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وزارة التـعـــليم
Ministry of Education

المملكة العربية السعودية

Event Management

Secondary Stage – Pathways System

Third Year

The book is distributed freely and cannot be sold.

1448–2026 Edition

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INTRODUCTION

The progress and development of countries can be measured by their ability to invest in education and by the extent to which their educational system responds to the requirements and changes of the age. It is the responsibility of the Ministry of Education to sustain the development of its educational systems. In response to the concept of Saudi Arabia's Vision 2030 policy, the Ministry has taken the initiative in adopting the Secondary Education Pathways system with the aim of bringing about effective and comprehensive reform at the secondary stage.

The Secondary Education Pathways system provides a distinguished and modern educational model for secondary education in Saudi Arabia, which efficiently contributes to:

- Strengthening the values associated with belonging to our homeland, the Kingdom of Saudi Arabia, and of loyalty to its wise leaders, may Allah protect them, based on pure belief founded on tolerant Islamic teachings.
- Strengthening the values of citizenship by focusing on them in the school curriculum and in class activities, in line with the demands of sustainable development and the development plans of Saudi Arabia, which emphasize the consolidation of the duality of values and identity, founded on the teachings of Islam and moderation.
- Offering qualifications to students that are in line with future specializations in universities and colleges or the required professions, and ensuring that educational outputs are consistent with the requirements of the labor market.
- Enabling students to pursue education along their preferred track at an early stage, according to their inclinations and abilities.
- Enabling students to enroll in specific scientific and administrative disciplines related to the labor market and future jobs.
- Integrating students into an enjoyable and stimulating learning environment within the school, based on a constructive philosophy and applied practices within an active learning environment.
- Guiding students on an integrated educational journey from the primary stage to the end of secondary stage, and facilitating the process of their transition to the post-general education stage.
- Providing students with the technical and personal skills which will help them to deal with life and to respond to the requirements of the stage they are at.

- Expanding opportunities for graduate secondary school students through various options in addition to universities, such as by obtaining professional certificates, joining applied colleges, and obtaining job diplomas.

The Pathways system consists of six semesters taught over three years, including a common first year in which students receive lessons in various scientific and human fields, followed by two specialized years during which students follow a general pathway as well as four specialized pathways consistent with their inclinations and abilities. These are: the Legal Pathway, the Business Administration Pathway, the Computer Science and Engineering Pathway, and the Health and Life Pathway. This makes this system the best option for students in terms of:

- The existence of new study materials that comply with the requirements of the so-called Fourth Industrial Revolution and its associated development plans, as well as the Saudi Vision 2030 policy which aims to develop higher-order thinking, problem solving, and research skills.
- Elective field programs which are consistent with the needs of the labor market and the students' own preferences. This enables students to enroll in a specific elective field according to a specific job skills matrix.
- An "inclination" scale that ensures the attainment of students' efficiency levels and effectiveness, and helps them to determine their own tendencies, predispositions, and strengths—all of which enhances their chances of success in the future.
- Volunteer work designed specifically for students in line with the philosophy of activities in schools, which is also one of the graduation requirements. This helps to promote humane values, build up society, and ensures its development and cohesion.
- A transfer procedure that enables students to move from one pathway to another according to specific mechanisms.
- Proficiency classes in which skills are developed and achievement levels improved, by providing intensive and remedial lessons.
- Options for combining education with e-learning and blended learning/teaching, which are built into the Pathways system for reasons of flexibility, convenience, interaction, and effectiveness.
- A graduation project that helps students to integrate theoretical experiences with applied practices.
- Professional and skill-based certificates that are awarded to students after completing specific tasks and certain tests in partnership with specialized bodies.

The Business Administration Pathway is one of the paths developed at the secondary level. It contributes to achieving best practices by investing in human capital and providing students with the knowledge, experience, and skills that will allow them to keep pace with the Fourth Industrial Revolution and the challenges of the 21st century. This pathway also seeks to provide

students with the necessary skills to deal with the administrative and financial challenges of the digital economy era in order to ensure a stable economic future. This is driven and supported by: 1) the contents of the Saudi Vision 2030 policy, 2) the two associated programs for developing human capabilities and the quality of life, and 3) the labor market's need for qualified personnel to work in future jobs. The pathway is also intended to promote the values of hard work, discipline, determination, perseverance, positivity, flexibility, national values, enhanced national identity, support for a culture of innovation and entrepreneurship, support for the value of volunteer work—all to prepare students for the labor market and to expand educational opportunities for them. It may also contribute to preparing students to continue their studies at university level, or to obtain professional certificates in one of the related disciplines.

The subject "Event Management", which is taught in two parts in the second and third levels of the third stage of the Pathways system, familiarizes students with the principles of event management, pitched at a level that is suitable for their target age. The subject achieves this by:

- Providing the requisite knowledge and skills set.
- Encouraging students to form a positive outlook toward work.
- Encouraging students to develop a culture of self-motivation.
- Promoting work values and ethics by linking the course's lessons to students' own lives.
- Providing a range of activities that give students teamwork skills, research skills, and self-learning abilities, in addition to case studies and real-world applications that enhance students' marketing concepts and enable them to develop analytical, deductive, and critical-thinking skills.

The first part will introduce the core aspects of event management under four chapter headings aimed at:

- Explaining the purpose of holding an event, and identifying the different categories, characteristics, and complexities of events.
- Demonstrating the principles of identifying, predicting, and monitoring the size, scale, and scope of an event.
- Introducing students to key concepts in event management including the event component mix, demand, motivational factors, and influences.
- Addressing the various roles and organizations involved in event management, including event organizers, stakeholders, suppliers, event management committees, and industry bodies.
- Emphasizing how different factors and business functions can affect an event.
- Identifying the specific skills required to hold a successful event and the benefits of consulting experts.

- Explaining the key aspects of the event planning process, including objectives, operational elements, and management frameworks.
- Understanding the tools and organizations available for event planning, and the importance of information gathering, environmental searching, and venue selection.

The second part will continue to build upon these themes, while addressing additional concepts in relation to events management. The four chapters will be aimed at:

- Demonstrating how the marketing mix relates to and influences event management planning.
- Analyzing and evaluating different types of sponsorship available for an event.
- Explaining the issues and processes involved in securing sponsorship for an event.
- Introducing the concept of sustainability, and exploring its impact on event planning.
- Exploring best practices and the measurement of best practices for events.
- Addressing events logistics and supply issues, including sequencing of event hospitality, transportation, and distribution.
- Understanding the management of event operations, including risk, staffing, permits, and licenses, and any issues that may emerge during the hosting of the event.
- Identifying the importance of effective event close-downs and evaluations, and the need for a positive legacy.

To ensure that students' skills and knowledge are measured in tandem with the content of each book's chapters, a set of assessment questions and activities has been prepared at the end of each chapter, taking into account the whole range and diversity of assessment strategies.

Finally, we ask Allah the Almighty to grant that this book may contribute to preparing and qualifying our sons and daughters as students for the world of work and business, and that it may act as an incentive to invest their energies wisely, to build their future, and to contribute to the development of their country.

It is Allah who grants success!

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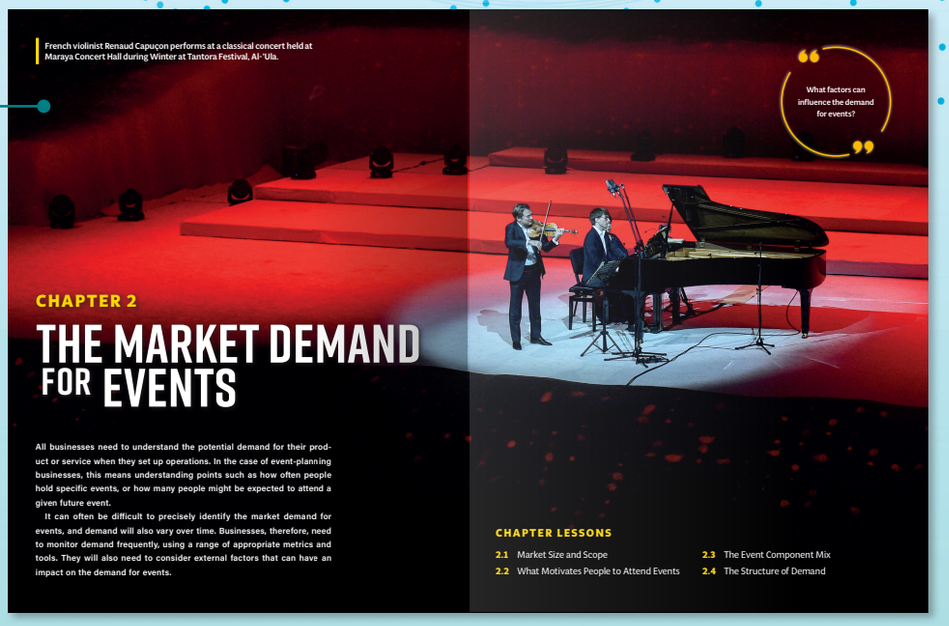
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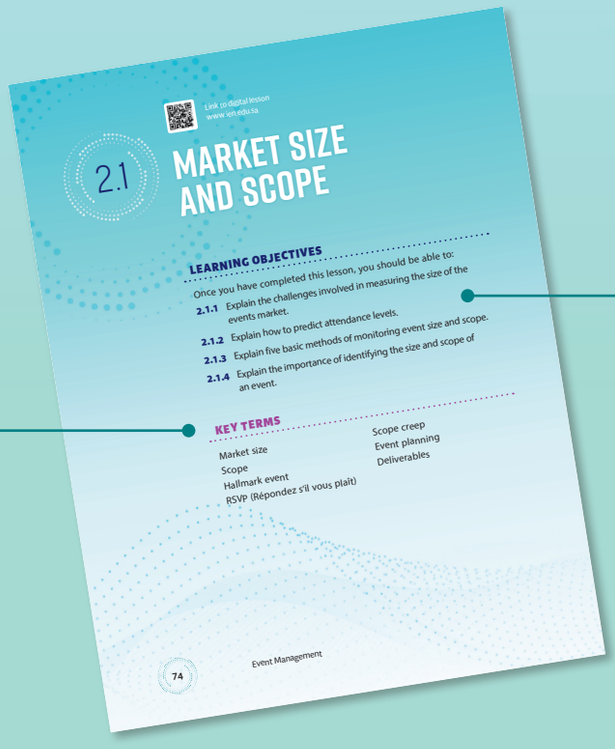
Chapters

begin with a striking double-page spread which introduces the chapter topic. The chapter's lessons are listed here, providing an overview of the chapter content. A large, impactful image, which is accompanied by a question, prompts students to think critically about the topic.



Key Terms

are first introduced in the lesson openers. The terms are in bold in the lesson text, emphasizing their importance and allowing students to find them easily.



Learning Objectives

offer a preview of each lesson.

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Special Features Enhance Learning

Event Management Skills

helps students to develop their critical thinking skills by presenting them with hypothetical real-life situations in which management decisions must be taken.

Event Management Skills

Delegation

A good event manager must have a working knowledge and understanding of all the different business functions; however, they will not necessarily be required to manage each of these functions directly. In fact, direct management of all functions will likely prove impractical for larger events, meaning that events managers must know how and when to delegate responsibility to others, such as subordinates or contractors. Successful event managers will have built positive working relationships with key suppliers who are able to provide the necessary skills and experience.

DEVELOP YOUR SKILLS

Explain how you would decide which tasks to complete yourself and which tasks could be better provided by experts.

Planning Matters

encourages students to reflect on and evaluate factors that impact the planning of events or the decision-making process.

Planning Matters

Selecting Event Components

Event hosts and attendees will have pre-conceived ideas regarding what constitutes a successful event.

Event managers, however, must manage competing forces, which require different objectives to be met and may not always match the expectations of each stakeholder.

The selection of event components, therefore, relies upon:

- clear instructions from the host/owner
- an understanding of similar events and their expectations and outcomes
- the planning and event time frames.

What do you think?

What limiting factors may influence the selection of event components?

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bring to the attendees, visitors, guests, or participants? What price would be charged for tickets? Where will people be able to buy the tickets (via a website, a mobile application, a physical sales point, or all three)?

For the event manager, a significant issue is the benefit that a visitor or attendee gets from the event. This may also be related to the question of expectations. If the visitor expects an excellent, well-organized, enjoyable and good value event, then the level of satisfaction he/she would have would be very high if these things result. On the other hand, if the visitor is led to expect these things, but gets none of them, then the outcome will not only be dissatisfaction, but possibly bad publicity for the organizers and the owner which may affect latent and future demand potentials.

CHECKPOINT

Why is it important for an event manager to understand the determinants of demand for an event?

What might influence demand for the Souk Okaz Festival?



Souk Okaz Festival in Taif

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Photos

enhance the chapter content with real world illustrations and questions that encourage critical thinking.

a set of metrics for retrospectively assessing and evaluating the success of the event, by measuring the extent that the event has delivered upon its original requirements.

The Event Environment

One of the key considerations of the event design core values is where the event will be held. The environment in which an event takes place might be a physical location, a virtual environment (online), or, increasingly, a hybrid combining elements of both. The characteristics, advantages, and disadvantages of each type of environment are illustrated in Figure 1-6.

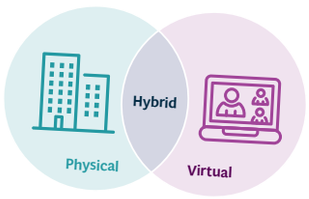


Figure 1-6
The Event Environment

Physical
Hosted solely at a physical venue, without a virtual element

Virtual
Purely hosted virtually, with attendees and speakers interacting online using teleconferencing tools, livestreams, and other technology

Hybrid
Combining both a physical venue and virtual/online presence

Pros	Cons
Face-to-face interactions	Higher operational costs
Physical presence	Possibly difficult to reach
Global/borderless presence	Less meaningful interactions
Lower operational costs	Crowded marketplace
Allows for different modes of participation	Increased costs for physical venue hire and operation
Flexibility maximizes advantages	Technology required for virtual audiences

Figures

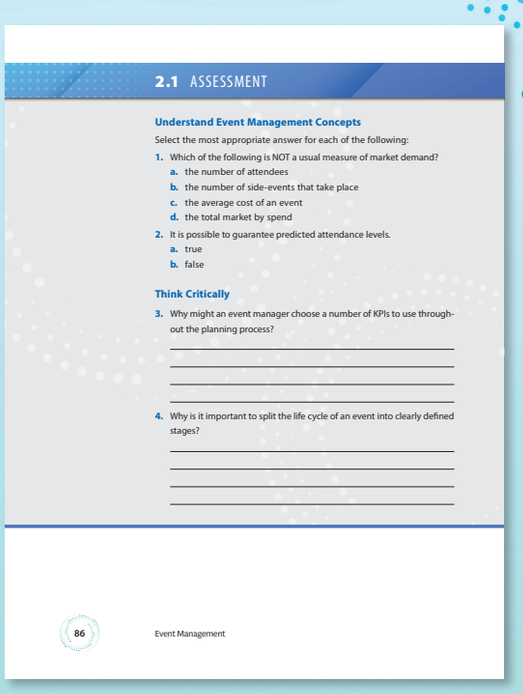
visually organize information and show the links and associations between data and the corresponding analysis.

