fair was being held in four halls having an exhibition space of 12000 square meters and 8000 square meters. The BFT is more technical event than a promotional event. It may be described as a workshop. All the 3 days of the fair duration are for the professionals and they are, therefore of great interest to operators, hoteliers and travel agents. The Brussels event is said to have proved consistently profitable for its organizers during its 25 years of operation.

FITUR

FITUR 2013 stands in Spanish for “Feria Internacional de Turismo” which translates in English as: International Tourism Trade Fair. FITUR is probably the most important event for doing business in the Tourism industry in Spain these days. Spain’s strongest industry is Tourism therefore more than eight thousand companies like to attend this event every year. It’s usually at the beginning of every year and it’s located at IFEMA (Institución Ferial de Madrid) in Madrid.

Event Profile

Fitur ranks as one of the chief tourism sector trade events in Spain. Organized at the Feria de Madrid, the show draws in more than 209260 visitors at each of its editions - a clear indication of the popularity of the event. The latest trends and patterns from the tourism and hospitality industry are closely deliberated upon at the show and participating companies have ample scope of expanding their business networks here too. Tour and travel agency services, hotels and resorts, coach facilities and a host of other tourist destinations are showcased during the Fitur Show, which is attended by over 10434 professional exhibitors, hailing from as many as 166 different countries. A series of topical seminars and meeting sessions are also organized at the show and eminent journalists from more than 59 nations are also present here. The show enjoys the official support of over 200 statutory governmental bodies and takes up a total space of 150000 square meters

Visitor Profile

Fitur is a very well attended event, receiving 209,260 visitors in each of its editions. The list of attendees includes key decision makers from the travel and tourism industry, such as presidents, general directors and marketing and sales personnel. Also, nearly

7,500 journalists visit the show each year along with 200 government ministers, tourism secretaries and ambassadors. Of the total number of participating visitors, 119,661 were trade participants in the previous edition.

Exhibitor Profile

Fitur 2012 features over 10,434 exhibitors from 166 countries and regions including tour operators, travel agencies, carrier companies, representatives of hotels and other forms of lodging facilities, leisure and culture contractors, residential tourism firms, travel media representatives, government officials, representatives of tourism boards, members of trade associations and students of training institutes. In its previous edition, Fitur hosted 14.8 percent tour operators and 18.2 percent travel agencies.

KTM

The KTM aims to offer small and medium stakeholders in the travel and tourism sector a platform to hold their own in the face of stiff competition from other States and abroad. The KTM is the only tourism event in the sub-continent that brings together the business fraternity and entrepreneurs behind the tourism products and services of Kerala.

It is on this day the largest gathering design, plan and schedule to facilitates meetings involving Buyers, sellers, Media, Government Agencies and others.

Apart from Kerala, no other state in India is jointly organizing a tourism mart and this is one of the peculiarities of the Kerala Travel Mart. Travel Marts will really facilitate as a medium to acquaint with each and every tourist destinations worldwide and Kerala Tourism progress and Development is due to its involvement in the Kerala Travel Mart.

Added to all the facilities being provided, it is for the first time the Buyers and Sellers Co-ordination Committee of KTM 2010, is introducing Speed Networking which will commence on the Day one of the KTM 2010. Speed networking is a meeting through which one can make maximum number of introductions in an organized atmosphere in 2-3 minutes.

Here the person has to bring his/her business cards or other printed materials that he/she wishes to share with his/her fellow net workers. While two or three minutes is not enough time to develop a real relationship with someone, it certainly breaks the ice at the beginning of the Mart.

Membership

Membership (subject to the approval of the Managing Committee) is open to all establishments in Kerala, like, Airlines, Ayurveda Centers. Farm-stays, Homestays, Hotels, Houseboats, Organizations promoting Eco/ Adventure/Culinary tourism, Resorts, Specialty Hospitals, Tour Operators, Travel Agents, or any other tourism service provider.

IITM

Established in 1998 Travel Media Networks is India's leading and most dynamic event management company. A multi-faceted company focused in organizing the largest number of travel trade events both exhibitions and road shows throughout India. Launched in 1998 'India International Travel Mart' (IITM) has become India's leading travel exhibition aimed at the trade and the public and attracts huge participation both from domestic and international exhibitors.

'India International Travel Mart' - a showcase for stimulating travel, tourism, hospitality, leisure and other related industries, both from within the country and outside. IITM is aimed at bringing about a face - to - face encounter with the travel – trade, corporate consumers, the burgeoning middle and upper middle class including the elite segment, with the requisite purchasing power, in an ambient and festive surrounding that would facilitate the beginning of a new era of a mutually beneficially business relationship.

