

EVENT MANAGEMENT (305)

Introduction to Event

The dictionary defines an event as ‘anything that happens, as distinguished from anything that exists’ or ‘an occurrence, especially one of great importance’.

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

Or

An Event is a live multimedia package carried out with a preconceived concept, customized or modified to achieve the client’s objective of reaching out and suitably influencing the sharply defined specially gathered target audience by providing a complete sensual experience and an avenue for two-way interaction.

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?

An event would be any occasion when something happens or something which needs to be organized. It may also be defined as an occurrence happening at a determinable time and place.

According to marketing guru Philips Kotler, event is an occurrence designed to communicate a particular message to a target audience.

Event: an event is a live media package carried out with a pre concept to achieve client’s objective of reaching the target audience through live interaction and thus generating a desired impact on them. Live interaction facilitates communication between the client and the audience.

Events is all about generating excitement.

- Excitement that fires the mind and the imagination. Excitement that lasts longer than the event itself. Excitement that generates interest and fires the need to “be there” and be a part of something large or small but something exciting nonetheless.
- An event would be any occasion when something happens or something which needs to be organized. It may also be defined as an occurrence happening at a determinable time and place. According to marketing guru Philips Kotler, event is an occurrence designed to communicate a particular message to a target audience.

➤

➤ Classification of Events

- Event can be described as a public assembly for the purpose of celebration, education, marketing or reunion. Events can be classified on their size, type and context. An event can be:
- 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.

➤

➤ Classification of Events

➤

➤

➤

➤

➤

➤

➤

➤

➤

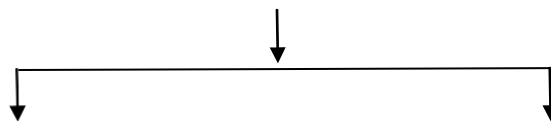
➤

➤

➤

➤

➤



➤ Size

Variety

➤ Mega events

1. Social / life

➤ Regional events

2. Education and career

➤ Minor events

3. Sports

➤ Entertainment

➤ Political

➤ Corporate

➤ Fundraising

➤ Religious

A. 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 be 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 etc are some of the best examples of a mega event. Another example of Mega Event can be 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, Jaisalmer Desert Festival are all example of tourist destinations achieving market positioning for both domestic and international tourism markets though their annual events.

3. 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. In addition to annual events there are many one time events including historical cultural musical and dance performances. Meetings, party celebrations, conventions, award ceremonies, exhibition sporting

events and many other community and social events fit in this category.

B. Variety of Events

- i) Social / life – cycle event like Birthday party, Hen/Stag party, Graduation day, Bachelor's party, Engagement, Wedding, Anniversary, Retirement day, Funeral etc
 - ii) Education and career event like education fair, job fair, workshop, seminar, debate, contest, competition etc.
 - iii) Sports event like Olympics, world cup, Marathon, Wimbledon, Wrestling matches etc
 - iv) Entertainment event like Music concerts, Fairs, Festivals, Fashion shows, Award functions, Celebrity nights, Beauty Pageants, Flash mob, Jewellery shows, Stage shows etc
 - v) Political event like Political procession, Demonstration, Rally, Political Functions etc
 - vi) Corporate event like MICE (Meetings, Incentives, Conferences, Exhibitions), product launches, road shows, buyer-seller meet etc.
 - vii) Religious event like Religious festivals / Fairs, Religious Procession, Katha, Pravachan, Diwali fair, Dusherra fair etc.
 - viii) Fund raising/ Cause related event
- Any event can be turned into a fund raising or cause related event. E.g.: - auctions

C. Other Important types of Events Business Events:

Product launch:

With the entry of multinational brand in India there has been certain growth in mega launch activity using innovative ideas. Advantage of such events is that the invited audience gets the first hand experience of the product. It helps in creating credibility to the product.

Seminar and conference:

Event which has a direct interaction for the client who need to explain the working and the benefits of their product and services elaborately are termed as seminars and conferences. They could be national and international in nature. Seminars are generally conducted for longer duration as compared to conferences.

Conferences:

- Bring a wide range of people together to exchange information and ideas
- Launch new products
- Sales recognition
- Opportunity to bring staff, sales, suppliers, clients and dealers together

Meetings:

- Provide new information about your product or company
- Bring people together outside the office setting
- Exchange ideas
- Find solutions to existing problems
- Launch a new product
- Provide training

Film and TV based events:

Capitalising on the craze for the films, companies are adopting various methods to use this for their advantage. With the advent of satellite t.v and increased number of channels, audience are getting popular movies on the channel itself, which helps in sponsoring and somewhere economical development is done. Sponsoring the screening of a popular movie is a better alternative for addressing an audience.

Merchandising:

These events work on the basis of popularity and to bring customer traffic. A visit to a store by a celebrity, distribution of free sample, goods etc could be a merchandising event. Aim of this type of event is to increase the customer traffic at the store.

Sports events:

They can be held on towns, cities, state, national or on international level to attract national or international audience. This includes matches like cricket, football, Olympics etc.

Exhibition:

Presentation of goods and services at a common location for the purpose of either sale or display, which can be commercial or non commercial in nature. It involves display of products also.

Charitable events:

Collection and dispersal of funds for a social welfare and creating awareness for a worthy cause. They are generally conducted in the form of music concerts, cricket matches, award ceremony etc. They help not only creating awareness but also help in raising funds for charity. The charitable trust and NGOs are organizing more events to create social awareness & health awareness. These events include AIDS campaign, traffic rules, blood donation awareness, free health check up, etc.

Personal Events/Family Events

Personal events like birthday and wedding events are organized in a big way. Since these personal events are organized throughout the year, the event management organizations are entering in the zone of personal events to gain the regular revenue. Weddings are sole events on which families, save and spend on. The wedding industry is estimated approximately Rs. 75,000crore, and growing at the rate of 25 percent every year. As the middle and upper classes have higher disposable incomes and less time to manage personal events, the event management organizations are playing a big role to organize wedding event.

Today's weddings are grand; they are spread out several days and start with the engagement. Then come the cocktail parties, stag parties, sangeet and mehendi ceremonies. The event management organization brings together offering trousseaux and bridal wear, jewellery and decor, caterers etc

Leisure Events:

Leisure events are more popular among people than any other event. Leisure events are attracting more crowds and it is very difficult to manage such events. Leisure events include sports events, music events, new year party, fashion shows, film awards, and private parties' etc. Mega sports events like Olympic, Asian games, Football & Cricket world cup games need massive event planning and implementation. These games are attracting more crowds which pose a big challenge to the event organizer. Sponsorship plays a vital role in the mass leisure events. The organizer must have proper security and emergency management system to tackle any emergency situation. Since the mega sports events are attracting participants from all over the world at a time in one city, the organizer must provide proper accommodation, information, health care, security etc. The organizer promotes various leisure events other than main sports event like conducting music shows, promoting cultural events and traditional places, festivals etc.

the organizer must acquire proper legal approval and security for the events

Festival:

Festivals are increasingly becoming popular providing particular regions the opportunity to show case its culture. Festivals are the combination of religion and culture.

Cultural Events:

In today's time this type of events are gaining popularity. Entertainment events are well known for their ability to attract large audience, they are helpful in generating large revenue through ticket sell. Eg: musical concerts, exhibitions, etc.

The cultural events include religious events, classical dance and music, art, heritage, exhibition, folklore, college cultural events, etc. Indian classical dance and music are becoming increasingly popular with the NRIs and foreign audiences. Almost all religions are organising special events for their devotees which attract massive crowds.

The festival like Kumbh Mela, Tirupati Wedding, and Orissa Puri Jagannath temple festival need immense planning and implementation. The college cultural events are held in the college campus. The college events include dance, music, inter/intra college competition etc. The tourism promoting corporation are often organizing dance, music, cultural events and heritage exhibition to attract tourism.