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INTEGRATED ASSESSMENT

Putting Students' Knowledge to the Test



2.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a usual measure of market demand?
   - a. the number of attendees
   - b. the number of side-events that take place
   - c. the average cost of an event
   - d. the total market by spend
2. It is possible to guarantee predicted attendance levels.
   - a. true
   - b. false

Think Critically

3. Why might an event manager choose a number of KPIs to use throughout the planning process?

4. Why is it important to split the life cycle of an event into clearly defined stages?

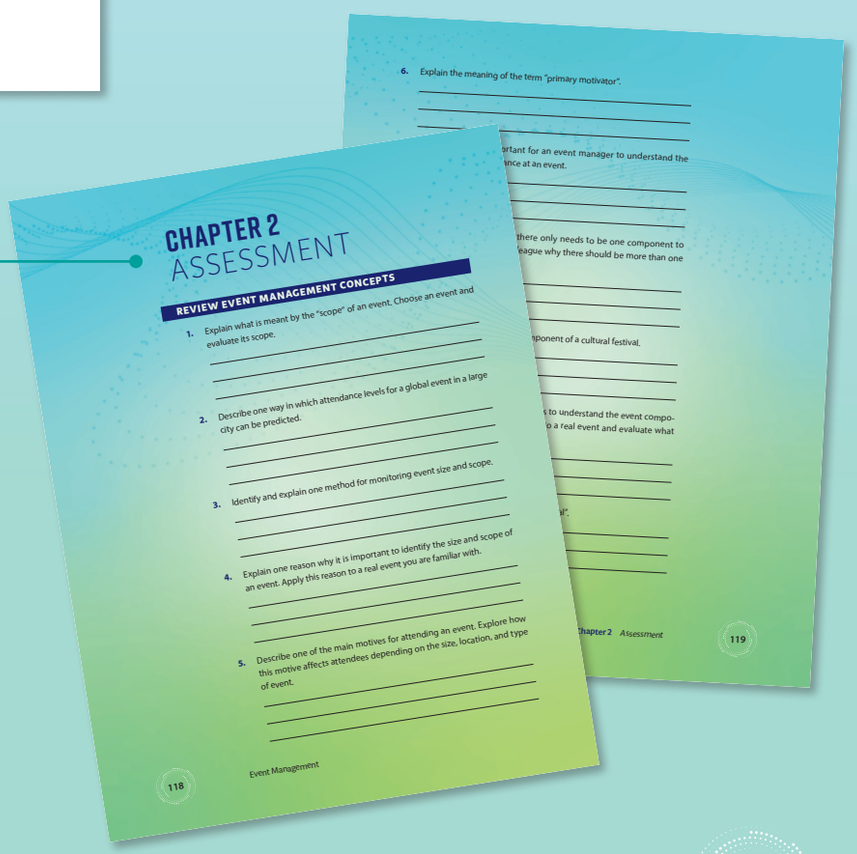
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End of Lesson Assessment

is found at the end of each lesson to reinforce the concepts that have been covered in it.

End of Chapter Assessment

provides a review of the main points. Questions and activities test students' knowledge.



CHAPTER 2 ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Explain what is meant by the "scope" of an event. Choose an event and evaluate its scope.
2. Describe one way in which attendance levels for a global event in a large city can be predicted.
3. Identify and explain one method for monitoring event size and scope.
4. Explain one reason why it is important to identify the size and scope of an event. Apply this reason to a real event you are familiar with.
5. Describe one of the main motives for attending an event. Explore how this motive affects attendees depending on the size, location, and type of event.

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6. Explain the meaning of the term "primary motivator".

119 Chapter 2 Assessment

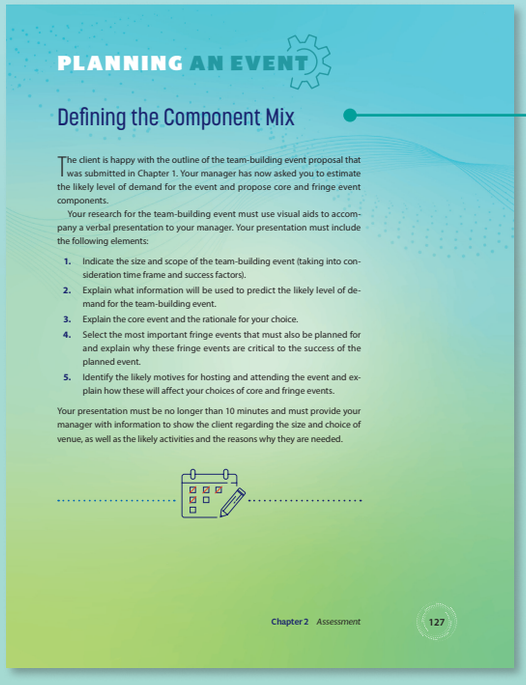
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Case Study

in the chapter assessments includes engaging, real-life examples related to the chapter content followed by high-level, critical-thinking questions.



Planning an Event

is based on hypothetical scenarios in event management and ends each chapter assessment. The task requires students to use their critical thinking skills within a realistic, career-driven context.

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PART 1

Chapter 1 Introduction to Event Management

Chapter 2 The Market Demand for Events

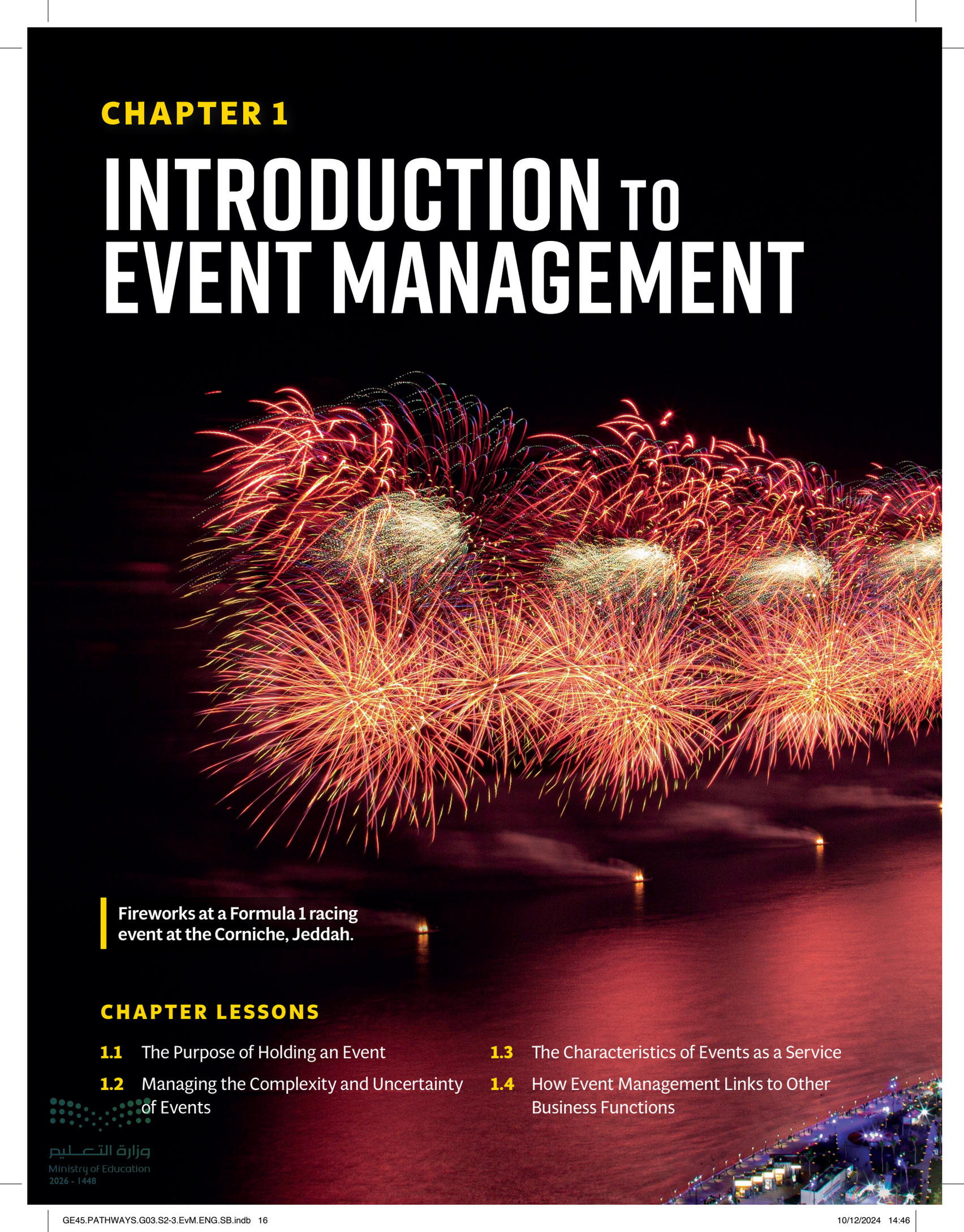
Chapter 3 Suppliers in the Events Industry

Chapter 4 Planning an Event

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CHAPTER 1

INTRODUCTION TO EVENT MANAGEMENT



Fireworks at a Formula 1 racing event at the Corniche, Jeddah.

CHAPTER LESSONS

1.1 The Purpose of Holding an Event

1.2 Managing the Complexity and Uncertainty of Events

1.3 The Characteristics of Events as a Service

1.4 How Event Management Links to Other Business Functions

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People and organizations regularly hold events. While some events, such as family gatherings or small community events, can be small scale and relatively easy to manage, major events may take months or even years of planning and require the services of many specialists.

Event management is not just about understanding the processes that need to be followed when designing, planning, and managing an event, but also about knowing the people that are most suitable for each task. This type of knowledge is often gained through experience and contacts.

An effective event manager will help to ensure that an event lives up to its potential and will increase the chances of its objectives being met or exceeded, whatever the objectives are. While a good event may be talked about in the short term, a very poor event will be remembered for a very long time and can impact the reputation of the persons involved.



Think back to an event you attended. Was it managed well? Why/Why not?

Link to digital lesson
www.ien.edu.sa

1.1

THE PURPOSE OF HOLDING AN EVENT

LESSON OBJECTIVES

Once you have completed this lesson, you should be able to:

1.1.1 Define an event.

1.1.2 Describe the purpose of holding an event.

1.1.3 Explain the four different categories of special events.

KEY TERMS

Event
Attendees
Ritual
Ceremonial
Minor event
Major event
Mega event
Special event
Sponsor
Event host
Business event
Exhibition



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LO 1.1.1

What Is an Event?

Events are gatherings of specific people in a specific place, and at a specific time, based on prior planning, to achieve a specific goal or objectives. Events are held for many different reasons. Two common reasons for which individuals and communities hold events are: to mark the completion of a task, and to break up daily routines and activities.

Organizations and companies also hold events for different reasons. For example, a company might organize a team-building event to foster collaboration among its employees, or it might hold an event aimed at promoting a new product or service. At an even higher level, countries often organize events to encourage tourism and international trade, or to promote national values, among other reasons.



What other rituals are common during Eid al-Fitr celebrations?

Pilgrims performing tawaf at the Kaaba, Mecca

Event Requirements

Some events do not require much planning. For example, a small gathering between friends or a family celebration for a job promotion may be organized very quickly and easily and require few resources other than time and a location. Other events, such as conferences or sports competitions, may require weeks, months, or even years of planning and preparation. Most events share many if not all of the following features:

- *Non-routine*—events are usually infrequent and not part of daily routines.
- *Time*—they usually take place over a limited time span.
- *Planning*—they require some degree of planning and organization.
- *Risk*—elements of risk could include financial risk and safety issues.

Some events involve rituals that must be performed by either specific individuals or by all the **attendees** (the people who come to the event). **Rituals** are certain official or societal actions that are performed the same way every time and are based on certain traditions. Rituals are often **ceremonial** (marked by splendor or formality), and act as a way of highlighting the importance of an event to the community or the audience. An example of a religious ritual is tawaf. This is an obligatory ritual that has to be performed during the Hajj and Umrah pilgrimages. It involves circumambulating the Kaaba seven times in an anticlockwise direction while supplicating to Allah.

Size and Scale of Events

It is useful to be able to differentiate between events in terms of scale, as this will have a significant bearing on every aspect of event coordination, from financing and venue location to the stakeholders involved. All events can be categorized according to their size and scope into one of three broad groups: minor, major, and mega, as illustrated in Figure 1-1.