Our shows provide the gateway for airlines, National Tourism Organizations attractions, hotels and resorts, transportation companies and tour operators amongst others to reach their target audience be it the travel trade or the end consumer. The exhibitions are strategically timed to optimize on the peak travel periods.

IITM travel trade exhibitions are hosted in the most commercially influential metros throughout India: Bangalore, Chennai, Mumbai, Pune and Hyderabad. The success of the event in these metros has encouraged them to host the show in other metros and 2009 saw the first IITM in Cochin.

In the past few years IITM has seen a progressive growth of participation in the number of suppliers exhibiting, with over 200 participants both from India and overseas at many of the shows. The countries that have represented in the past at the IITM's are: Bhutan, Canada, Dubai, Egypt, Greece, Indonesia, Italy, Iran, Ireland, Kenya, Macau, Malaysia, Maldives, Mauritius, Nepal, Netherlands, Singapore, South Africa, Sri Lanka, Switzerland, Thailand, United Kingdom along together with other domestic and national airlines and

not to forget the local states and local tour operators, IITM provides the right impetus to reach the vast Indian audience.

The importance and success of IITM trade exhibitions can be measured by the sheer number of visitors both trade and public that they have attracted. Recent surveys showed an attendance of approx 50000 people to the shows collectively.

IITM is a travel trade exhibition which provides the perfect palette for all aspects of tourism activity. As well as participation in further opportunities such as press conferences, road shows for the travel trade and sponsorships are possible to promote and enhance a new destination or a new product.

IITM is the perfect podium for market awareness and introduction of new tourism products and destinations be it Domestic or International to captivate both the Indian consumers and the Indian travel trade. It's a show in which immediate business transactions transpire.

Visitor Profile

'India International Travel Mart' Attracts More Than 1,00,000 End-Consumers And Over 20,000 Trade Visitors From India And Abroad

Visitors Include

- Visitors from The Travel Trade And Industry.
- Business Travelers
- Holiday Makers
- Key Business and Corporate Travel Decision Makers
- Potential Investors In The Field Of Hospitality, Leisure And Travel Industry

Confederation of Indian Industry

The 'Confederation of Indian Industry' (CII) is the common platform for Industries in India and Indian Government. It creates a conducive environment to promote growth of Indian and foreign industries in India, through advise and consultation.

'Confederation of Indian Industry' is 111 years old premier business association. It plays an active role in India's developmental process. With 6300 organizations as direct members from private and as well as public sectors, including SMEs and MNCs, and

90,000 companies as indirect members from around 336 national and regional sectorial associations it forms the largest industry congress in India. 'Confederation of Indian Industry ' is a non-government, non-profit, industry led and managed organization. It closely works as a guardian with government and industries on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for Indian and foreign business community. It offers specialized services, global linkages and provides a common platform for consensus building and networking.

The Confederation of Indian Industry (CII) is a non-government, not-for-profit, industry-led and industry-managed organization, seeking to play a proactive role in India's development process. The organization works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. The confederation is headquartered in New Delhi.

CII aims to usher change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialized services and global linkages. It also provides a platform for sectorial consensus building and networking. Major emphasis is laid on projecting a positive image of business assisting industry, identify and execute corporate citizenship programs. CII undertakes research, interacts with key government officials and disseminates information through publications, seminars and events.

With 64 offices in India, 9 overseas in Australia, Austria, China, France, Germany, Japan, Singapore, UK, USA and institutional partnerships with 223 counterpart organizations in 100 countries, CII aims to serve as a reference point for Indian industry and the international business community.

CII was established in 1895. The initial partners were five engineering firms, all members of the Bengal Chamber of Commerce and Industry. In the beginning, the name of the organization was Engineering and Iron Trades Association (EITA). EITA was set up with a goal to pressurize the British government to place government orders for iron and steel and engineering goods with companies based in India (the practice then was to place government orders with firms based in UK).

The name was subsequently changed to Indian Engineering Association (IEA), Engineering Association of India (EAI), Association of Indian Engineering Industry (AIEI), Confederation of Engineering Industry (CEI) and finally to Confederation of Indian Industry in 1992.

Functions

CII claims to usher change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry identify and execute corporate citizenship programs. CII undertakes research, interacts with key government officials and disseminates information through publications, seminars and events. Essentially they lobby for Industry and Corporates to the Government, and help in awarding license permits, as a main source of income. Their primary goal is to develop Indian industry and to ensure that government and society as a whole, understand both the needs of industry and its contribution to the nation's wellbeing. For this, CII work

- To identify and strengthen industry's role in the economic development of the country
- To act as a catalyst in bringing about the growth and development of Indian Industry
- To reinforce industry's commitment to society
- To provide up-to-date information and data to industry and government
- To create awareness and support industry's efforts on quality, environment, energy management, and consumer protection
- To identify and address the special needs of the small sector to make it more competitive
- To work towards the globalisation of Indian industry and integration into the world economy.