Commercial Marketing & Promotional Events:

Promotional events have high budget and they are generally high profile events. The aim of promotional event is generally to differentiate the product from competitors and to ensure that it should be memorable. The media are generally invited to these events. promotional events include road sows, free trial of product campaign, free service events, outdoor demonstration, distributing pamphlet and bit notice, data collection, market research etc.

Purpose of the Event:

Before planning an event, one should be aware of the objective of the event, why are you holding it? What are your goals and intentions? Be clear about your objective. It should be significant, such as launching a major product, say a new car or rewarding top sales performance, to justify the cost of the event.

Your objectives will affect how you plan and set up your event. If you are planning a client appreciation event where attendees at a conference may have several choices on the same evening, your objective would be to create something that will pique their interest, get them to

your event, keep them there and have them interacting with your people.

Don't use an event as an excuse to cover up internal strategies. For example, staging a costly event to "launch" a minor product that has not sold well because of some defect will not only fail to solve your problems but also will add to them by wasting your money and tarnishing your company's reputation. Make

sure event is worth it.

Event Characteristics

Events as all other services have some distinct characteristics, which make it as much a part of the marketing function as communications, these are:

Uniqueness: the event has to be unique and different in order to be remembered. Recall and remembering of an event are the signs of a good event. Although an event may not always be a happy event, but in this case we would refer to happy and pleasant events. One would safely assume that a wedding is a wedding is a wedding. But truthfully we would be making a wrong assumption. Even if two weddings were to be held on the same day at the same location, they would not be the same, they would differ in terms of timings, number of people visiting, the way people interact etc. so the two events or in this case the two weddings would be radically different. So an event must be unique.

Intangibility: Events in general are as intangible as any other service, which means that you can see the event, and even experience it, but you cant touch it. Much like the toothpaste you buy, you can see and feel the toothpaste therefore it is a tangible.

But visiting a mall does not cost you anything yet you can sense the ambience and get a "feel" of the place and the service provided, these are intangibles, can be felt and experienced. Events are the same, they are intangible and cannot be felt. But what event managers do is, they have what they classify as "give aways". A cap, a wristband, a t-shirt, a prize etc. These make the event tangible even the give away acts and works like a memoabilia, it's a remembrance that whenever seen, viewed or felt acts as a reminder of the event.

Personal Interactions: In a sports tournament the spectators are part of the tournament as much as the players are. They also help in building the atmosphere and ambience of the tournament with cheering and flags and face painting etc. so while the viewers may not actually play the game they are certainly as involved with the event as the players are. Therefore the action and reaction of the people are a critical aspect and part of the event. It is necessary to create the event based on the kind of people who are going to be a part of it. Because simply put, if the people

who will be a part of an event or are spectators do not enjoy the event, the event is considered a flop or a failure. So it is naturally important for us to know who the target audience is or for whom the event is intended. Imagine a situation where you create a party for people in the age group of 18-25 and have a performance by a kathak dancer. The target audience least expected to enjoy the performance!! So do you know how important the personal interaction is in order for the event to be a success.

Time scale: Events do not go on forever, they do have a lifespan. Although, events could go on for some days or an evening, an hour or even a yearly event. The timing of the event determines the kind of event that will be held. If it is an evening event, the lighting, the stage, the colour of backdrop etc will be determined separately as opposed to if the event were conducted during the day. Timing is also kept in mind when planning an event, because preparation for the event, pre and post and wrap up etc are decide the magnitude and size of the event.

Timings also play a role in planning an event when we have to work out the schedule of the event because we need to know how long an event will last, whether it will be an hour or two and what will happen during the event and how much time each item will take. Timing is critical in events. Imagine a launch where the product is revealed while the chairman is still introducing the product, when the schedule specifies that the product reveal must happen after the speech!!

- Events are once in a lifetime experience for the participants.
- Events are generally expensive.
- Events require long and careful planning.
- They involved high level of risk including financial and security risk.
- They are generally annual in nature.

Needed Everywhere: Event managers are needed in almost any kind of business - entertainment, finance, government, retail, fashion, sport, music... and so their day to day job can be filled with a huge range of exciting challenges and unique situations.

Teamwork: Events usually require many different teams to come together, often including several external suppliers. Successful events depend on every team and every team member doing their job to a high standard, as well as flexibility and a commitment to good cross-team communication. If you love being part of a team and working with people to create something

unique, events could well be the path for you.

Creative Thinking: The event industry is all about exceeding the expectations of all parties involved in the events, and design is one of the key ways to impress. Event managers need to be real outside-the-box thinkers who have a dynamic approach to problem-solving. Design is essential to an event's success, whether you have the creative spark that can give event guests a memorable experience, or the perfectionist's streak that crafts brand awareness right down to the colour of name badges.

Imagine what it would be like if there were no thrill, no excitement and no events. Not an easy thing to do that when you have been a part of something that is REMEMBERED, RECALLED and REPEATED. But in today's market and marketing scenario there is no such thing...events, in all its avatars and forms is as key as the product itself. In a market that is cluttered with advertising messages and hummable tunes, awesome creative work and key numbers, and of course smarter consumers, it has become imperative to break through the clutter and chaos and become what is the basic in any marketing funda – to be TOP OF MIND. Apart from being top of mind, events and exhibitions are the only and most impactful way to be in touch with the customer/ consumer. When we say in touch, we mean personal contact. A one to one interaction between the consumer and the company.

Why Do We Need Events

1. Events have the ability to bring together the sharply define audience since the capacity for a particular event is usually limited so specific number of target audience can be invited to attend the Event specially designed for target audience.
2. Events lead to cut down the media budget and focus on communication with specially gathered audience.
3. An Event carried out professionally is a memorable experience. .Events helps in generating the words of mouth publicity for a long lasting time.
4. The involvement of all the senses in experiencing the event is one of greatest advantage that an event can offer.
5. Live media is better than conventional advertising in terms of reach, impact and tangible effect.

6. Events have the ability to provide massive collection of feedback instantly, being a live media it is possible to feel and reduce the reaction of the audiences
7. Post event publicity is also one of the benefit that an event can offer.
8. The conversion of good events into T.V advertising for future use either by sponsors for their commercial or by media issues for programming is also a unique function that an event can provide.
9. Demonstration
10. To promote tourism in our country this will lead to boom in hospitality sector

Events as a marketing tool

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. The following provides the details of these needs.

Diverse Marketing Needs Addressed by Events

1. Brand Building

Events help in brand building by:

a) Creates Awareness about the Launch of New Brands/Products

There tends to be a clutter of product launches too and these may not necessarily be confusion among the same product category. The enormous number of launches also leads to the need to overcome the "oh-yet another- product" syndrome.

The need to therefore catch the attention of the target audience, at the time of launch, becomes all the more important.

B) Presentation of Brand Description to Highlight the Added Features of Product

/Service

Sometimes technological changes or policy changes pave the way for manufacturers or service providers to augment their products/brands. To convey this via traditional modes of communication to the existing and potential customer base may sometimes be futile or ineffective. Special service camps or exhibitions are the perfect events that provide the opportunity for a two-way interaction and error free communication. The rapid pace with which computer specifications change and that too with drastic effects on their prices, it becomes imperative that dealers and retailers take part in exhibitions .to educate the customers on the changes that have taken place and how they will benefit more.

a) **Helping in Rejuvenating Brands during the Different Stages of the Product Life cycle**

The massive amount of money that is spent during the introduction stage of products gets drastically reduced over time. By the time the product reaches its maturity/decline stage, the need for cutting down the budgets associated with the media campaigns, while at the same time maintaining the customer base is felt. And events offer the best medium for such a focused approach. It helps in generating feelings of brand loyalty in the products' end user by treating them as royally as possible.

b) **Helping in communicating the repositioning of brands/ products.**

By organising or associating with events targeted at a particular group of target audience, it becomes possible for the repositioning exercise to be carried out successfully. In other words, one can also say that events can be designed to assist in changing beliefs about firms/products/services.

c) **Associating the brand personality of clients with the personality of target market**

On a large scale, participate as clients to associate the personality of their products and brands with the personality of customers.