Minor events are small scale, with limited personal or local interest that may reach a regional scale. Examples of minor events could include a family gathering or a showcase for local catering businesses. **Major events** are medium to large scale, with considerable national or international interest, such as a popular annual festival that draws thousands of visitors

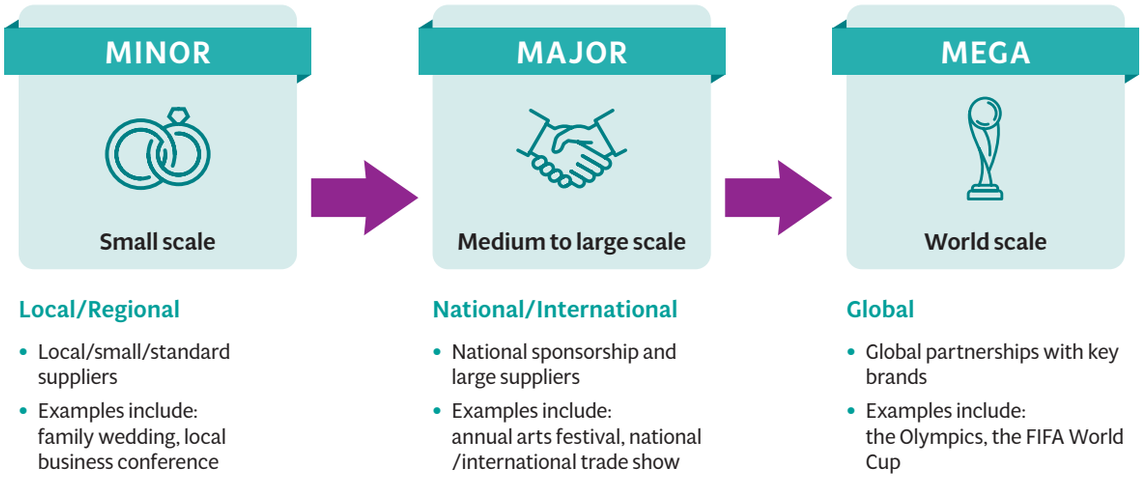


Figure 1-1 Comparison of Event Scale

like Al Janadriyah in Riyadh or the Jeddah Summer Festival. **Mega events** are huge, globally significant events such as Hajj, the Olympics, the World's Fair, and the FIFA World Cup. Mega events are often recurring events with lucrative corporate sponsorship deals, and in many cases are watched by millions of viewers around the world in addition to the tens of thousands of physical attendees.

The objectives of Saudi Vision 2030 place Saudi Arabia at the center of the global economy. Saudi Vision 2030 aims to diversify the Saudi economy. As part of this, Saudi Vision 2030 promotes the country as a world-class tourist destination for leisure travelers from all around the world, many of whom will be drawn to attend festivals that celebrate Saudi culture, traditions, sports, and cuisine.

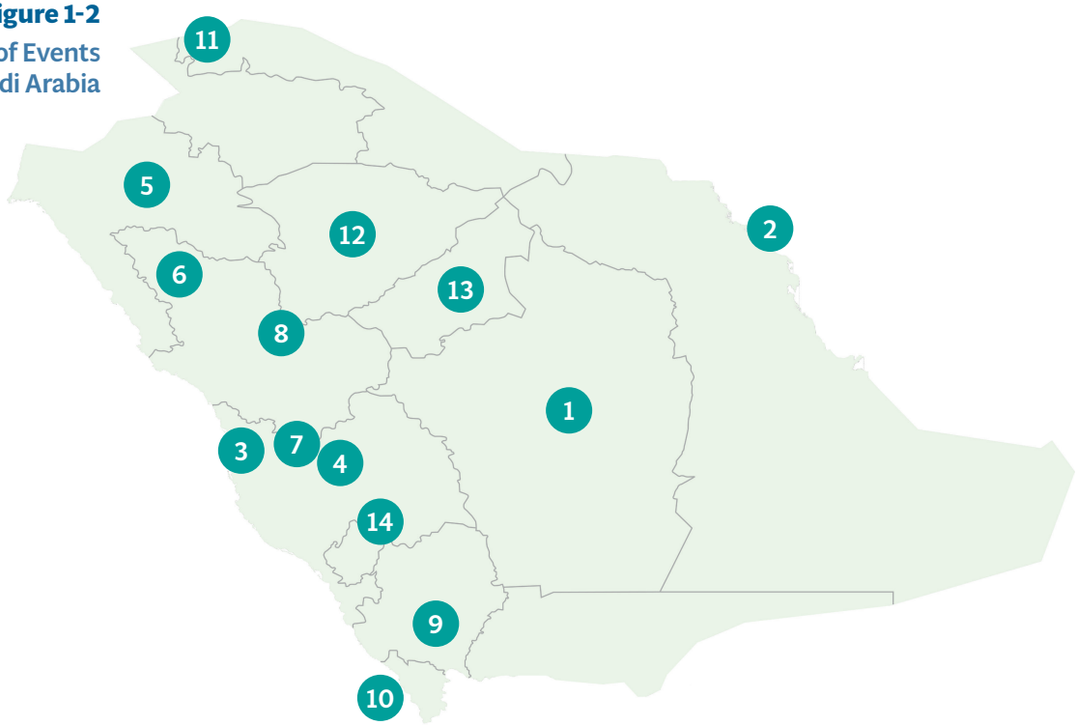
While many key events (particularly those in the mega or major categories) are centered around the capital city, Riyadh, or the two holy cities of Makkah and Madinah, a diverse range of events are hosted in each region. Figure 1-2 highlights a cross-section of the thousands of events held in Saudi Arabia each year. Note that the non-exhaustive selection has been chosen to highlight both the geographic spread and the wide variety of event types and sizes.

Due to this abundance of major events in Saudi Arabia, there is a growing demand for event managers who have the necessary skills and experience to develop and organize world-class events. Moreover, the market for smaller corporate and personal events remains strong, with thousands

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Figure 1-2
A Selection of Events Across Saudi Arabia



No.	Location	Events	Type
1	Riyadh	World Defence Show	Business event (exhibition)
		Al Janadriyah	Festival (culture/arts)
		Future Investment Forum	Business event (financial forum)
		LEAP	Business event (technology conference)
		The Saudi Cup	Sports event (horse racing)
2	Dammam	East Coast Festival	Festival (culture/arts)
3	Jeddah	Formula 1 Saudi Arabian Grand Prix	Sports event (motorsports)
		Jeddah Summer Festival	Festival (culture/arts)
4	Taif	Souk Okaz Festival	Festival (culture/arts)
5	Tabuk	Future of Traffic Safety	Business event (expo)
6	Al-'Ula	Al-'Ula Moments	Festival (culture/arts)
7	Makkah	Makkah Expo for Hotels & Restaurants	Business event (trade expo)
8	Madinah	Etrh Exhibition	Business event (trade expo)
9	Abha	Abha Festival	Festival (culture/arts)
10	Farasan Islands	Al Hareed Festival	Festival (food)
11	Qurayyat	My Perfume Exhibition	Business event (trade expo)
12	Hail	Hail International Rally	Sports event (motorsports)
13	Buraidah	Date Festival	Festival (food)
14	Albaha	International Honey Festival	Festival (food)

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of job opportunities available in large organizations for event managers and coordinators to work on events such as team-building sessions and weddings.

Event management is an exciting and thriving sector in which to work, providing many opportunities to travel, meet interesting people, and acquire a range of transferable skills and experiences that will prove invaluable in the business world. Whether working in the public or private sector, the organization of events plays a significant role in day-to-day business and the wider Saudi economy.

CHECKPOINT

What four characteristics do most events share?

LO 1.1.2

Why Hold Events?

As mentioned in Section 1.1.1, events are held for many different reasons. Different types of events have different purposes. For example, the objectives of a personal event such as a wedding will be very different to those of a business event put on by an organization.

Celebration

An event can be a celebration of a major milestone. Common personal celebrations can include graduations, weddings, and new baby parties. From a community perspective, Saudi Arabia celebrates five major events:

- Eid al-Fitr
- Eid al-Adha
- National Day
- Founding Day
- Flag Day

Special Events

Event managers are not usually hired to plan small events like family celebrations or gatherings between friends. They are more typically used for special events such as festivals and business conferences. **Special events** are events which have objectives that are clearly set apart from normal, daily life, and which are often seen as important. The following descriptors can be used in addition to the characteristics mentioned in Section 1.1.1 to distinguish a special event from an event of a more routine nature:

- *Distinctive objectives*—such as leisure, cultural, personal, or business.
- *Purpose*—for example, to enlighten, celebrate, entertain, or challenge the experience of a group of people.
- *Cost*—often more expensive to host or stage.
- *Reputation*—the reputations of the host and the management team depend on the success of the event.
- *Audience*—will often identify with the event focus, and will have specific interests and required outcomes from the event.



Why might a sports clothing brand want to sponsor a winter sports competition?

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Raising Awareness

Businesses often use events to raise awareness of new products, features, or campaigns. Businesses can raise awareness of an issue by hosting award events, setting world records, distributing free merchandise, utilizing social media, or carrying out advertising campaigns. This type of event can have a high reputational risk due to the fact that they are usually well publicized, meaning that a single mistake or problem can reach the whole world immediately through live broadcasts or social media.

Sales and Marketing

Businesses often hold sales and marketing events to launch new products or services. The purpose of these events is to encourage potential customers to spend their money on the product being marketed by highlighting the brand image.

While some businesses may put on their own sales and marketing events, other businesses may pay to become the sponsor of an existing event. A **sponsor** is a person or organization that makes a payment or offers a service or product in exchange for the right to be associated with an event.

The sponsor's message will likely be shown prominently at the venue and in marketing materials, helping to raise brand awareness and increase sales. Becoming a sponsor gives the business an opportunity to promote their product, and often allows them to increase their sales during the event by giving them a captive audience.

CHECKPOINT

Why are event managers not normally used for small, family events?

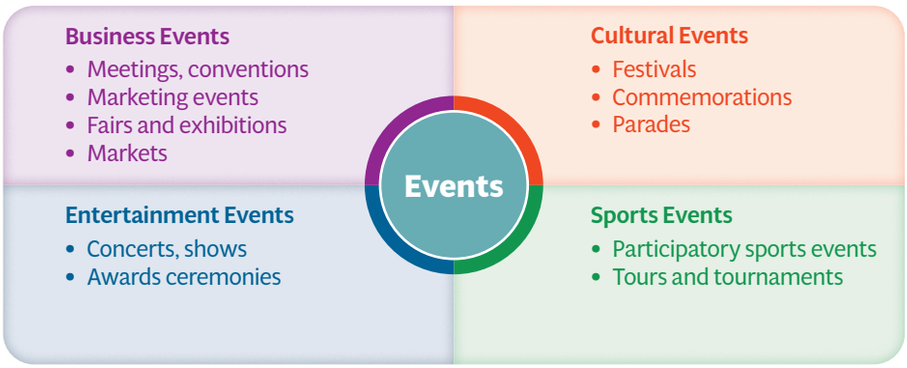
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LO 1.1.3

The Four Categories of Special Events

In order to plan an event successfully, it is important first to understand the nature and purpose of the event. Events can be categorized in many ways; however, most events fall into four main categories, as seen in Figure 1-3.

Figure 1-3
Categorizing Special Events



The **event host** is the person or company who organizes an event, or in whose name an event is held. Events in each of these four categories may require the use of specialist event management skills. The extent of involvement and event management required will depend on the event size and scope. Legal requirements such as health and safety are important aspects of all events and can vary widely depending on the nature of the event.

Business Events

A **business event** is a gathering of professionals, or those interested in a specific industry or sector, where the primary objective is to carry out business-related activities such as selling services, conducting research, or meeting clients. Event managers are often hired for business events which have been created by businesses or governmental organizations to meet a specific need, or they may work directly for businesses or organizations that host many events.

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Organizations can fall into three main categories: for-profit, not-for-profit, and governmental (see Figure 1-4).



Figure 1-4
Categories of Organization

Each of these categories of organizations utilize various types of event managers to help them meet their aims and objectives. Some common types of events that need to be managed include:

- Product launches
- Expos
- Conferences
- Work functions and team-building events.

Product Launch

Product launches are designed to introduce a new product or service to the market. These events are usually held to create excitement and buzz around the product, generating interest among potential customers. An example would be the launch of Aramco's ORIZON™ line of products for use in gasoline and heavy-duty diesel engines, which was timed to coincide with the inaugural Saudi Arabian Formula 1 Grand Prix.

Exhibition

An **exhibition** is a type of event, often created by governments, organizations, or industry trade bodies, which is commonly used to promote innovation, develop solutions to challenges, or to encourage trade and sales. Often, an exhibition is aimed specifically at businesses, although it can focus on any of the following categories:

- B2B: Business to Business
- B2G: Business to Government
- B2C: Business to Consumer.

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In Saudi Arabia, examples of exhibitions include the Riyadh Book Fair and the Jeddah Coffee and Chocolate Expo, which showcase the latest in literature, and coffee and chocolate, respectively.

Conference

A conference is a formal meeting of people that takes place over one or more days to discuss topics and shared interests. They often involve groups such as experts, academics, and industry leaders coming together to share knowledge, research findings, and best practices. This type of event aims to foster dialogue, networking, and collaboration, bringing together individuals from different backgrounds and areas of expertise to learn from each other. An example of a conference in Saudi Arabia is the Hajj and Umrah Conference, which brings together experts from the pilgrimage industry to discuss issues related to Hajj and Umrah pilgrimages.

Work-Function/Team-building Event

Work functions and team-building events are designed to improve team collaboration and communication while fostering a sense of community and camaraderie among employees. They may be used to build team spirit and morale, recognize and reward excellent team members, and share news and impacts of upcoming changes.

Work functions are often more social and informal in nature, and team-building events tend to include games and challenges which require employees to work together and use their problem-solving skills. In Saudi Arabia, the team-building events held in Al-'Ula are attended by teams from high-profile Saudi and international companies. Attendees at these events engage in various activities such as hiking, rock climbing, and cultural tours, strengthening their bonds while improving their teamwork and communication skills.

Cultural Events

Cultural events, such as the Janadriyah Festival or the Al-'Ula Arts Festival, are those that celebrate ideals and aspects of life that create a sense of belonging and community, and can range from small community events to citywide, nationwide, or international events.

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Entertainment Events

Entertainment events are those that are attended purely or mainly for the purposes of enjoyment. They can include events such as concerts, shows, and awards ceremonies.

Sports Events

Like the three other types of events mentioned, sports events can vary widely in terms of size and scope, from small local sports events to mega events like the Olympic Games. They include events in which ordinary people can participate, such as marathons, and events which are more spectator-focused, such as the FIFA World Cup.

CHECKPOINT

Can you name two types of events that fall into each of the four main categories?

Planning Matters

A High-Pressure Role

For the sixth year running, event management has been ranked as one of the most stressful jobs on earth—just slightly less stressful than being a firefighter or a soldier.

Event managers are in high demand, which means that they are often working on several projects at the same time, and meeting challenging deadlines while working to both short and long time frames, as well as to the changing demands of their clients.

Event managers must:

- be able to multitask
- have excellent attention to detail
- have time-management skills
- have effective customer-facing skills.

What do you think?

Why is event management such a stressful job?