CII Trade Fairs

CII organises trade fairs to promote Indian industry. Some of the flagship trade fairs are: IETF, Auto Expo, Agrotech, IMME, etc. Auto Expo is the largest auto show in Asia. CII has been organizing a biannual trade fair called IETF.

CII held the first Indian Engineering Trade Fair in 1975 to showcase the emerging capabilities of the Indian engineering industry. At a time when Indian industry was still at a fledgling stage, the event served to stress its growing capabilities. Today, under its new nomenclature of International Engineering and Technology Fair, IETF, with large

international participation, covers a wide range of industry sectors under its main umbrella of engineering and technology. Held every two years, the fair has expanded to become among the largest such events in the Asian region.

A wide range of products are exhibited at the show, highlighting the best of quality and standards across a spectrum of industry sectors. Large as well as small companies take part, with a special platform for small and medium enterprises. Each IETF includes focus industry sectors for displaying new and emerging trends across sub sectors. In the past, focus industry pavilions have included environmental and green products, water and sanitation machinery, safety and security equipment, etc.

A number of countries, both developed and developing, turn out in strength to take part in the IETF, setting up dedicated country pavilions to showcase the diverse strengths and capabilities of their manufacturing industries. Each edition of the IETF since 1985 has spotlighted a special partner country as the largest overseas participant, exhibiting products, technologies, and investment opportunities.

The event is an occasion for the Partner Country to engage in bilateral economic partnership with India and delegations are usually led by a top minister. Cultural events too are hosted by the Partner Country to give a lighter side to the more serious business of doing business. Over the years, Partner Countries have included Germany, Japan, South Africa, Italy and many others.

IETF attracts large numbers of top representatives from industry, government, and media from India and overseas. IETF 2007 saw the participation of nearly 55,000 business visitors including government and business delegates from 24 countries. The IETF offers a one-stop platform to industry members to disseminate information about themselves, learn about others, and interact with other businesses to expand their global presence.

Many concrete business deals are finalized during the days of the exhibition. While business networking is the highlight of the show, the general public too displays keen interest in the exhibits and turns out in large numbers to learn more about other countries and different goods.

The Partner Country concept was introduced with Italy as the first Partner Country at IETF 1985. Since then, Canada, USA, United Kingdom, Germany, Italy(twice), Japan(three times), Korea, Spain, China, and South Africa (twice) have participated as Partner Countries at the IETF till date.

IETF 2009 – the 18th edition of the event attracted participation of around 200 exhibitors from 17 countries with South Africa as Partner Country for the second time. South Africa had showcased an impressive Pavilion with 70 South African Companies from sectors ranging from Aerospace, Marine, Defense, Steel, Electro technical, Manufacturing Technologies, Food & Beverages, Wines. Japan being the “Guest country” at 18th IETF, also been the Partner country at 17th IETF, was primarily focusing on the New and Non - Renewable sources of energy with around 50 exhibitors in an exclusive pavilion. Sector Specific concurrent shows focusing on Manufacturing Technologies, Energy & Environment, Robotics & Automation, Safety & Security were held during IETF 2009.

IETF 2011 – the 19th edition of International Engineering & Technology Fair – was held from 10 to 12 February 2011 at Pragati Maidan, New Delhi, India covering an area of 25,000 sqmtrs, IETF 2011 hosted around 250 exhibitors from 11 countries – China, France, Germany, Italy, Japan, Malaysia, Thailand, Singapore, Slovak Republic, South Africa and United Arab Emirates (UAE) – displaying the latest products and technologies on offer.

PATA

The **Pacific Asia Travel Association** (PATA) is a membership association working to promote the responsible development of travel and tourism in the Asia Pacific region.

The association began in 1951 when Lorrin P. Thurston, president of two major daily newspapers in Honolulu, and William J Mullahey of Pan American Airways set about organizing the first Pacific area travel conference with the aim of promoting tourism to the largely undiscovered region of Asia Pacific.

The purpose of the meeting was to “discuss cooperation among Pacific countries that would result in a greater exchange of visitors to their mutual advantage, and to develop methods of presenting the Pacific area to the world’s travellers and the travel trade by reducing restrictions on Pacific travel, filling in accommodation gaps, and presenting the Pacific story in advertising and publicity”.