- Creating and maintaining brand identity
- Image building
- Focusing the Target Market
- Helping in avoidance of clutter
- Relationship Building
- Creating a forum for bringing together key corporate influencers, decision makers and businessmen
- Creating a forum for career match making

Following steps are involved in creating a promotional campaign for your event:

Step 1: Setup advertising objectives.

- Why you want to advertise?
- What is your objective of advertising?
- What do you want to get through advertising?

For e.g

- i. You want to advertise to create awareness about your event.
- ii. You want to advertise to get sponsors and clients for your events
- iii. You want to advertise to thank you your sponsors and clients.

Step 2: Decide your promotional Activities

How you are going to promote your event company, your organizers, your sponsors, your clients and your partners, pre-event, at-event and post-event. Before I go any further, let's get an idea of what is media and what is media vehicle. Media refers to various means of communications. Broadly speaking there are five categories of media: Print, Electronic, outdoor, Transit and Miscellaneous media. Print media includes: newspapers, magazines, press releases, tickets, passes, invitations, banners, posters etc. Electronic media includes TV, Radio, Internet, Telephone, electronic signage etc. Outdoor Media includes Hoardings, Billboards, and Balloons etc. Transit Media includes promotion through cars, cabs, buses, trucks, trains, planes etc. Miscellaneous media includes everything else like: events, word of mouth publicity etc.

Media vehicle is a specific medium. For e.g. if 'Internet' is media, then MySpace, face book, Twitter, Google, Yahoo etc are media vehicles. If 'TV' is a media, then specific TV program like 'Celebrity Apprentice' is a media vehicle. Similarly if magazine is a media, then specific magazine say 'playboy' is a media vehicle.

Event Promotion: Tools and Media Coordination

How Print Media can be used for Promotion

1. Promote your event, sponsors and clients through newspapers ads, magazines ads, trade journals, press releases, tickets, passes, invitations, banners and posters.
2. Imprint you sponsor/client's company name and logo on your staff's shirts and caps and on the pens, diary, gifts, exhibitors' manual and other promotional materials.

How Electronic Media can be used for Promotion

1. Promote your event, sponsors and clients through TV and Radio Commercials
2. Provide free ad space on your company's website where your sponsors and clients can

promote their products and services for particular period of time.

3. Develop an event website just to promote your upcoming event and provide a facility for online registration.
4. All the details regarding the event must be available on the website. For e.g. if your event name is say 'New year 2014', then come up with a website like www.newyear2014.com
5. Use electronic signage like visual display signage, Plasma Screen, LCD Screen, LED Screen, Projection Screen, Video Walls etc to promote your sponsors and clients.

How Outdoor Media can be used for Promotion

1. Promote your event, sponsors and clients through billboards and hoardings ads. A very large hoarding is known as the billboard. There are two types of billboards: Scrolling message billboard and mobile billboard. Hoardings can also be front lit, back lit, painted, poster, mono pole, unipole and tri-vision.
2. You can also do promotion through Kiosk, Canopy, Flex and giant balloons.

How Transit Media can be used for Promotion

1. Road Shows are generally used in transit media.
2. Mobile billboards, mobile LED Display and caravan can also be used for promotion.

How Public Relations can be used for Promotion

1. The role of public relations is to manage the organization's and event's image in the mind of the audience and the public.
 2. This undertaking is mainly done through press releases as described in the precious 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.
 3. 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.
- 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

Event Marketing

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.

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**

1. 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 that you must know and questions you must ask of the event sponsor.

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.

2. 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.

3. **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.

4. **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.

5. **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."

Event as a Marketing Tool:

(1) Event management is considered one of the strategic marketing tools by companies of all sizes.

- (2) From product launches to press conferences, companies create promotional events to help them communicate with clients and potential clients
- (3) They might target their audience by using the news media, hoping to generate media coverage which will reach thousands or millions of people.
- (4) The idea of an event is to entertain as well get the message across. One has to visualize and then execute a particular event keeping in mind the target audience
- (5) Clothing and automobile companies also undertake event marketing to promote their products. Now, even companies from the pharmaceutical sector have realised that promoting the products through events enables them to focus on the target audience and get the desired brand mileage.
- (6) Events like tradeshows, exhibitions, executive meets, road-shows, corporate-customer meets, dealer meets, etc., derive their main strength from their ability to interact directly with target groups.
- (7) Thus, we can say that event marketing plays a major role in the promotional strategy of firms.

Event as a communication tool

Communications is crucial to the success of any organisation. We need to use the different elements of the communications mix to communicate our message, its value and any benefits to customers.

For Event, the main elements that make up the communications mix include:

- (1) **Advertising** –General information of interest to the wider customer group (s).
Radio; Local papers; Leaflets; Directories; Packaging; Posters; Magazines ; Trade magazines; Brochures; Internet.
- (2) **Direct Mail** –Information to a specific audience.
Mail shots; E-mail; Letters; Texts
- (3) **Direct Response** - Designed to solicit a direct response, which is specific and quantifiable, direct from the customer to Housing.
Questionnaires; Surveys; E-mail; Letters; Conference; Seminars; Workshops; Meetings
- (4) **Word of Mouth**– Communicating directly with individual and specific groups of customers
Personal communication (telephone, visits, interviews); Presentations; Meetings

The “AIDAS” model can illustrate this process:

Attention Interest Desire Action Satisfaction

Ideally the message should get the attention of the customer and take them through the stages until satisfaction reached. In practice few messages take a customer through the whole process, but are pitched at a certain level that meets the required objective.

For example, if the objective was to create awareness for the issue, the message should be designed to get the attention of the customer

The message content should include a benefit, information, etc. that appeals to the audience. This appeal could be: -

Rational - appeals to audience's self interest. Show benefits such as quality, economy, value, e.g. proposed changes to a service.

Emotional - stir up a positive/negative emotion that will motivate action, e.g. Stock Transfer.

Moral - directed to the audience's sense of what is right, e.g. anti-social behaviour action; redirected budgets

The message format should be strong in order to catch the attention of the audience.

The message format depends on the communication medium used. For printed ads, careful decision for headline illustration, colour etc. For personal selling, decision as to choice of words, portfolio, dress, body language.

The marketing plan will be executed by using the tactical elements of the Marketing



Communications, or Promotions Mix.

The elements of the marketing communications mix

The Marketing Communications Mix is the specific mix of advertising, personal selling, sales promotion, public relations, and direct marketing a company uses to pursue its advertising and marketing objectives.

Definitions:

1. Advertising - Any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.
2. Personal Selling - Personal presentation by the firm's sales force for the purpose of making

sales and building customer relationships.

3. Sales Promotion - Short-term incentives to encourage the purchase or sale of a product or service.

4. Public Relations - Building good relationships with the company's various publics by obtaining favorable publicity, building up a good "corporate image", and handling or heading off unfavorable rumors, stories, and events.

5 Direct Marketing - Direct communications with carefully targeted individual consumers to obtain an immediate response and cultivate lasting customer relationships.

Event as Marketing and Communication Tool:

Event brings products to participants in innovative and personally involving manner. They help effectively re enforcing the brand image of company by using celebrities, locations, and other interesting activities. Which help as a marketing and communication tool.

Event helps as marketing and communication tool in the following manner.