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1.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is a professional events manager most likely to be hired for?
   - **a.** a small family celebration
   - **b.** a corporate product launch
   - **c.** a weekly team meeting at work
   - **d.** a gathering between friends
2. An event manager does NOT have to be skilled in:
   - **a.** multitasking
   - **b.** time management
   - **c.** cooking for large groups
   - **d.** customer service

Think Critically

3. Compare two different categories of events. In what different ways would you execute these events?

_____

_____

_____

_____

4. Choose an event that has been mentioned in this lesson. Describe who the host and attendees of the event might be and what needs they are likely to have. How might the host's needs differ from those of the attendees?

_____

_____

_____

_____

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MANAGING THE COMPLEXITY AND UNCERTAINTY OF EVENTS

1.2

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

1.2.1 Identify the core values of event design.

1.2.2 Explain the concepts of event complexity and uncertainty.

1.2.3 Describe the complexity and uncertainty of different events.

KEY TERMS

Uncertainty of events
Complexity of events
Business function
Typology of events

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LO 1.2.1

Event Design Core Values

For every event, regardless of its size, scope, or type, there is a common set of six questions that should be considered. These questions, illustrated in Figure 1-5, form the core values of event design that underpin the framework of event management theory. These core values should be central to the process from the initial stages of development onwards, and they will, therefore, be referred back to throughout the remainder of this course.

Figure 1-5
Event Design Core Values



As with any project, asking the right questions will encourage the event manager to apply a methodical approach to problem solving. Critically, this will also ensure that the plans adopted meet the specific requirements of the event in question. The answers to these questions will form the basis of a plan that can be enhanced and refined as the project develops.

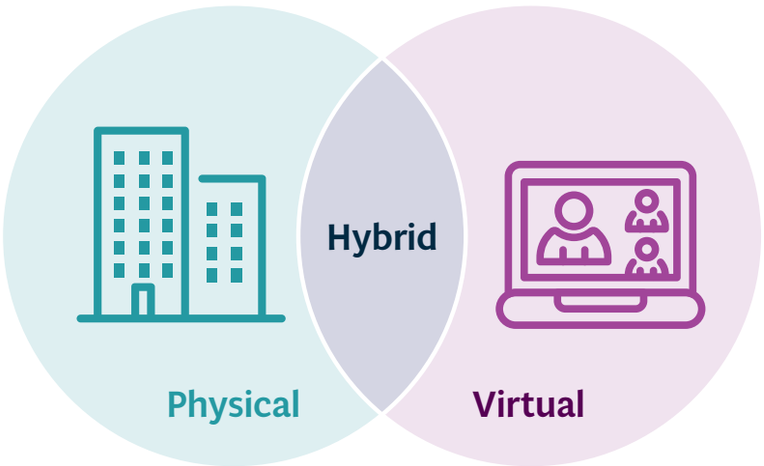
It is important to be realistic about the scope of the event, in order to lay down an achievable pathway to success. In addition, the values provide

a set of metrics for retrospectively assessing and evaluating the success of the event, by measuring the extent that the event has delivered upon its original requirements.

The Event Environment

One of the key considerations of the event design core values is where the event will be held. The environment in which an event takes place might be a physical location, a virtual environment (online), or, increasingly, a hybrid combining elements of both. The characteristics, advantages, and disadvantages of each type of environment are illustrated in Figure 1-6.

Figure 1-6
The Event Environment



	Pros	Cons
Physical Hosted solely at a physical venue, without a virtual element	☑ Face-to-face interactions ☑ Physical presence	☒ Higher operational costs ☒ Possibly difficult to reach
Virtual Purely hosted virtually, with attendees and speakers interacting online using teleconferencing tools, livestreams, and other technology	☑ Global/borderless presence ☑ Lower operational costs	☒ Less meaningful interactions ☒ Crowded marketplace
Hybrid Combining both a physical venue and virtual/online presence	☑ Allows for different modes of participation ☑ Flexibilility maximizes advantages	☒ Increased costs for physical venue hire and operation ☒ Technology required for virtual audiences

CHECKPOINT

What are the six event design core values?

LO 1.2.2

The Complexity and Uncertainty of Events

All events have different requirements. Some events can be very straight-forward and easy to plan, while others can have more decisions that need to be made over a longer period of time. When planning and managing events, it is important to understand what risk factors may influence the success of an event and how those risk factors can be minimized.

The level and breadth of experience and knowledge needed of an event manager depend upon the uncertainty and the complexity of the event they are tasked with managing.

The **uncertainty of events** refers to the elements which may not be fully known in advance. Aspects of an event which add to uncertainty can include the following:

TIME	• Has enough notice been provided? • Can people confirm attendance?
ATTENDEES	• How invested are the potential attendees? • Is the event personal or business-related?
LOCATION	• Is the location easily accessible? • Does the booking of the venue depend on other factors (such as number of guests)?
COST	• Can costs be accurately predicted? • What budget is available?

The **complexity of events** refers to the number of elements that may impact event planning, and the level of difficulty or work required to address those elements. Aspects of an event which add to complexity can include the following:

NUMBER OF STAKEHOLDERS	• More stakeholders • Different sizes, level of influence, and backgrounds
NUMBER OF ATTENDEES	• More attendees • Individual requirements
NUMBER OF FUNCTIONS	• Several different business functions that must be managed • Requirements to ensure integration • Number of side events
SCALE	• International functions must meet different national standards • Time zones must be considered • Cultural and national customs must be considered

A **business function** is a part or area of a business that is responsible for carrying out a particular set of activities. Examples of common functions in the events industry would be catering, entertainment, and security.

CHECKPOINT

Why would a large number of guests increase the complexity of an event?

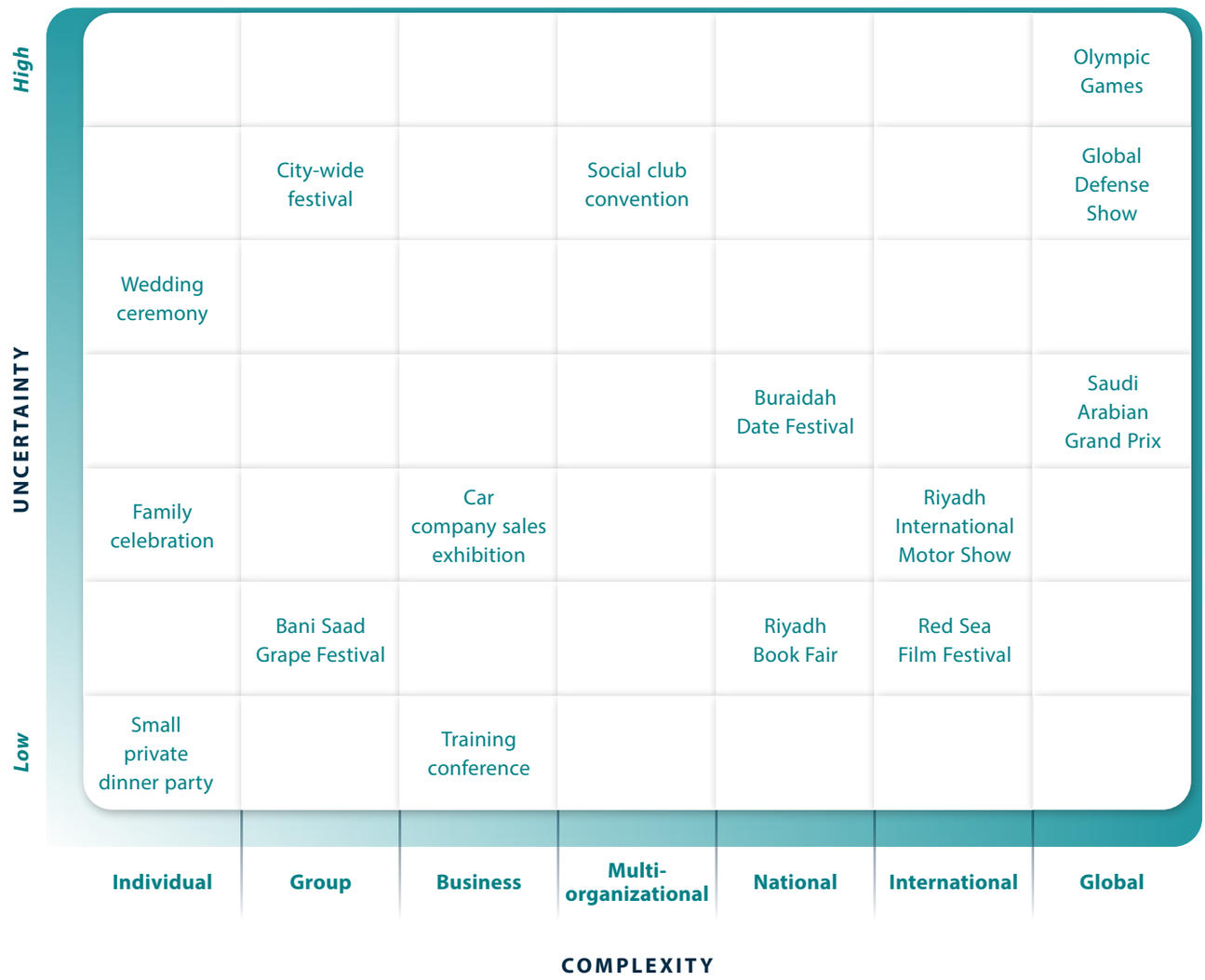
LO 1.2.3

Assessing Complexity and Uncertainty

Event Typology

Figure 1-7 introduces a **typology of events** (a classification of events based on types or categories) covering a range of different events that are held in Saudi Arabia and around the world.

Figure 1-7
A Typology of Events



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This typology can be used as an organizing framework. It allows an event manager to understand at a glance:

- how much effort is likely to be needed for an event
- how much time needs to be spent monitoring and planning the event
- whether any assistance may be needed from colleagues due to the size, complexity, and/or uncertainty of the event.

National events, such as the Buraidah Date Festival, are those for which the attendees (or the vast majority of the attendees) are drawn from the country where the event is being held. International events, such as the Red Sea International Film Festival, involve attendees from several countries, representing two different continents. Global events, such as Hajj or the FIFA World Cup, involve attendees drawn from several countries, representing three or more continents.

Uncertainty

When planning a small dinner party, you may have invited a limited number of people, and each will have replied to confirm their attendance. As this is a small setting, it is likely that that the event organizer will be certain of who is attending, especially as the dinner party will be organized and held within a short space of time. A trade show, however, may be planned for two years in the future. The plans of attendees and organizers may change over time. Therefore, specific details may be uncertain.

Complexity

Dinner parties are also likely to be very simple—attendees will arrive at a particular time and will not expect more than food and polite company. The Olympic Games, however, will require many different elements to be successful, from organizing accommodation, transportation, and food to selling advertising space and the rights to broadcast the event.

Mega events such as Hajj are extremely complex. Due to the importance of Hajj and the large number of pilgrims, the Saudi government established the Ministry of Hajj and Umrah, which plays the role of event manager.

While religious mega events such as Hajj cannot be compared with cultural or sports mega events in terms of their impact on the individuals that take part, they may have similar material, social, and economic impacts on the cities that host them. Mega events have the capacity to put the city where they take place on the global map and to attract attendees from all over the world. Analysts have identified several "zones" of mega events. Moving from inner to outer zones, these are:

- the "core zone" in which the main event activities, such as sports or other performances take place
- the "intermediate event zone", which includes the event's social and economic impact on the wider area in which it takes place
- the "event horizon zone", which consists of the mega event's long-term impact on a national and global level.

Why is Hajj categorized as a mega event?



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The typology of an event will influence the relative skill and experience required of an event manager.

- Less complex and more certain events may only require the services of an amateur event manager, who may not have relevant or advanced qualifications or a wide range of professional contacts.
- Events which have a high level of complexity will require a skilled and experienced professional event manager who has relevant experience and qualifications, has proven their ability, and can justify their salary.

Some key differences between amateur and professional event managers are shown in Figure 1-8.

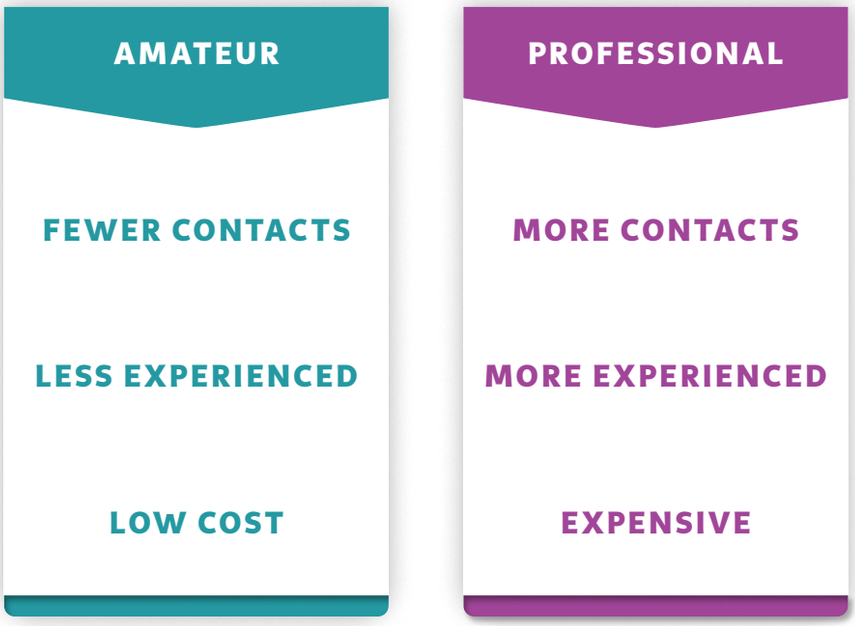


Figure 1-8
Key Differences Between Amateur and Professional Event Managers

CHECKPOINT

Why is a typology of events useful for an event manager?

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1.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. An amateur event manager often:
   - **a.** is more experienced than a professional
   - **b.** has a list of contacts that they trust to provide services
   - **c.** is cheaper to hire than a professional
   - **d.** has the skills to manage complexity and uncertainty effectively
2. An event manager must ensure they understand:
   - **a.** legal requirements
   - **b.** the requirements of the host
   - **c.** the complexity of an event
   - **d.** all of the above

Think Critically

3. Choose an event you know a lot about. How would you characterize its levels of complexity and uncertainty? Why is understanding the complexity and uncertainty of an event important to its success?