The Pacific Asia Travel Association UK Chapter (PATA UK Chapter), originally formed in 1962 with just 12 members, belongs to the PATA international network of 39 worldwide chapters. Formed over 50 years ago with headquarters in Bangkok, PATA is a global organisation with over 2,500 members comprises 42 Member Destinations and their Airlines, Hotel Groups, Tour Operators and Travel Agents. PATA is the leader, advocate and catalyst for developing Asia Pacific’s travel and tourism industry.

PATA Today

Since 1951 PATA has led from the front as the leading voice and authority on travel and tourism in the Asia Pacific region

- In partnership with private and public sector members, PATA enhances the sustainable growth, value and quality of travel and tourism to-from-and-within, the region.
- The Association provides leadership and counsel on an individual and collective basis to over 80 government, state and city tourism bodies; nearly 50 international airlines, airports and cruise lines and many hundreds of travel industry companies across the Asia Pacific region and beyond.
- PATA's Strategic Intelligence Center (SIC) offers unrivalled data and insights including Asia Pacific inbound and outbound statistics, analyses and forecasts as well as in-depth reports on strategic tourism markets
- PATA's events are create millions of dollars of new business each year for its members
- Thousands of travel professionals belong to 41 active PATA chapters worldwide and participate in a wide range of PATA and industry events.
- The PATA Foundation contributes to the sustainable and responsible development of travel and tourism in Asia Pacific through the protection of the environment, the conservation of heritage and support for education.

PATA India Chapter

The Pacific Asia Travel Association (PATA) India Chapter is one of the oldest chapters among PATA's international network of 39 chapters across the world. Formed in 1974, it has grown to be one of the largest and most dynamic Chapters in the region with 236 members including the Government of India Ministry of Tourism, State Tourism Boards, Service Providers, Airlines, Hotels, Tour Operators and Travel Agents.

PATA is a global organization comprising of private and public sector members. It leads, advocates and acts as a catalyst for the responsible development of the Asia Pacific travel and tourism industry. The enhancement of sustainable growth, value and quality of travel and tourism to, from and within the region, are the prime objectives of the PATA Mission.

PATA India Chapter is proactive in response to evolving dynamics of the industry and the region and is dedicated to augmenting the strategic objectives of the Association. It works towards enhancing the benefits to the Indian Travel and Tourism Industry through outreach marts, road-shows and network opportunities; the development of professional skills and exposure through seminars, talks and trainings; and actively advocates various elements of responsible tourism with its public and private sector members and stakeholders.

Summary

Global travel events aims to increase tourism trade deals, international networking with travel professionals, buyers and providing travel business intelligence. They brings together the most influential figures in and around the travel industry who will offer the latest insights, trends and invaluable knowledge that will benefit business promotion.

The main goal of these fairs is to represent, promote and support its members and the exhibition industry worldwide by promoting the unique characteristics of trade fairs. It plays the role of an efficient networking platform where professionals of the exhibition industry can exchange ideas and experiences; It also encourages trade fairs and exhibitions globally as a unique marketing and communications tool; it provides members with valuable studies and research regarding all aspects of the MICE industry; they may also offer educational training opportunities and a variety of professional seminars; and deals with issues of common interest for its members within the frame work of regular meetings of its regional chapters and working group.

Self Assessment Questions

1. Explain the importance of trade fairs.
2. What are the benefits of trade fairs?
3. Which are the world's leading travel trade show.
4. Write about ITB berlin convention.
5. Discuss the role of World Travel Market.
6. Write about the objectives of International Brussels Travel Fair (BFT).
7. What do you understand by visitor profile?
8. Explain the role played by KTM in promoting tourism.
9. Discuss the role of Confederation of Indian Industry.
10. How does PATA (India) support travel Industry?

CASE STUDY

ITB Berlin I-Wall Experience

ITB Berlin is a leading travel tradeshow which provides an ideal platform for travelers and travel suppliers to understand about new trends, concepts and cooperation potentials. Boeing's Commercial Airlines Division required an interactive display unit within the Boeing trade show exhibition space to demonstrate the Boeing 737 as the special in environmentally-friendly airplanes.

Solution

The Lynch Exhibits I-wall system, an interactive experience was a developer to guide the client through the various ecofriendly selling points of the 737 in an educational and entertaining way.

The marketing note was delivered via a set of Director, Flash and video components within a multimedia presentation, triggered by the user sliding a monitor horizontally along a mechanical track. As the monitor moved over programmatically created 'hot spots', the monitor's location was communicated to the computer and dictated which portions of the presentation is displayed.