Creating awareness about the product launch: while designing event some points should be kept in mind: the time of the product launch, target audience & requirement of client objectives. The launch of an event is designed with selected celebrities, gracing the occasions, free coupons, scheme and promoting the product in front of the target audience etc.

Presentation of brand description to highlight the added features of product or services: to convey the product feature, various modes of communication are used to convince the potential customers. Special service camps, exhibitions are perfect events that provide opportunity for client to reach the target audience.

Thus events help in presentation of brand description for highlighting the special added feature of the product.

Helps in creating brand image during the different stages of product life cycle: massive amount of money is spent during the introduction stage of product which get reduced by period of time and finally the product reaches its maturity redefined stages. The need for cutting down the budget in the best way and helps in creating brand image.

Helps in communication and repositioning of brand or a product: by organising or associating with the event, targeted at particular group it becomes possible for repositioning of a brand or a

product. Events can be designed for changing beliefs about the product and services. Creating and maintaining brand identity: Events help in achieving the goal of particular brand and thus can create brand identity. Events are used as marketing communication tool where a particular brand sponsors, cultural and local events as well as uses promotional schemes along with trade partner. Enabling interactive mode of communication: Events provide an opportunity for seller to interact. They provide a platform for exchange and sharing of knowledge between the professional. Enabling authentic test marketing: Bring the target audience together by creating opportunity for marketing test of the product for an authentic feedback through this, the seller can identify the traits, success and other characteristics about the target audience in order to communicate in a better way. Enabling relationship building and P.R actions: Events marketing campaign have the ability to long lasting relationship with closely targeted marketing segment. Events generally help in maintain the relationship with public.

Providing instant feedback and opportunity for authentic market research: Feedback carried out from a survey lack in efficiency and authenticity so events provide an opportunities for the audience to instant feedback.

Creating opportunity for better deals in media: a single sponsor may find it difficult to cop up with different media so numerous sponsors help in generating better deal with the media.

Generate instant publicity: an event can be designed to generate instant publicity by distributing samples, cds, pens, t-shirt etc to the target audience for giving publicity.

Generate immediate sales: most of the events display their products for sale; it is a process of direct marketing. In event generally highly defined target audience takes place, so it's a good platform for the client to directly deal with customers.

Event Management: Definition and Elements

Event Management: it involves planning, organizing, staffing, leading and evaluation of an event. It involves lots of activities like stage set up, arranging infrastructure facility, contacting artist, budgeting, advertising, media, p.r, ticket sales and so on comes under event management.

Event management is the application of project management to the creation and development of large scale events such as festivals, conferences, ceremonies, formal parties, concerts, or conventions.

You can't properly define Event Management without defining 'Event' and 'Management' respectively separately first. It is then after this, that you can join both different definitions together to make up one and that is the definition of Event Management. For example:

Event: An event is something that happens at a given place and time for a reason with someone or something involved.

Management: Management could be defined as the act of applying necessary skills in all business and all human resourceful activities to accomplish desired goals and objectives

So, my definition of event management after joining the two is:

"the process of creatively applying necessary professional skills in organizing a focused event for a target audience to achieved a desired objective."

Wiki defines event management as “the application of project management to the creation and development of large scale events. It involves studying the brand, identifying the target audience, devising the event concept, planning the logistics, and coordinating the technical aspects before actually launching the event”...which is also very accurate.

Event management is the co-ordination, running and planning of all the people, teams and features

that come together to create every kind of event. event management professionals work tirelessly to create the best experience possible for the guests, the stars, the sponsors & stakeholders, and the spectators.

Event management is a fast-paced, varied, and highly employable field. Even in times of economic recession, events remain invaluable to companies as a sure way to build brand reputation, drive consumer confidence and give people experiences to remember.

“Event management is a powerful blend of creative and technical skills, essential for the creation and delivery of any live experience (be that a wedding, festival, private party, sporting event, conference or meeting).

In practice it is perhaps the most exciting and rewarding job on the planet. There is nothing quite like the buzz of delivering a live ‘show’ (often with no dress rehearsal). It is creative, energetic, intense and totally varied. No day is the same”

The word event evokes visuals of a brightly lit stage with well-known cine artistes performing to popular numbers. But in simple words an event can be explained as a community get-together for the purpose of celebration, education, promotion, relaxation or reunion.

Event management involves planning, organizing 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.

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

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.

The events and activations industry has grown at 15% annually from INR 2,800 crore in 2011-12 to INR 4,258 crore in 2014-15 according to an EY – EEMA (Event and Entertainment Management Association) report titled 'Making experiences in India: The events and activations industry'.

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.

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)
- The includes 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.

What does event management involve?

Understanding that event management is a major UK industry, and knowing what types of events could be included is vital for any would-be event planner. However, it’s also essential to realise what’s involved when it comes to designing and producing an event.

Whether you’re organising a friend’s wedding or a multi-national conference, essential tasks will include:

Understanding objectives – what is the purpose of the event? What experience do we want people to have? Planning an event is impossible without clear objectives.

Establishing timelines – determining what has to happen and when. Any large event involves complex time management, scheduling and coordination of other people’s activity – such as catering, digital and technological set up and venue preparation.

Selecting a venue – selecting a venue may seem simple but the importance of finding the right venue should not be underestimated. This involves research, contract and cost negotiation and

building working relationships.

Sourcing and managing suppliers – every event involves a range of suppliers. From caterers to lighting, diverse suppliers need contacting, short-listing, negotiating costs with and finalising contracts. From there, efficient management of all suppliers, ensuring they fulfil their roles on time and within budget, is essential to the success of the event.

Managing budgets – probably second only to having clear objectives comes effective budget management. Delivering a great event is easy with unlimited funds, but great management is required to produce an event within a constrained budget.

Marketing and communication – it's never a case of if you build it they will come: delivering an audience requires marketing the promise of what the event will deliver! Today this involves various channels across direct mail, social media and digital marketing.

Managing risk – events are complex, as having many elements contributing to an event means multiple possible points of failure. Understanding what the risks are, the likelihood of each one arising, strategies to minimise risk and developing a robust contingency plan in the event of problems is a non-negotiable task in event management.

Thinking sustainably – making decisions in the event planning process that consider the social and environmental impact.

What's working in event management really like?

Developing those skills to deliver successful events isn't for the faint-hearted – but it is for those who like a role where anything can happen! As such, event management is...

Hard work – From the attention to detail involved, to stringent budgeting and negotiating designing and producing events requires a lot of hard work.

Constant change – The events industry is always evolving to meet new demands as people's expectations of events change. Technology too is lately impacting on the nature and delivery of events, so every event will be different and will contain unique challenges.

Glamorous and fun – the fast pace of the events industry means work is never dull and often great fun, bringing the possibility of working in incredible locations and even with famous people, to add a touch of glamour.

Rewarding – event management differs from many jobs in that the work has clear end point, so you get to see all the hard work realised. Often feedback from those involved in the event is immediate, so you know you've done a good job.

Of course, another way to explore what being an event planner's really like is to read some real-

life experiences! Michael Heipel's blog post about why he loves working in events offers useful insights as to what life's like as an event manager.

7 Key Elements of Event Management

No event can be successfully completed without interaction and inputs from the six key elements of events, viz., event infrastructure, target audience, clients, event organizers, venue and the media.

This carries an in-depth presentation of the issues involved in the interaction between these key elements. Indian context and the other from the international sporting scene, bring out the essence of this in a concise manner.

The Exhibits also show that the difference in the national and international events is actually the same at the conceptual level; the factors that are different depend almost entirely on the socioeconomic conditions and the technological advances of the geographical area where the event takes place.

A graphical depiction of the event hexagon that is formed by the key elements event organisers design and execute all activities concerning an event. Event infrastructure is the broad term that encompasses core concept, people, talent and structure.