4. Why might a business be willing to pay a professional event manager to organize a complex business event for them?

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1.3 THE CHARACTERISTICS OF EVENTS AS A SERVICE

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

1.3.1 Describe the characteristics of events as a service.

1.3.2 Explain the importance of ambience for an event.

1.3.3 Describe the services offered by an event manager.

KEY TERMS

Perishable
Capacity
Tangible
Intangible
Labor-intensive
Outsource
Break down
Ambience
Eisenhower Matrix

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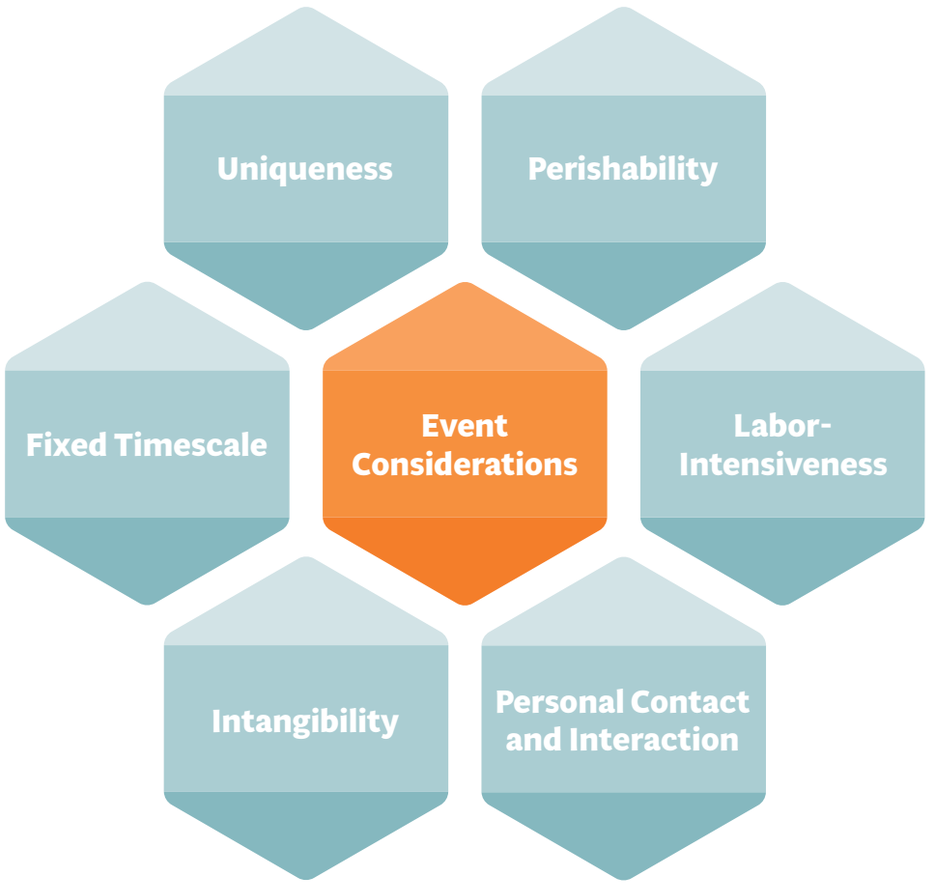
LO 1.3.1

Events as a Service

Special events are usually designed for a specific purpose and provide a service to the end user from the host. Such events must be tailored to exact, specific requirements that must meet the overall objective of the event.

The event manager must understand the parameters of the service being offered and take into account the considerations shown in Figure 1.9.

Figure 1-9
Considerations for Events as a Service



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Uniqueness

Each individual event held will be different from all others. Although the same kind of event can be repeated many times, the participants, the surroundings, the audience, or any number of other variables will change, which makes the event unique. While events can recur (happen multiple times), the format and timing of each recurring event is likely to be different.

Weddings

Even smaller events that are very frequently held, such as weddings, are unique. Therefore, even though an event manager will have a standard list of what needs to be done when planning a wedding, the manager must ensure that the individual requirements of the host are taken into account. Differences arise due to choices in location, the invited guests, the timing, the food offered, the entertainment, and so on.

The Olympic Games

The modern Summer Olympic Games have been held since 1896, and by 2024 a total of 30 complete editions had taken place. The Olympic Games require an enormous amount of planning, and many event managers are needed—often, many are required for each individual area. What makes each Olympic Games unique is that each has different athletes, different organizers, different locations, and a different audience.

Perishability

Two different graduation parties at the same location, with the same number of people, will not be the same. Each event is **perishable** (cannot be repeated in exactly the same way). Even where a reasonable level of standardization is possible—for example, with activities such as training seminars—each will be different and will be very time dependent. They exist briefly and cannot be repeated in precisely the same way.

Perishability also relates to the use of facilities for events. An events venue, for example, might be used at its peak **capacity** (the maximum number of people who can be accommodated) only on the weekend for weddings, meaning that for the rest of the week, its revenue-generating



What keepsakes could be used to make an intangible conference more tangible?

potential is not being fully exploited. If the room is empty for even one day of the week, the revenue-generating potential of that day is lost forever—it is perishable. The room can be used on a different day, but the day it is empty cannot be recovered and used.

Intangibility

When a consumer buys something **tangible**, they can hold or touch it. Events, however, are mostly **intangible** (not able to be held or touched) as they are a service. An attendee at a festival will experience the activities, and enjoy and remember the event, but there are only a few tangible things that they might have got from it—such as a souvenir, photographs, or a video of the event.

It is important for event managers to understand that even the smallest tangible item will help to improve the perception of how good an event has been. Depending on the event, programs, postcards, small wrapped and named chocolates, badged cups, or commemorative brochures help make the intangible more tangible.



Personal Contact and Interaction

Events are often places where the attendees have little personal contact with each other on a regular basis. For an event to be considered a success, there must be the opportunity for a positive atmosphere to be created by the interaction of the attendees.

Therefore, when planning an event, managers must be fully aware that the atmosphere depends on the actions and reactions of the people attending. It is possible for the same event, such as a team-building event or a procession, to recur on two separate occasions, and for one occasion to be a complete success while the other is a complete failure due to audience reactions, interactions, or backgrounds. It is vital, therefore, that event managers thoroughly understand the profile and motivations of the attendees.

Labor-Intensiveness

Labor-intensive events are those which require a lot of work or staff to ensure that the event runs smoothly and efficiently. The more complex and unique an event is, the more labor-intensive it is likely to be, both in terms of organization and operation. Larger events often **outsource** (make a contract with another company to provide a particular product or service) tasks such as catering and entertainment that require large numbers of temporary staff and specific expertise.

If an operational element is not outsourced, it may require high levels of staffing in order to deliver the event properly. A banquet for 300 people will require not only food-service staff, but also drinks staff, kitchen staff, and management, as well as support staff such as cleaners and staff to set up and **break down** (perform close-down activities, such as site clearance and the dismantling of infrastructure) the room. The labor-intensiveness of special events is very unpredictable, as it depends entirely on the type of event, and factors including the number of guests and the quality of the staff.

Fixed Timescales

Unlike routine activities, which can carry on indefinitely, special events have fixed time scales: that is to say, they take place within well-defined

periods of time. The time scale could be very short, such as for the opening ceremony for a new road, or very long, such as the World's Fair (Expo), the planning for which can take up to 10 years. Many special events are actually composed of a sequence of short bursts of activity, with pauses or breaks in between, as a constant string of ceremonies can become very tiring and boring.

For those planning special events, the issue of timing must be kept in mind; for an event to be successful and striking, it will need to hold people's attention and interest them. It is better for these to be broken up into sections than to take place all at once, without a respite.

Just because time scales are "fixed" does not mean they cannot be varied.

- A personal celebration that has a great atmosphere where everybody is enjoying themselves may carry on longer than planned.
- An event may need to be extended in a planned way because of an unexpected reason, such as to recover costs or deal with extra demand.
- Timescales may also be shortened due to a lack of interest.

CHECKPOINT

What factors make several instances of a recurring event different to each other?

LO 1.3.2

Creating the Right Ambience

An event with the right **ambience** (a feeling or mood associated with a particular place, person, or thing) can be a huge success. An event with the wrong ambience can be a huge failure. At a personal event, such as a graduation party, the ambience may be simply created by the people who

are there, without the need for anything else—good company among friends can make an excellent event (see Figure 1-10).

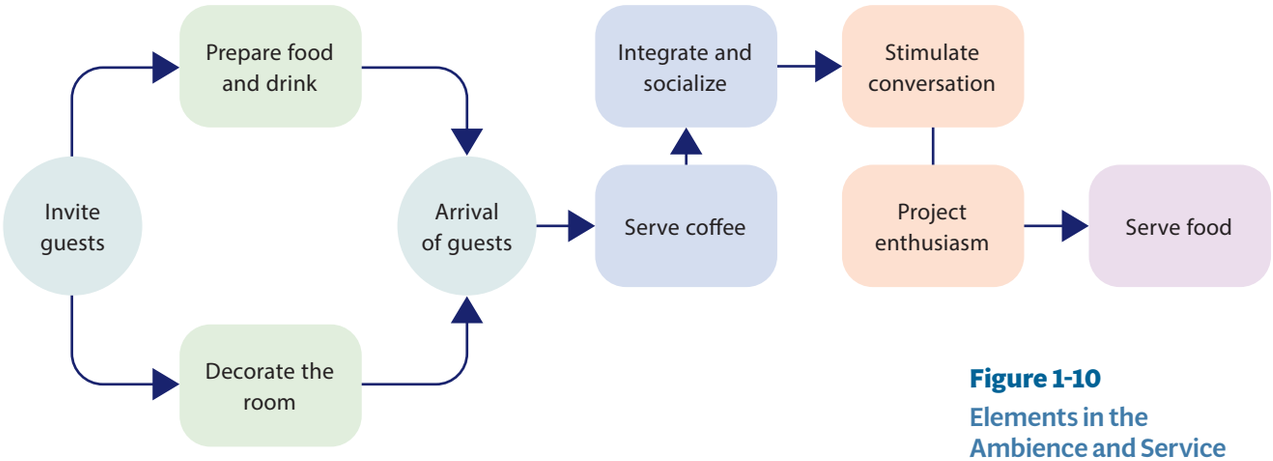


Figure 1-10
Elements in the Ambience and Service of an Event

It is very important to realize that the presence of these elements does not guarantee that things will go well: there can be a wonderful environment, expensive themed decor, large amounts of excellent food and drink, and the event can still be a failure.

People cannot be forced to enjoy themselves. If they've had a bad day or feel grumpy, a wonderfully well-organized event might get them in a better mood … or it might not.

CHECKPOINT

Why is it important to think about the ambience of an event in its planning stages?

LO 1.3.3

The Right Skills for the Job

As event managers gain more experience in managing events, their understanding of requirements and their ability to manage the characteristics of

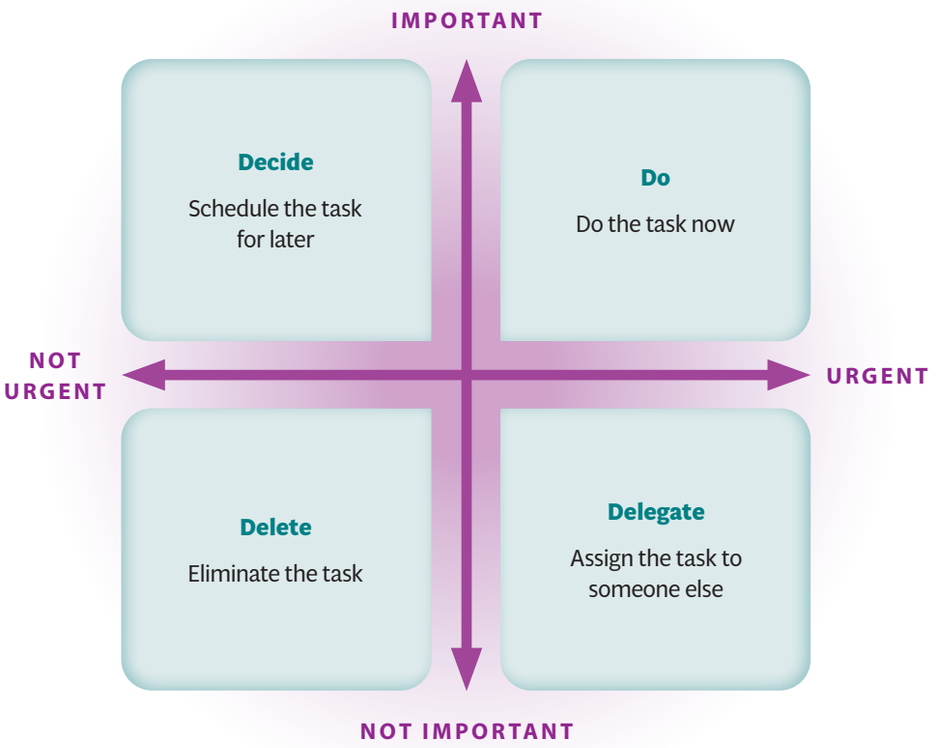
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an event improve. Event managers must be able to prioritize tasks and can use matrices such as the **Eisenhower Matrix** (see Figure 1-11), which is a productivity, prioritization, and time-management framework, to judge the importance of a task and the best use of their time. This allows an event manager to focus on the overall success of an event as a service.

Figure 1-11
The Eisenhower Matrix

Why might an event manager delegate a task to someone else to complete?



Effectiveness and Efficiency

One of the key services offered by an event manager is to gauge the extent to which facilities, resources, and services can be used effectively, given the uniqueness or irregularity (or infrequency) of their use. As events are often infrequent, such aspects can be expensive to provide.

Many items will have to be produced on a one-off basis and cannot be used again. For example, a personalized banner would be a unique item and, therefore, (relatively) expensive to provide. However, a banner with a generic message may be used many times and can be stored to be used again, reducing cost.

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The issue of perishability also means that event venue managers may have to use a variety of techniques, such as differential pricing, to try to encourage activities during quiet periods when a facility or service on offer might not sell as much—an example of this would be highlighting the discounted price of a catering service on, say, a Tuesday compared to a weekend or a peak period, when there is a high demand for the services. This highlights the perishability issue; if a catering service is not booked one night of the week, then the service provider will have lost that night's revenue forever.

Communication

Regardless of whether the host/client outsources tasks or manages all tasks themselves, event managers must ensure that there is a high level of communication, which takes time and effort, even in a well-known setting.