The target audience is the ultimate experience of the event and for whom the event organiser consciously designs the event. The client from the event organizers' viewpoint is the sponsor or financier of an event venture.

The media is the vehicle used to communicate details of the event to the target audience and venue is the location at which the event is to be executed.

1. Event Infrastructure

As the name indicates, event infrastructure includes those essential elements without which there cannot be any event. These essential elements are core concept, core people, core talent, and core structure. The nature of this infrastructure varies with the event categories and variations in events.

2. Core Concept

Core concept is a term that can be used to define the fundamental underlying ethos and evolution of the various major categories of events. That is, what differentiates and demarcates the boundaries between the various categories amongst themselves.

The core concept of an event is like a root of a tree that generates the energy and lays down the base for the type of tree that shall grow. The exact size and shape that the tree takes varies from

tree to tree in the same ‘family. Thus, an entire event family can be built on each of the event categories.

3. Core People

These are the people who are performing, acting or participating in the process of influencing the audience to create a desired impact in terms of a favorable position for the clients’ brand in the audience’s mind. When the event gets underway, these are the people who hold sway and take the center-stage.

The audience comes to experience the expertise, charisma or knowledge of such core people and to have an opportunity to interact with them. The personality of the core people being used in an event should match the brand personality.

4. Core Talent

With every event category, the core people are required to have a specific expertise, reputation, or knowledge. It is the core talent that attracts and influences the audience. In a music concert, the types of audience that are attracted to the event depend on the talent of the performer.

The core talent, therefore, helps in creating variations in any event category. For instance, in music whether the event is a classical music concert or a pop music concert, depends on the type of instrument and the music being played.

Similarly in sports, each game has limited time, constraints in terms of boundary, number of participants, etc. The physical manifestations of these constraints that act as a challenge or obstacle vary from game to game and lead to the need for different talents required in playing each game.

An example that can be cited here is in a competitive event such as sports, core talent is game specific, i.e. talent required in cricket differs from talent required to play basketball.

5. Core Structure

The presence of a formal or informal organization to manage the event category as a whole is important to make it lucrative from its marketing point of view.

Depending upon the degree to which the event category is structured the requirements of management and marketing of events may vary. The more formal and structured it is, the more lucrative that event category becomes, since it becomes easier to manage and market.

By more formal and structured, we mean that, there is a proper organizational structure in which roles and responsibilities are clearly assigned to different members of the organisation along with proper delegation of authority to carry out these roles.

Depending on the stakes involved – not only of the monies but also of national pride and identification of the event category by the ordinary citizens – each of the categories has become structured to certain degrees. This organisation for efficient management has been denoted as the core structure.

Traditionally, across the world, competitive events have always been comprehensively administered right from the grass root level, i.e. right from the schools with league matches at every level up to the international level. In fact, competitive events are the only category among all categories of events that have a strong and structured organisation. Among competitive events, sporting events are the most organised and structured both nationally and internationally. Sports control bodies such as the BCCI (Board of Control for Cricket in India) and the ICC (International Cricket Council) are examples of this. Such bodies not only carry out managerial functions and other administrative activities involved with the event but also focus on the members and players benefits during, and to an extent, after their playing tenure.

6. Target Audience

Target audience is the customer groups who form the focus of events. The actual event design varies with the demographic profile of the target audience as well as the number of targeted audience. It is from these criteria that the event gets its image and budget. Whether the event would be a mega-event or theme parties, which artist would perform or where the event is to be held etc. primarily depend on the target audience.

Therefore, starting from the initial conceptualization to the carrying out of the event the entire process cognizably takes into consideration the characteristics and the behaviour of the target customer groups. Every marketing activity is essentially customer based. Depending on the clients' marketing requirements, as discussed earlier, event organisers decide the audience to be targeted.

Based on the target audience as a common denominator, the event organiser can canvass for other clients who would like to associate with the event, thus events can also act as a converging ground for a diverse range of corporate with the same target audience. The costing of an event will also definitely vary with both the profile and number of audience being targeted.

The importance that the target audience definition as the first step in event designing carries can be fathomed by understanding the differences that could occur in the event by a change in the target audience profile.

The Rang Barse to Holi Gyration's transformation discussed in is a classic example of how the

event design varies with the target audience. Starting with the title itself, the ethnic and traditional feel obtained from the original title had to be changed to something that sounded more sophisticated and appealing to a homogenous group of young people of a particular age, behaviour etc.

Not only does the profile of the target audience have an effect on the event but also the number of audience has a major impact on the design. This is so, because the venue and other related costing are decided on the basis of the number of expected audience.

If the number of target audience varies there is a cascading effect on the event design. Hence, not only the profile but also the number of targeted audience is important in designing successful events.

7. Clients

Clients are the people or organizations who act as sponsors at any event. They sponsor the events because they use events as a more effective marketing communication tool to create for themselves a desired position in the minds of the target audience. They provide funds that either fully or partially subsidize an event to make it affordable for the target audience. As will be discussed later, the risk rating of an event increases if enough monies from sponsors do not support the event affecting the event organisers.

Corporate clients can be either event savvy or may need to be educated about the uses and benefits of events as a strategic marketing communications tool. The one factor that event savvy companies are always on the lookout for is greater value addition from the event organisers. For extracting higher value from the event, clients also have to actively involve themselves with the event activities. Right from the briefing to the actual execution of the event, clients also need to be on their toes.

As explained in the on 'Why Events', the uses and benefits that one single event can provide need to be exploited to the hilt. Irrespective of how good the event organiser is, the client also needs to prepare and do their part in the event efficiently.

5C's Of Event Management

The activities required for marketing and managing events require certain steps to be followed that can be called the five C's of events. There is a very complex interaction b/w the various C's before the carrying out stage, depending on the requirements of clients, constraints forced by budget etc, The final concept which is going to be carried out is a derivative of a series of

modification to the initial concept. The final concept is arrived at after accommodating changes required for a perfect fit amongst all other C's during the conceptualization process. This process can be termed as event designing.

- Conceptualization- creative ideas/ Ambience
- Costing- cost of production & margin on the event.
- Canvassing- Sponsor, Customer& networking Components.
- Customization - according to brand personality, objective of the organization budget etc.
- Carrying out – execution of event according to the final concept. Conceptualization
- Conceptualization involves a complex churning in which as many permutations and combinations are worked out as possible. The original concept undergoes modifications on the basis of the inputs obtained from the other C's. The final concepts get defined once the constraints posed by budget, client's requirements, target audience profile, etc. are objectively stated.
- It involves conception of the idea and the theme for the event. It also takes into consideration the objective and the elementary need for hosting the event.
- Planning the theme of the event with due consideration to the objective, target audience, venue for the event, time constraints, media coverage and planning the core elements of an event.
- It is concerned with idea formation with a differential approach to attracting and targeting audience.

Costing

- It will involve preparation of cost estimates and the sources of acquiring funds.
- It will also involve the preparation of budgets.
- Creating a provision for risk coverage and managing uncertainties also forms part of the activities.
- Budgeting for profit margins, safety margins estimates etc. will ease out the financial management issues.

Canvassing

- Canvassing activities would involve obtaining sponsorships.
- Fund raising, networking and advertising to generate the required mileage for the success of the events.

Customization

- Emphasis on client satisfaction is targeted.
- Reinforcing client requirements to suit the needs of the client and the fulfillment of objective.
- It involves a blend of creativity and suitability to match the changing trends and tastes of the customers.
- It involves a custom approach, tailor-made approach aimed at facilitating the achievement of the mission and vision of the client.