Forecasting

Event managers must be able to forecast requirements such as staffing needs, costs, and size and scope for all types of events. These forecasts will be based on their experience, on what the organizer specifies as the event's objectives and needs, and on the experience and forecasts of department leaders.

Factors that influence forecasting include: the number of guests, the types of service, the experience and quality of the staff, the time required to complete the service, and even the layout of the venue.

Attention to Detail

One of the roles of an event manager is to ensure an event succeeds through careful attention to detail and through encouraging the desired outcome by understanding the needs of the client and the attendees. By understanding all of the requirements, even those that have not been specifically mentioned, a successful event manager will be able to catch any errors in the set-up of an event.

CHECKPOINT

Why must event managers be multiskilled?

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1.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a characteristic of an event?
   - **a.** uniqueness
   - **b.** perishability
   - **c.** efficiency
   - **d.** fixed timescales
2. Which of the following is an intangible element of an event?
   - **a.** a brochure
   - **b.** the ambience
   - **c.** a commemorative mug
   - **d.** a group photograph

Think Critically

3. A friend who attended an event comments to you that its ambience was poor. Evaluate whether this event could still be called successful. Give reasons for your answer.

_____

_____

_____

_____

4. What are the benefits of using a planning tool such as the Eisenhower Matrix?

_____

_____

_____

_____

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HOW EVENT MANAGEMENT LINKS TO OTHER BUSINESS FUNCTIONS

1.4

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

1.4.1 Explain the implications of special events for stakeholder groups.

1.4.2 Explain the issues involved in managing key business functions.

1.4.3 Analyze the impact of PESTLE factors.

KEY TERMS

Competing forces
Event stakeholder
Sub-contractor
Delegate
SWOT analysis

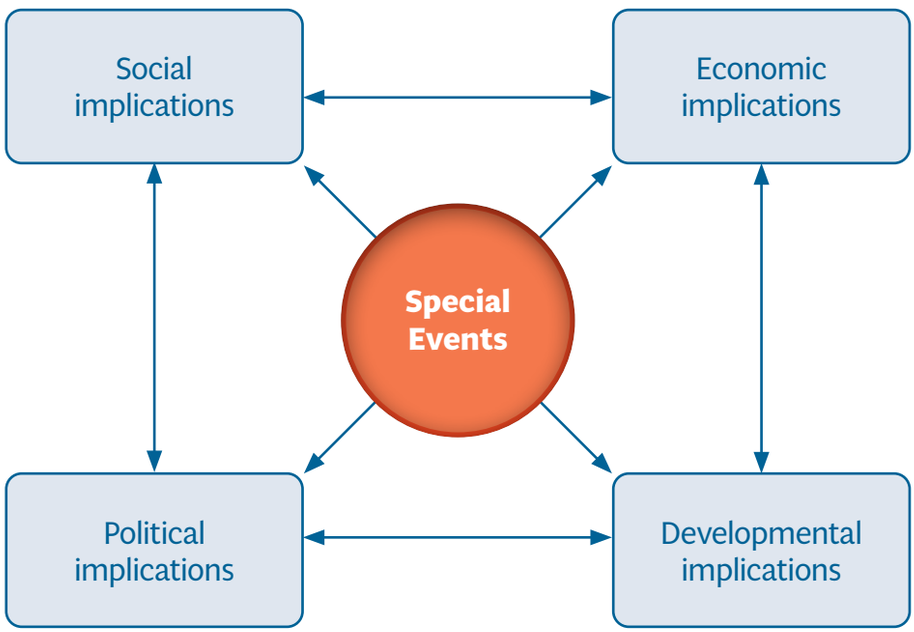
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LO 1.4.1

Managing Stakeholders

Due to the wide variety of events identified in Lesson 1.2, event managers have to ensure that they are aware of the different factors that have to be considered when planning and managing an event. The size and scale of special events means that they may have implications for the wider society in which they are held, as seen in Figure 1-12.

Figure 1-12
The Implications of Special Events



In addition, the planning of an event may be affected by **competing forces**, which are ideas, requirements, or interests that cannot all be right or satisfied at the same time. Therefore, event managers must be able to identify, analyze, and balance various competing forces when planning and managing an event to ensure that the viewpoint and interests of each stakeholder are taken into account.

Stakeholders in an Event

An **event stakeholder** is a person, group of persons, or organization that has an interest in making decisions or implementing certain activities



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related to a company or event. The stakeholders in an event will often vary depending on the type and size of event being held. Some common potential stakeholders are illustrated in Figure 1-13.

Figure 1-13
Potential Stakeholders for an Event



CHECKPOINT

Why is it important to understand who the stakeholders for an event are?

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LO 1.4.2

Managing Key Business Functions

Events must be managed like any other aspect of a business. An event manager must be able to manage and combine a wide range of different business functions in order to create a successful outcome. The complexity of an event often influences the level of knowledge, experience, and skill required to fulfill the business functions.

As the size, scope, and budget of an event increases, so does the need for employees and **sub-contractors** (specialists who are paid to fulfill a particular contractual obligation) to fulfill the various business functions. Event managers must be able to effectively **delegate** (entrust someone, usually a junior colleague, with key tasks and duties). Delegation requires trust, which comes from experience and the gradual development of working relationships and positive event outcomes.

The main business functions in relation to special events are highlighted in Figure 1-14.



Figure 1-14
Main Business Functions in Relation to a Special Event

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CHECKPOINT

Why is it important to delegate responsibility to colleagues or sub-contractors?

Event Management Skills

Delegation

A good event manager must have a working knowledge and understanding of all the different business functions; however, they will not necessarily be required to manage each of these functions directly. In fact, direct management of all functions will likely prove impractical for larger events, meaning that events managers must know how and when to delegate responsibility to others, such as subordinates or contractors. Successful event managers will have built positive working relationships with key suppliers who are able to provide the necessary skills and experience.

DEVELOP YOUR SKILLS

Explain how you would decide which tasks to complete yourself and which tasks could be better provided by experts.

LO 1.4.3

Analyzing PESTLE Impacts

When planning an event, there are many models that can be used to create a structure for planning and researching the viability of an event. A popular model, and one whose elements will be used throughout this course, is the PESTLE analytical model, which examines the external factors that may influence the implementation and outcome of an event (see Figure 1-15).

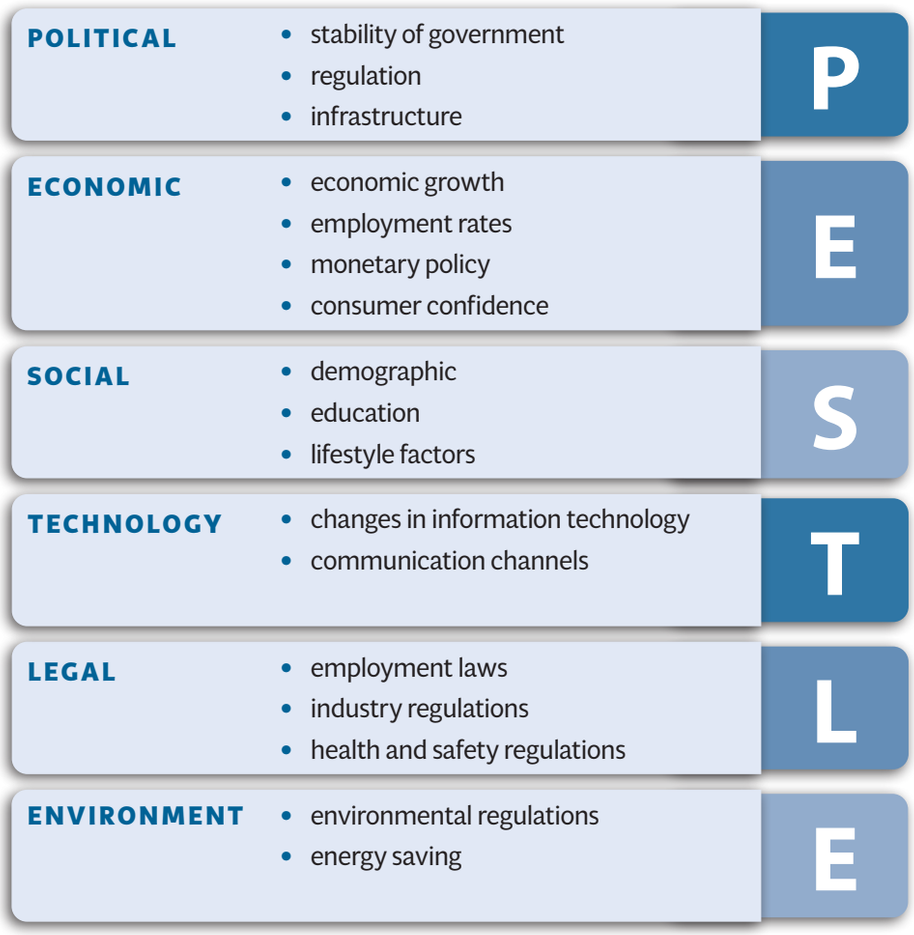


Figure 1-15
A PESTLE Infogram

PESTLE analysis considers whether or not the outside environment is favorable toward conducting an event. The aim of such an analysis is to establish whether an event is feasible or not, and to identify external

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issues or risk factors that may need to be addressed or mitigated.

When carrying out a PESTLE analysis, an event manager should consider whether the political conditions of the location are favorable for holding an event. They should also take into account both the current state of the economy, and economic projections for when the event will be held. Are the social conditions favorable toward the events industry? If, for example, an economic downturn is expected, this could affect attendance. However, an area of high unemployment would be likely to welcome a major event, due to the employment opportunities the event would provide.

Likewise, the success of an event is also influenced by external technological factors. This is particularly true for virtual and hybrid events that require a reliable technological infrastructure to operate effectively. Finally, will legal or environmental considerations positively or negatively impact the potential event? For example, will environmental laws support the hosting of an event in a particular location?

Technological advances have resulted in the world becoming increasingly more connected. As a result, when assessing the external environment, event managers must consider not only local or regional conditions, but the impact that global factors could have on success.

SWOT Analysis

Another tool that event managers can use to maximize the chances of a successful event is **SWOT analysis**—a method of analysis that looks at strengths, weaknesses, opportunities, and threats, as shown in Figure 1-16.

While PESTLE focuses exclusively on external factors, SWOT analysis examines both external and internal factors that could affect the viability or success of an event. It separates these factors and their effects on business functions into:

- *Internal resources and capabilities*—these are things which a business can control and manipulate. The strengths of the organization and the event can be highlighted and taken advantage of, while any weaknesses can be minimized and either fixed or avoided if possible.

- *External factors to be exploited or mitigated*—opportunities can be exploited to maximize the chances of success, while threats can be monitored and potentially turned into opportunities if handled by experienced event managers.

The PESTLE and SWOT frameworks are complementary and can be used together. The outputs established from the PESTLE analysis can feed directly into the inputs for external factors in the SWOT analysis.

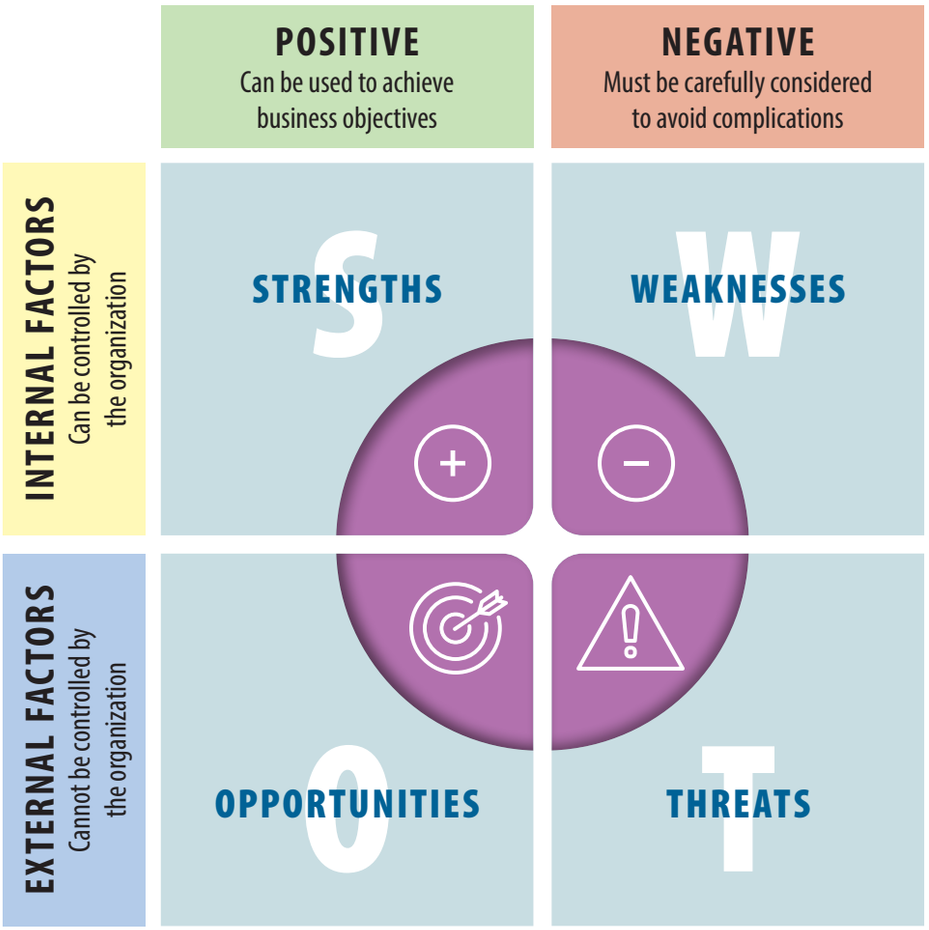


Figure 1-16
SWOT Analysis

CHECKPOINT

Why must an event manager consider PESTLE factors?

Planning Matters



The Importance of Context

Having a digital device available that can access all known information at any time is providing event managers with ever-greater tools to visualize and plan events.

Case studies, blogs, and trade forums allow research to be faster, specific, and evidenced via recommendations from peers. Virtual reality can allow experienced managers to sell a reality rather than a vision.

However, context is most effective when:

- the requirements are specific
- the stakeholders are known
- the outcomes are understood.

What do you think?

What might be some barriers to effective research and planning?