Carryout

- In this approach, execution of plans takes place that will further the interests of the client.
- It includes set of activities and operations that lead to accomplishment of objective.
- It is a stage where the event's activities are in progress.
- Implementation of event plans and deviations, if any from the scheduled activities, are remedied through a suitable course of action.
- It involves accomplishment of the objectives.

We term this activity as carrying out the event. In practices, each of the C's may not strictly adhere to the sequence in which they have been presented above. There is a complex Interaction between the various C's before the carryout stage, depending on the requirement of the client, constraints forced by budgets, etc. The final concept is arrived at after accommodating change required for a perfect fit among all other C's during the conceptualization process. This process can be termed as event designing. In all, event reaches the client with right communication to live audience with healthy interaction, which helps to create desired impact.

UNIT II: EVENT MANAGEMENT ORGANISATION

ORGANISATIONAL STRUCTURE OF AN EVENT MANAGEMENT COMPANY

STRUCTURE OF AN EVENT MANAGEMENT TEAM

The work involved in planning, organizing and conducting a major event can be sufficiently great to require the recruitment of a large team of people. Members of the team may be involved on a full-time, part-time, contractor, casual and voluntary basis. At the head of the team is the Event Director whose job it is to keep everyone working together for a considerable period of

time.

ORGANISATION CHART

The organization chart below indicates the magnitude and diversity of the team needed to run a major event. Smaller events will obviously require a much smaller team, and individuals in the team may be able to take on more than one role.

Importance of Coordinators

An important aspect of the above model is that each department has a coordinator. As exceptionally important people in the event management team, they should be identified and recruited as early as possible. Coordinators should be a part of the organizing committee and collectively they will share in decision making processes with the Event Director. The selection of coordinators is usually on the basis of knowledge or expertise and sometimes because only one person volunteers for the task.

PROGRAM CO-ORDINATION DEPARTMENT

The Event Programme

The "Programme" is the schedule of activities from the start of the event to its conclusion. For a sport event, the programme governs which competitors participate at what time. For a conference, the programme stipulates the times of lectures and workshops, what topics are offered and who is presenting. If the event is the annual awards dinner, the programme sets out

what time people should arrive, what time each course will be served and the times that each award ceremony will take place. The programme is therefore perhaps the central organising component of the event. Keeping to times as advertised on the programme is a key performance measure from the standpoint of the participant's satisfaction. An event that fails to run on time will inevitably cause complaints from participants and frustration on the part of all people. People can be very adversely affected if the event runs overtime and obviously commencing before the advertised time is definitely NOT something to ever contemplate. In setting the programme, event organisers need to estimate as accurately as possible the time that each and every activity in the programme will take. Furthermore, it is necessary to include in these calculations a time interval between each activity. This time interval is very important. There is usually always a need to move people and equipment, allow for introductions and thank-you's, make announcements and allow time for refreshments to be served and toilet breaks. Preparing the official programme will inevitably require someone to make many computations with calculator or spreadsheet. The draft programme produced is likely to change many times before it is ready for publication.

The important factors to consider in preparing the official programme are:

1. Consultation with all parties directly involved in the programme
2. Calculating the time of each and every activity
3. Ensuring that the programme has time for "ceremonial" activities e.g. opening and/or closing ceremonies, speeches, the presentation of awards, entertainment
4. Ensuring that the venue is available for the FULL duration of the event
5. Choosing the date(s) so that the event does not clash with other major events
6. Allowing for a little "slack" time between activities
7. The order of activities
8. How the printed programme will be published

Event Ceremonies

Ceremonial aspects of events should not be underestimated in importance. They include opening and closing speeches, musical fanfares, playing of national anthems, presentation of awards and flowers, visits from dignitaries, flag raising, and special displays.

While not a necessary component, there is an increasing trend to add ceremonial activities to the event programme. They add greatly to the emotion, symbolism and entertainment value of the

event. The inclusion of ceremonial activities is more common where events are of national importance, are televised and have major sponsors. Nevertheless adding a little ceremony to the event programme, which often costs very little, should be considered for smaller events. A failure to include ceremonial activities is an opportunity lost for the organisation hosting the event.

Some points to consider in adding ceremony to the event programme are:

- Dignitaries that fail to show or arrive late - make contingency plans
- Capturing and positioning the crowd to witness the ceremony - they tend not to be effective if the people are dispersed too widely
- Ceremonies that are not well organised may backfire badly - include rehearsals
- Consider carefully the best time for ceremonies in the event programme - try to avoid dignitaries arriving at bad times or when there a few to witness i.e. crowd at its smallest.

VENUE CO-ORDINATION DEPARTMENT

Selecting the Venue

Step 1: Analyse the event's need for a venue

It is necessary to ask many questions about what sort of venue is needed. Here are just a few of the questions that should be considered.

Do we need an indoor or outdoor venue?

What audience capacity does the event require?

How long do we need the venue for, including setup and takedown?

Is it necessary to select a venue with good public transport access?

Step 2: Investigate possible venue

In a large metropolitan area there may be a great variety of venues from which to choose. However, outside of the metropolitan areas choice may be extremely limited. The event

organisers should research possible venues by:

Contacting government agencies who may maintain and publish a database of sporting, cultural and educational venues

Consulting industry peak bodies that represent organisations in the sport and recreation industry and/or the entertainment industry

Searching the "Yellow Pages" Directory or the "Yellow Pages" Internet web site

Utilising one of the CD ROM products on the market to search an electronic database of telephone numbers by name field or business category field

Contacting schools, colleges and universities individually

Telephoning the venue and asking for assistance, if they cannot help they will more than likely refer you to someone who can

Telephoning experience event managers and/or sports administrators.

All information, even subjective comments, found as a result of researching venues should be retained for future use. Event managers should create their own database.

Step 3: Make site visits

Once some possible venues have been identified, it is important to make a site visit. The venue staff is usually only too pleased to show prospective customer's around. The purpose a site visit is to determine the suitability of the venue. The five aspects of suitability are:

Dimensions

- Area must be appropriate to cater for the events i.e. abide by rules (if a sport). For indoor venues, ceiling height must be sufficient.

Environment

- The venue needs to be appealing to all participants. The venue should appear to be well maintained and clean.
- Indoor venues - consideration needs to be given to lighting and air temperature control. Seating needs to be comfortable and in good view of the performance area. Places to relax away from the performance area also a beneficial feature.
- Outdoor venues - advantageous elements include sufficient drainage, lighting, shading and protection from wind.

Facilities

- Sufficient changing areas, showers, sauna, etc
- Kitchens, canteens and food serving areas
- Offices or meeting rooms for Media and the Event Staff
- Telecommunication facilities - telephone, fax, Internet
- Public address system is available

Position

- Can be accessed by public transport
- Nearness to majority of participants
- Sufficient accommodation within reasonable distance
- Shops in close proximity

Cost

- The cost of the venue needs to be within the realistic limitations of the event

Step 4: Agree on price and terms

Once you have identified some possibly suitable venues, your next step is to enter into negotiations with venue managers to get the best possible deal that you can. Although venue managers will have standard prices you should not think there is no chance of bargaining the price down, or alternatively, bargaining for extra services. If it proves to be difficult to get a reduced hourly rate, you may be able to get some free time, or use of an additional part of the facility free, or obtain access to sound equipment at no cost, or even get some additional personnel at a reduced price e.g. security.

Step 5: Make a booking and confirm

When you have selected which venue is the best for your event, it is time to make a booking. Although the venue will take a booking over the phone, it is likely that you will be sent within a few days a contract that states:

- Facilities booked
- Dates and times booked
- Payments required e.g. deposit and final payments
- Other contractual obligations e.g. cleaning
- Your contact details

After you have signed and returned the contract together with a cheque deposit, you should never assume that your booking is safe and forget about it until the last week before the event. It is well worth your while to keep lines of communication open with the venue manager and to keep checking that your booking is safe (i.e. does not get double booked).

Step 6: Make further site visits

The purpose of making further site visits is to assure yourself that nothing has changed, or at least that any changes that do occur will not affect your event. Changes that could occur include lighting, fixtures removed, equipment and decor. Further site visits are useful also to plan your event e.g. shipping in equipment.

EQUIPMENT CO-ORDINATION DEPARTMENT

Equipment for Event Control

This category of equipment includes:

- sound systems for announcing
- two-way radios
- intercoms and mobile telephones for communication
- video cameras and closed circuit television
- sirens and alarms systems
- ropes and barriers to control spectators
- scoreboards
- timing equipment
- computers
- first aid equipment.

Electronic equipment can be hired, borrowed or purchased. The acquisition of equipment needs to begin early in the event management process. In some cases specialized equipment may not be available on the local market. It may have to be imported from abroad and this can lead to worrisome delays over which the Event team has little control. Furthermore equipment may have to be manufactured, and this may take months. Often specialised equipment is borrowed from similar organisations. It will need to be transported, checked and stored ready for use. Persons

who need to operate such equipment during an event may need to practise beforehand. It is best to practise under conditions of a real event but of a smaller or less significant nature. Equipment needs to be budgeted and this information has great importance in constructing the overall event budget. Any possibility of cost over-runs must be notified to the event director at the earliest.

PROMOTION CO-ORDINATION DEPARTMENT

Selling the Event

Strategies for promoting an event include:

- Using Social Media
- Paid advertising online
- Paid advertising offline
- Free publicity via television, radio or print media
- Promotional events leading up to the main event
- Signage and banners

Importance of promotion

For several reasons, promotion is a key factor in the success of a special event. The main purpose that promotion serves is to attract participants, spectators or both to the event. A football match without a crowd is always disappointing and so is a local tennis tournament with only half the expected number of players. It is essential therefore that the efforts of many people over many months to organise a special event. Promotion is also important to the sponsor, if one exists. The objective of the sponsor is to achieve as much exposure of their name, logo and other properties as possible. Sponsors therefore have a keen interest in pre-event promotion and in the promotion that can be achieved on the day through erecting signage and product displays in view of all participants. Promotion is also important to the organisation for reasons other than attracting a crowd on the day. A well promoted event increases public awareness of the organisation. This is a chief reason why special events are important. Achieving an attendance target is not only good for the atmosphere of the tournament but also it is often a critical component that determines the event's financial success. Event organisers require income earned from spectator attendance or participants fees to pay for costs of the event. Any shortfall in expected revenues can have a disastrous effect on organisations that stage special events. The means of promotion should be considered from the outset i.e. in the feasibility analysis. Organisers need to consider

promotional strategies in order to estimate the total costs of the event. They must select strategies that are most reliable and cost effective in terms of achieving the target participation. Promotion is a key result area in event management and as such is deserving of adequate human and financial resources. Appointing a manager or coordinator for promotion is a sensible strategy.

Social Media

The use of social media (Facebook, Twitter, LinkedIn, etc) is now regarded as a "must do" strategy for promoting any event. However, there is a lot to learn to make good use of the promotional power of social media. Importantly, it is not just about having a Facebook page for your event, you need to really get to grips with how to use the phenomenal power of Facebook to create **targeted adverts**. For example, advertising can be targeted towards people who have a particular interest and who live in a particular geographic area.

Paid advertising online

Most people will be familiar with the extent of advertising on the World Wide Web but few really understand how it really works. It would be a really difficult proposition, and far too time consuming, for advertisers to deal with the millions of website managers around the world. So, a very lucrative business niche (affiliate marketing) exists that intermediates between people who want to advertise, and people wanting to earn money by putting adverts on their websites.

There are a number of mechanisms by which a website earns money by displaying advertising, they include:

- Cost per click (CPC) - the advertiser pays when the web page visitor **clicks** on their add
- Pay per 1000 impressions (CPM) - the advertiser pays a fee based on how many 1000's of times their add is **seen** by website visitors
- Cost per action (CPA) - the advertiser pays when a defined **action** occurs e.g. often the action is a sale made
- Pay per lead generated (CPL) - the advertiser pays when a **lead** is generated by the website as a visitor fills in a contact form giving their name, email address and possibly other contact details
- Pay per sale (CPS) - the advertiser pays when a sale is made to the website visitor

Events can be advertised easily promoted through paid online advertising but the event manager needs to contact an affiliate marketing company. There is also a necessity for the event manager to provide the graphical components for the advertising that the website manager needs. Two main difficulties exist with paid online advertising. Most events have a very local appeal whereas website often has a much larger geographic focus. It is still possible however to select websites who serve only a local audience. The second problem is that it is necessary to set an upper limit to the cost for the advertiser. In both these issue, advertising via Facebook solves the problem.

Paid advertising offline

This category is really the traditional forms of advertising that include:

- Newspaper advertising
- Magazine advertising
- Radio advertising
- Television advertising
- Billboards

Events can also be advertised in newsletters, banners and letterbox drops but these strategies usually have a very limited geographic reach. Nevertheless, many events can benefit greatly by employing local advertising strategies. For example, a banner can be hung where it can be viewed by passing traffic.

Free publicity

Everybody wants free publicity but it is quite hard to achieve. Certainly, it's important to be able to generate press releases with interesting stories to catch the interest of the media. It is also a time consuming occupation to create a database of media organisations with the names of editors, email addresses and fax numbers. There are companies that specialise in this data but the service can be expensive. The key to free publicity is to avoid attempts to blatantly promote your event. Media organisations will say if you want to advertise your event, you should pay for the privilege. After all media organisations depend on advertising to pay the wages of staff!!

Promotional Events

This strategy involves setting up small community events, at which stars attend, to give away some free tickets or other promotional goods such as caps and t-shirts, for a chance to address the public with a loudspeaker. Events can be held in shopping centres, clubs and schools. Promotional events are relatively short and easy to undertake but do require event managers to make early contact with community organisations.

Promotional strategies and success

Organisers are often disappointed when the result of their promotional efforts is less than desired. One key concept to consider is that decisions to "purchase" a good or a service are usually the result of repeated exposure to promotional messages.



Choosing to participate or spectate in an event is a form of deciding to purchase. Potential purchasers need repeated exposure to information and promotional messages about the event. With each exposure, the potential customer's attitudes and intentions to purchase may change. The following diagram serves to illustrate how this works in theory. Therefore it is vital that event managers plan multiple promotional strategies and employ these strategies in an orchestrated campaign.