1.4 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. The main positive direct impact of a tourism event is:
   - **a.** influx of capital to a council
   - **b.** increase in employment
   - **c.** increased injection of capital
   - **d.** increased air traffic
2. The "strengths" identified in a SWOT analysis are:
   - **a.** internal and helpful
   - **b.** internal and harmful
   - **c.** external and helpful
   - **d.** external and harmful

Think Critically

3. Identify the likely stakeholders for a large sporting event. What competing forces or stakeholder requirements might the manager of the event need to balance?

4. Evaluate why a business might choose to delegate responsibility for a technical role to a specialist. What are the potential benefits and risks involved?

CHAPTER 1
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Create a concise definition of an event.

2. Identify three main purposes of holding an event.

3. Describe one type of special event.

4. Contrast two different types of event.

5. Explain the factors which may increase the complexity of an event.

6. Choose an event and design a brief event plan that aims to minimize the effects of uncertainty on the event.

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7. Describe the characteristics of one type of event.

8. Demonstrate how the ambience of an event can influence its chances of success.

9. Describe two key roles of an event organizer, and explain why each is important.

10. Identify three main stakeholders in a special event of your choice.

11. Describe the main business functions that can influence an event.

12. Describe two PESTLE factors. Examine how these factors might impact an event.

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DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

LESSONS 1–2

Match the key terms (1–16) with the definitions (a–p).

	Term	Your Choice	Definition
1.	Attendees		**a.** A gathering of specific people in a specific place, and at a specific time, based on prior planning, to achieve a specific goal or objectives.
2.	Business event		**b.** A type of event, often created by governments, organizations, or industry trade bodies, which is commonly used to promote innovation, develop solutions to challenges, or to encourage trade and sales.
3.	Business function		**c.** A huge, globally significant event which often has lucrative sponsorship deals and/or is watched by millions of viewers around the world.
4.	Ceremonial		**d.** A person or organization that makes a payment or offers a service or product in exchange for the right to be associated with an event.
5.	Complexity of events		**e.** A gathering of professionals, or those interested in a specific industry or sector, where the primary objective is to carry out business-related activities such as selling services, conducting research, or meeting clients.
6.	Event		**f.** The person or company who organizes an event, or in whose name an event is held.
7.	Event host		**g.** The people who come to an event.
8.	Exhibition		**h.** A certain official or societal action that is performed the same way every time and is based on certain traditions.
9.	Major event		**i.** An event which has objectives that are clearly set apart from normal, daily life, and which are often seen as important.
10.	Mega event		**j.** A small-scale event with limited personal, local, or regional interest.
11.	Minor event		**k.** Marked by splendor or formality.
12.	Ritual		**l.** The elements of events which may not be fully known in advance.
13.	Special event		**m.** A medium- to large-scale event with considerable national or international interest.

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14.	Sponsor		**n.** A part or area of a business that is responsible for carrying out a particular set of activities (e.g. catering, entertainment, security).
15.	Typology of events		**o.** The number of elements that may impact event planning, and the level of difficulty or work required to address those elements.
16.	Uncertainty of events		**p.** A classification of events based on types or categories.

LESSONS 3–4

Match the key terms (1–14) with the definitions (a–n).

	Term	Your Choice	Definition
1.	Ambience		**a.** Requiring a lot of work or staff to ensure that the event runs smoothly and efficiently.
2.	Break down		**b.** Make a contract with another company to provide a particular product or service.
3.	Capacity		**c.** Able to be held and/or touched.
4.	Competing forces		**d.** Perform close-down activities, such as site clearance and the dismantling of infrastructure.
5.	Delegate		**e.** The maximum number of people who can be accommodated.
6.	Eisenhower Matrix		**f.** Not able to be held or touched.
7.	Event stakeholder		**g.** A feeling or mood associated with a particular place, person, or thing.
8.	Intangible		**h.** A productivity, prioritization, and time-management framework.
9.	Labor-intensive		**i.** Cannot be repeated in exactly the same way.
10.	Outsource		**j.** A specialist who is paid to fulfill a particular contractual obligation.
11.	Perishable		**k.** Ideas, requirements, or interests that cannot all be right or satisfied at the same time.
12.	Sub-contractor		**l.** A method of analysis that looks at strengths, weaknesses, opportunities, and threats.

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13.	SWOT analysis		**m.** Entrust someone, usually a junior colleague, with key tasks and duties.
14.	Tangible		**n.** A person, group of persons, or organization that has an interest or interest in making decisions or implementing certain activities related to a company or event.

APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Identify an article outlining an event that has been published in a local newspaper. The article must outline the aims, objectives, and activities which have been utilized to meet the needs of the event host.

Complete the following:

1. Identify the category of event chosen, using evidence from your article.
2. Outline the main purpose of the event.
3. Describe the main activities at the event.
4. Outline the level of complexity of the event.
5. Describe the ways in which the event manager may have minimized risks to the event.
6. Describe the audience of the event.
7. Identify and explain the main stakeholders within the event.
8. Discuss the main external factors that may have influenced the event.

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REFLECTION TASK

Recall an event where you were in the audience. Answer the following questions:

1. What type of event did you attend? What was the main purpose of the event?
2. What were the reasons for the activities chosen?
3. Explain how successful the activities chosen were in meeting the aim of the event.
4. Was the event managed well? Explain your answer.
5. What would you have done differently if you were managing the event?

CASE STUDY ONE

NEOM Beach Games 2022



Location of NEOM

The Titan Desert Race is a mountain biking endurance and orientation race.



Learning Objectives

The aim of this case study is to examine why events are held, and how organizations decide what types of events will cause the maximum impact and meet their long- or short-term needs. The case study has the following objectives:

- To understand the purpose of NEOM holding an annual Beach Games event.
- To explain the levels of complexity and uncertainty in each subsequent Beach Games event.
- To analyze how internal functions and external factors affect the planning and running of the event.

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FACTBOX

- Launched in 2022, the NEOM Beach Games bring together leading world-class sports events with high-performance athletes from over 25 countries.
- Five dynamic sports are featured: kitesurfing, triathlon, 3×3 basketball, beach soccer, and mountain biking.
- The event takes place over a period of six weeks.
- Part of the larger Saudi Vision 2030 project.

The NEOM project is a 26,500 km^2 development along the Red Sea and Gulf of Aqaba. It is projected to cost USD $500 billion to complete, financed by Saudi Arabia's Public Investment Fund (PIF) and major investors from around the world. NEOM is designed to create over 380,000 new jobs by 2030 and to help ensure a stable economic future for Saudi Arabia and its citizens.

As a significant element of Saudi Vision 2030, the aim of NEOM is to make the world a better place by harnessing new technologies to become a catalyst for change.

The NEOM project has 14 different sectors. Many are related to wealth generation, such as design and construction, and manufacturing. Sports, one of the 14 sectors, has a dual role—not only to generate tourist income, but also to promote NEOM as a tourist destination to a world audience.

The first NEOM Beach Games, held in 2022, featured kite surfing, beach football, mountain biking, triathlons, and basketball. Locations were carefully selected to highlight Saudi Arabia's stunning scenery, from basketball in the Red Sea Beach area to the Titan Desert Race mountain bike contest, which passes through canyons and mountainous areas.

Designed to incorporate activities that are popular and accessible in Saudi Arabia, as well as in countries identified as having investment opportunities, the NEOM Beach Games have a long-term objective of fostering an active living environment for local and non-Saudi residents in the city of NEOM by developing high performance facilities for major sporting events. The games are part of Saudi Arabia's vision to become a major sporting event destination, from Beach Games and the LIV Golf Tournament to the 2029 Asian Winter Games in Trojena, set to be the country's first ski resort.

Saudi Vision 2030 is designed to allow Saudi Arabia to diversify from its reliance on oil and oil-based products as a major income stream for the Kingdom. The Beach Games, as an integral part of the plan, are vital to highlighting to the

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world the ways in which Saudi Arabia can adapt to the needs of different organizations and challenges, while retaining a culture that is undoubtedly Saudi.

For future sporting events in Saudi Arabia, event organizers will need to overcome potential issues such as the need to provide snow for winter games, the availability and suitability of the energy required for desalinization plants, and the interests of established events and event sponsors.

Discussion Questions

1. How do the Beach Games aid the marketing and advertising needs of NEOM?

2. Why does the Saudi government sponsor events such as the Beach Games?

3. What types of external stakeholders are likely to be interested in the Beach Games and what will be the benefits to them?

4. Explain the largest external influence on future games.

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PLANNING AN EVENT

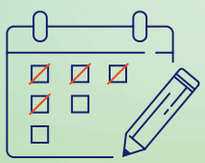
Preparing a Proposal

You work for an event management company. Your team has been asked to prepare a proposal outlining how the company would plan a team-building event for Aramco.

The event will take place in 12 weeks' time and will be attended by 100–150 senior-level executives. Your proposal must use visual aids to accompany a verbal presentation, and it must cover the following points:

1. Analyze the level of complexity and uncertainty of the event, highlighting how you would maximize the chances of a successful outcome.
2. Outline the characteristics of the event.
3. Identify any major stakeholders and external factors, explaining how they could affect or be affected by the event.

Your presentation must be no longer than 10 minutes. The prospective client may receive proposals from competing event management companies, so your presentation must convince them that your team's proposal is the best.



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French violinist Renaud Capuçon performs at a classical concert held at Maraya Concert Hall during Winter at Tantora Festival, Al-'Ula.

CHAPTER 2

THE MARKET DEMAND FOR EVENTS

All businesses need to understand the potential demand for their product or service when they set up operations. In the case of event-planning businesses, this means understanding points such as how often certain types of events are held, or how many people might be expected to attend a given future event.

It can often be difficult to precisely identify the market demand for events, and demand will also vary over time. Businesses, therefore, need to monitor demand frequently, using a range of appropriate metrics and tools. They will also need to consider external factors that can have an impact on the demand for events.

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What factors can influence the demand for events?

CHAPTER LESSONS

2.1 Market Size and Scope

2.2 What Motivates People to Attend Events

2.3 The Event Component Mix

2.4 The Structure of Demand

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2.1 MARKET SIZE AND SCOPE

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

2.1.1 Explain the challenges involved in measuring the size of the events market.

2.1.2 Explain how to predict attendance levels.

2.1.3 Explain five basic methods of monitoring event size and scope.

2.1.4 Explain the importance of identifying the size and scope of an event.

KEY TERMS

Market size
Scope
Hallmark event
RSVP (Répondez s'il vous plaît)
Scope creep
Event planning
Deliverables



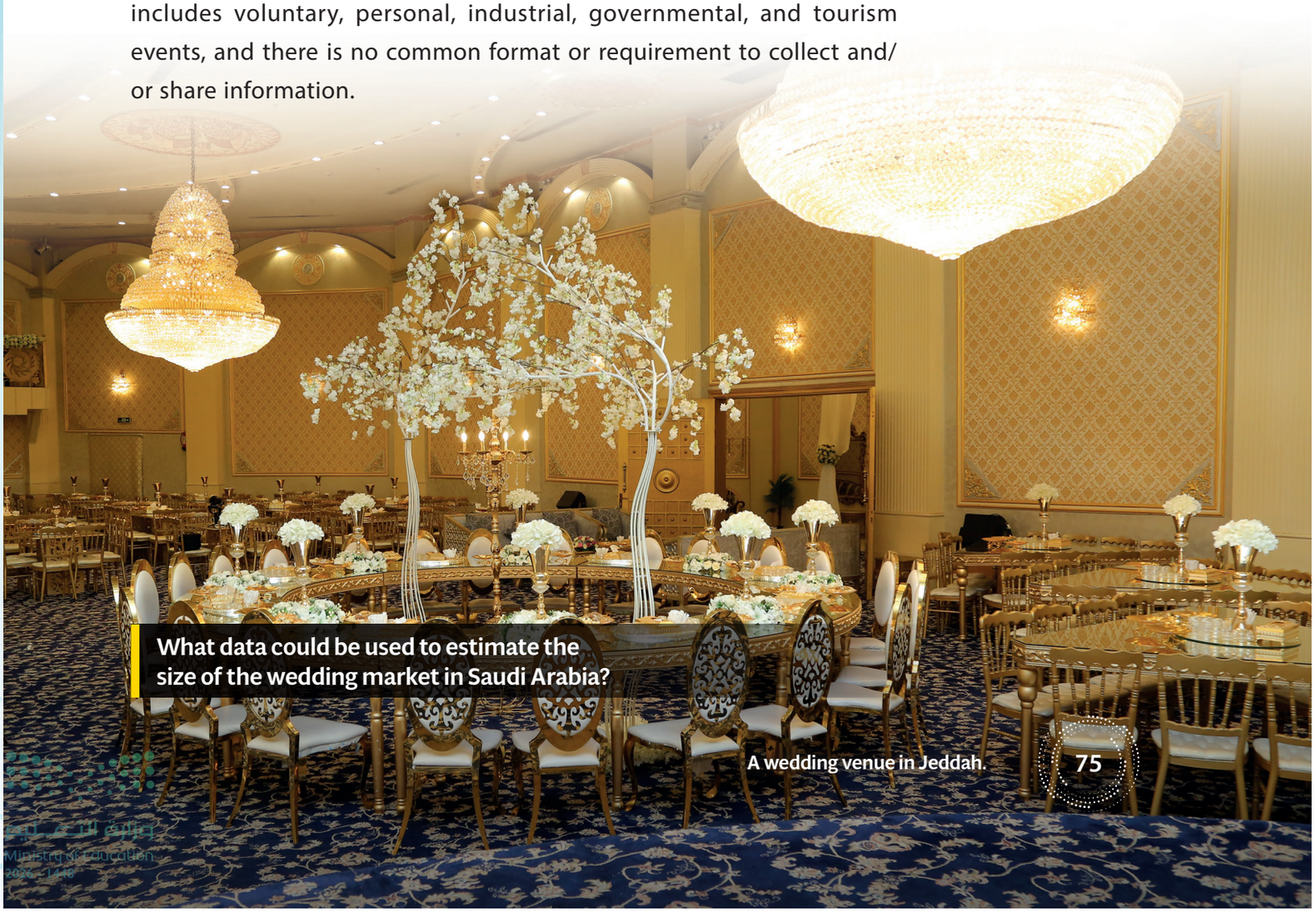
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LO 2.1.1

Challenges Involved in Measuring the Events Market

A crucial step in setting up any new business is to calculate **market size**—the number of customers the business is likely to attract over a given period, and the amount of money it can expect to generate from those customers. This helps the business to ensure that there are enough people who will want to buy what they are selling.