HOSPITALITY CO-ORDINATION DEPARTMENT

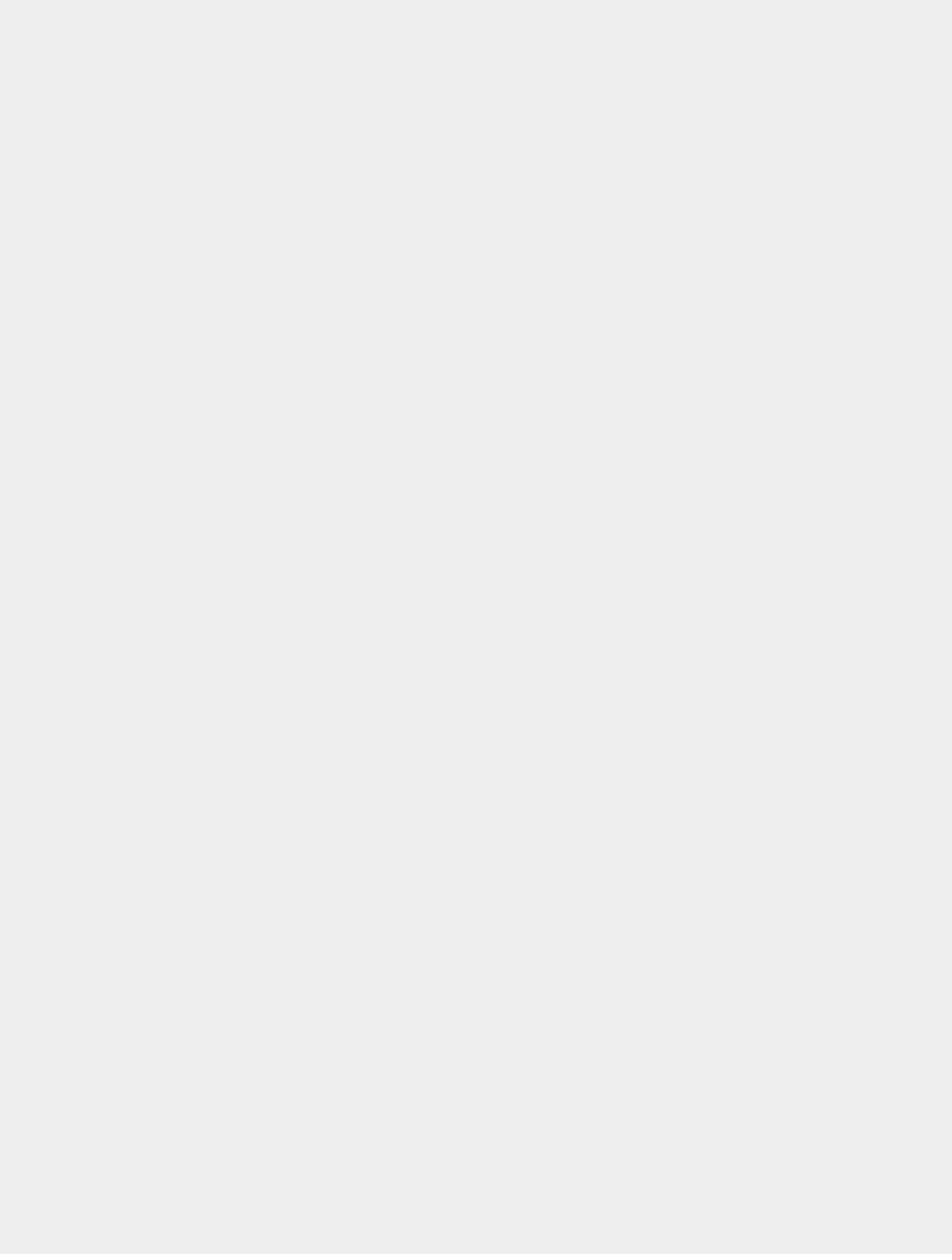
Hospitality in Events

Hospitality should be regarded as an integral aspect of improving the quality of event spectators' experience. The two main objectives of improving the spectators' experience are to encourage the spectator to:

1. Return to event on a frequent basis
2. Promote the event by word of mouth in the community

Hospitality is often a term used to infer food and beverages served. However Collins dictionary defines "hospitable" to be welcoming guests and strangers. Event managers need to see their event from the participant/spectator point of view. The following may be some of the items that would make spectator "guests" feel more welcome:

1. Seating



Equipment	Sporting equipment e.g. tennis balls and racquets sold at a tennis event`
Programmes	Official event programme, souvenir programmes
Magazines	Journals, newsletters
Books	Books and Manuals
Memorabilia	2nd hand items that once belonged to famous identities
Food	This is a special category of merchandising

Purpose of Promotional Products

The purpose of selling such products is primarily to boost event revenue and increase profits. However there are also considerable promotional advantages. T-shirts that have been screen-printed with a pattern to commemorate the event is a common form of promotion, and one that has a lasting effect. Such clothing helps to promote the event, the host organisation, the sponsor and/or the activity in general. The provision of clothing merchandise is also an opportunity for the host organisation to provide a uniform for volunteers, which they may receive free as a reward. The wearing of a common article of clothing by all staff usually has a positive effect on the visual characteristics of the event. Such visual characteristics of the event should not be underestimated in terms of benefits for the competition environment.

Tasks involved with Promotional Products

The work involved in merchandising includes selecting products, negotiating with suppliers, receiving and ensuring security of stock, recruiting and training a sales team, setting up a sales stand, payment of suppliers, cash management and producing financial reports. It is therefore not to be undertaken without adequate thought or planning. It is generally only considered worthwhile when one or more of the following conditions are true:

- The event brings together a significant number of participants

- The event has a sufficient duration to allow for sales of merchandising during the event
- The event has the potential to attract a significant number of spectators
- The perceived importance of event is likely to promote sales of merchandising
- The event is unique in some way and is worth commemorating

Risks associated with Promotional Products

Some of the dangers that may arise from merchandising include:

- 1) **Purchasing items that do not sell** - It can be very difficult to judge what items will sell. Clothing poses a special problem for it is necessary to carefully select a range of sizes. Having knowledge of potential buyers may help.
- 2) **Theft and damage to stock** - The nature of events is that there is much frenzied work with too few helpers. A merchandising stall needs to have at least one staff person in attendance at all times. Otherwise articles are too tempting. Damage may also occur as a result of transportation, rain, customers browsing or trying on items of clothing. It may be prudent to anticipate damage in setting a price structure.
- 3) **Ordering merchandising stocks too late** - For best effect merchandising should be available for sale two or three weeks before the event. This allows for a maximum promotion effect. It is also worthwhile to consider advertising the fact that merchandising will be on sale in pre-event brochures and fliers that are sent to participants. If stocks simply arrive the day before, advantages such as pre-event promotion will be lost. Furthermore a late arrival of stocks reduces the merchandisers' ability to check stocks, attach price tags and package in protective material.
- 4) **Failure to provide adequate training to merchandising staff** - Merchandising can be an onerous task for the volunteer. In particular there is a need to instruct staff in the procedures for recording sales accurately and for taking responsibility for cash. There is a need to record the details of all sales transactions in an accounting document. Such a document should be able to withstand the rigors of an audit by an accountant. For example it should be possible to check the number of items sold, the price, the customer and the date. Staff should also be trained in keeping money secure such as counting money in a back room or out of sight, careful transportation.

EVENT MANAGER

The Event Managers plan, organize, promote and run events, conferences and functions for a variety of organizations, communities, groups and individuals.

Qualities of a Good Event Manager

In every event management company, there is a hierarchy of management that keeps the whole operation running smoothly, a good manager can motivate people, learn from previous mistakes, and gain respect from a team.

Role and Responsibility Motivate people

- Our values are what make us “tick”. If you manage by respecting your team’s values, they will give you 110 percent of their effort.
- Ask the employees how they like their job on a daily basis. Encourage them to be honest with you. Then take the action based upon what they tell you.
- Offer perks to the employees that will value.

While setting goal for an event

- Make sure each employee knows what is expected.
- Have concrete goals to empower the employees and top keep them focused.
- Offer goal-oriented feedback.

Delegating Responsibility

- Delegate: as a manager, your job is to teach people how to do a good job.
- Start Small: give people tasks that, if performed incorrectly, can be fixed.
- Understand the strength and weakness of your employees.

Communicating

- Keep the door open and be willing to listen.
- Don’t make an employee feel like they are bothering you when they bring up a question or concern.
- See the problems as an opportunity to show your employee how much you want this organization to be a fulfilling place to work.
- Take an interest in your employees.

Opportunity to improve

- As a manager, you take responsibility for other people’s actions. In an attempt to be proactive and prevent mistakes, you might give careful instructions and create clear, strict standards. By that the people might become afraid of mistakes and they might end up being dependent on you which will make them less effective.

Acknowledge your own missteps. When things don't turn out the way you expected