The size of the events market is tricky to calculate as the events market is very diverse. There are many different types of events, both public and private. Not all of these events are formal, and not all of them can be measured. For example, it is difficult to gather data on private events that take place in people's homes and which the hosts have organized themselves rather than hiring an event manager. The category of "events" includes voluntary, personal, industrial, governmental, and tourism events, and there is no common format or requirement to collect and/or share information.



What data could be used to estimate the size of the wedding market in Saudi Arabia?

A wedding venue in Jeddah.

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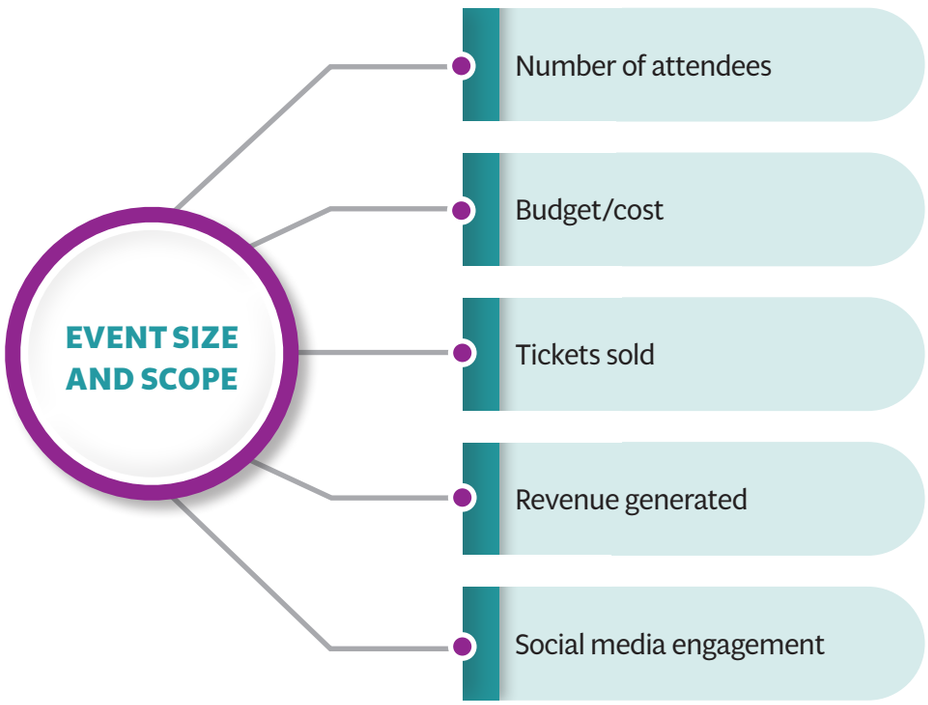
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The Market Size of Events

In order to make the market size for events easier to calculate, it is usually broken down into four different types based on the content of the events: business events, sports events, festivals, and cultural celebrations.

It is still difficult, however, to precisely gauge the size of a particular section of the events market. The first question that arises is which system of measurement should be employed. As seen in Figure 2-1, there are a number of different metrics that can be used to measure the size of an event, and it may not always be clear which metric or set of metrics are appropriate.

Figure 2-1
Metrics for Measuring the Size and Scope of Events



To take a specific example, an event manager may wish to specialize in wedding planning. To gauge whether there would be enough demand for their services, the event manager may decide to undertake some statistical research.

Weddings in Saudi Arabia often cost between SAR 200,000 and 800,000. According to Saudi government statistics, approximately 150,000 marriages were held in 2020, and this figure has remained relatively constant over the last decade.

The market demand for weddings could be measured in terms of:

- the number of wedding ceremonies
- the average cost of a wedding
- the overall wedding market by spending.

However, each of these metrics also has potential drawbacks:

- *Number of wedding ceremonies*—this does not take into account the question of how many weddings need to pay event managers, as weddings organized by the hosts themselves would not form a part of an event manager's potential customer base.
- *The average cost of a wedding*—this does not resolve the question of whether the money spent would include enough budget to pay an event manager.
- *Overall wedding market by spending*—this data covers all of Saudi Arabia, and it may be that focusing on a specific region would be more useful.

Why might it be difficult to accurately gauge the market size for graduation parties among your classmates?



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In addition, the statistical data cited above does not really provide an accurate picture of market demand, as:

- weddings can cost several million SAR, depending on the region and the budget of the couple and their families
- 150,000 ceremonies does not mean there were 150,000 wedding parties to be organized
- the number of attendees at a wedding also impacts the need for an event manager.

The most relevant metric for gauging the size of a wedding is the number of attendees and/or the budget. However, the market size is normally quantified by multiplying the average cost of a wedding by the number of weddings held in a time period:

$$\text{Market Size of Wedding Ceremonies} = \text{Average Cost of a Wedding} \times \text{Number of Weddings Held}$$

The Scope of Events

Any event has to be managed. The event manager will need to understand the objectives necessary for the event to be considered a success. These objectives set out the **scope** (the range of operations) of each individual event.

When planning an event, a manager will need to decide whether the event is a minor event, a major event, or a **hallmark event**. (This last term refers to an event which possesses such significance in terms of tradition, attractiveness, image, or publicity that it provides the host venue, community, or destination with a competitive advantage.)

They will then need to determine the scope of factors such as:

- *Who is invited*—is the event public or private? If it is private, who will be invited—a limited number of people or a wider range?
- *Promoting the event*—what is the best way to target only intended recipients?
- *Objectives*—is the objective to promote tourism, to gain media coverage, to generate profit, or something else?
- *Budget and funding*—who is paying and how much funding is available?

- *Social media usage*—is the event local, national, international, or global, and how much marketing is desired?

Event Management Skills

Market Research

An effective event manager must be able to understand their target market and research the demand, size, and scope for a particular event. This requires understanding not only market research techniques but also the types of market research that are required.

DEVELOP YOUR SKILLS

Explain what information would be necessary to determine the size and scope of an Aqiqah ceremony for families with a newborn child and where this information could be found.

CHECKPOINT

Why is it important for event managers to understand the size and scope of the events market?

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LO 2.1.2

Predicting Attendance Levels

In order to ensure that an event goes smoothly, an event manager must have an accurate picture of how many people are likely to attend. This is important as there is otherwise a risk that there will not be enough food, space, etc. for all the attendees, or conversely that elements like food will be oversupplied, or too large a venue will be booked, leading to a waste of money and supplies. Moreover, if too few people show up at the event, this could lead to a negative reputation for the event, event organizer,

What methods could an event manager use to predict attendance at a major National Day event?



National Day celebrations, Riyadh.

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sponsor, and all other stakeholders—and even legal issues if contracts are unable to be fulfilled as a result.

Depending on the type of event being planned, there are a number of ways an event manager may be able to predict attendance levels.

HISTORICAL DATA	• If it is a recurring event, looking at data from previous events may indicate average attendance levels. • Information may also be gained on what elements of the event were popular and led to increased attendance levels.
MARKET RESEARCH	• Market research can be used to gain up-to-date knowledge and understanding of what would and would not attract attendees. • However, the questions must be clear and easy to answer. • Even so, people still do not always provide truthful feedback.
SOCIAL MEDIA	• It is possible to monitor social media and analyze metrics such as "likes", "views", and "shares" to gauge the potential interest in an event. • However, social media is not always a true representation of what people think or are able to do in real life and may project skewed or optimistic numbers.
TICKET SALES	• Many events sell tickets or ask for **RSVP**s (responses to invitations) far in advance. This is more accurate than historical data, market research, or social media as potential attendees are providing specific feedback. • However, this does not take into account those who book yet are unable to attend for a number of reasons.

It is important to understand that future attendance levels are always just predictions, as nothing is actual until the event has occurred. While not all prediction methods are suitable for all events, some events may use two or more methods to increase the chances of accurate attendance predictions.

CHECKPOINT

Why is there more than one method of predicting future attendance levels?

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LO 2.1.3

Monitoring Size and Scope

Event managers have to be aware of **scope creep**. This term describes a situation in which changes are made to the original project objectives without any control procedures (such as change requests). The result is continuous and/or uncontrolled growth in the event scope, leading to the objectives becoming more and more ambitious and difficult to achieve. Scope creep makes events more difficult to manage and can sometimes mean that an event fails to meet its objectives.

While some scope creep is to be expected in any event, it is important to continuously monitor the size and scope of an event to ensure that all objectives can still be met.

Four ways in which event size and scope can be monitored are:

1

ATTENDEE NUMBERS

- Clarity on the original attendee estimate/prediction/ requirement to meet objectives
- Monitoring ticket sales/RSVPs/ticket requests to ensure they are in line with expectations
- Cross-checking against advertising to evaluate marketing spending
- Calculation of final attendee numbers

2

ATTENDEE SPENDING

- Prediction of attendee spending requirements and patterns
- Actual attendee spending measured against cost predictions

3

ATTENDEE PARTICIPATION

- What activities are available for attendee enjoyment?
- Use of social media to engage and enthuse potential attendees
- Is there a mix of paid and free event activities and is the popularity as per expectations?

4

ADVERTISING EFFECTIVENESS

- What is the budgeted advertising allowance?
- Do costs of advertising match the budget?
- Is the level of event awareness meeting the original scope?
- What alterations are required to meet project objectives?

CHECKPOINT

How can an event manager monitor for scope creep?

LO 2.1.4

Why Is It Important to Identify Size and Scope?

While it may not be feasible to measure the market size, it is very important to understand the size and scope of an event. Formal event management can be separated into three stages, as shown in Figure 2-2.

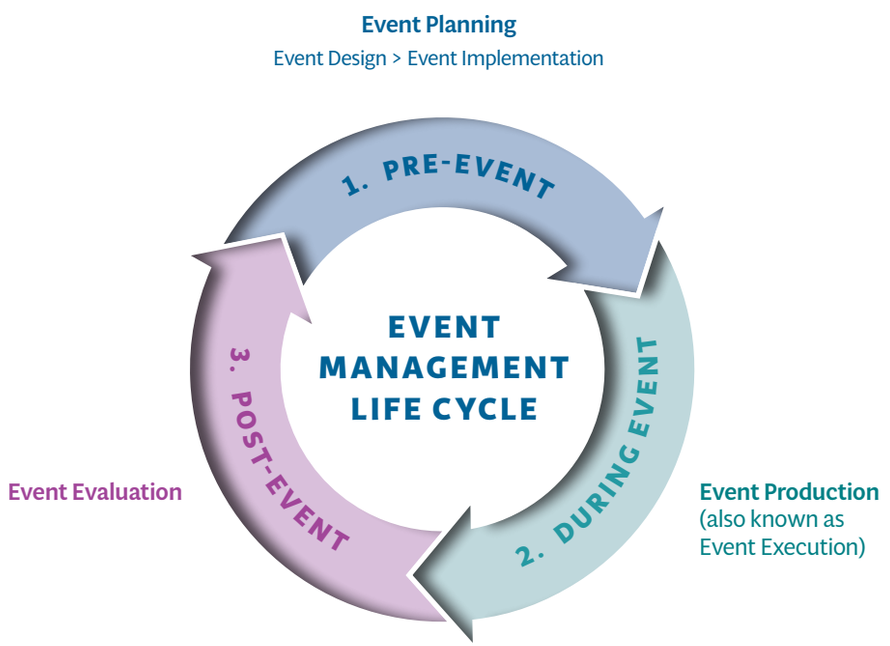


Figure 2-2
The Event Management Life Cycle

The first stage, **event planning**, includes thinking about the activities needed to achieve certain goals in the next stage, which is implementation. The event planning stage requires an event/project manager to understand the macro-level client requirements and expectations (see Figure 2-2). This is achieved by defining objectives, scope, purpose, and **deliverables** (any products, services, or results that must be completed to accomplish a project, such as an event).

In order to define these aspects, the event manager should draw upon the six event design core values, ensuring they can answer the six key questions. As a reminder, these are:

1. WHY it is important to stage or host the event?
2. WHO is the audience?
3. WHAT is the event content?
4. What does the event organizer WANT?
5. WHERE will the event be held?
6. WHEN will the event be held?

Ensuring that the answers to these six questions are clearly defined and agreed upon will reduce the chances of confusion, which can lead to dissatisfaction, conflict, and costly changes.

Work Breakdown and Feasibility

Depending on the client, some requests may be unreasonable. An event is limited by three factors:

- time
- scope
- cost

Very often, one or more of these limiting factors are prominent. It may not be possible to achieve the desired scope of an event within the time and/or cost restraints. It is important to understand what is required and whether it is possible.

Risk Management and Lack of Resources

There are many risk factors that can affect the success of an event. Understanding the size and scope of an event may reduce risks in areas such as

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safety and legal compliance. A small private party may not need licenses from the General Entertainment Authority (GEA) or other government organizations, while a larger business event may require collaboration with authorities and legal approval, e.g. a license from the Saudi Conventions and Exhibitions General Authority (SCEGA).

One major risk that event managers must address is lack of resources. Understanding the size and scope of an event ensures that a realistic amount is budgeted for resources such as people, equipment, materials, and facilities, allowing these resources to be secured and reducing the risk of resource failure.

Control and Creativity

Event managers will use project management tools to schedule and control resources to meet completion schedules, which are often interdependent on others. The creativity of an event manager is often restricted by cost and time, as increasing complexity requires skilled and expensive human resources, which may increase the time needed to create the required deliverable.

CHECKPOINT

Which has the largest impact on the size of an event: the time available, the scope required, or the budget provided?

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2.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a usual measure of market demand?
   - **a.** the number of attendees
   - **b.** the number of side-events that take place
   - **c.** the average cost of an event
   - **d.** the total market by spend
2. It is possible to guarantee predicted attendance levels.
   - **a.** true
   - **b.** false

Think Critically

3. Why might an event manager choose a number of KPIs to use throughout the planning process?

_____

_____

_____

_____

4. Why is it important to split the life cycle of an event into clearly defined stages?

_____

_____

_____

_____

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WHAT MOTIVATES PEOPLE TO ATTEND EVENTS

2.2

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

2.2.1 Identify and explain the three main motives for attending events.

2.2.2 Explain the difference between primary and secondary motives for attending events.

2.2.3 Explain the importance of understanding the main motives for attending events.

KEY TERMS

Primary motivator
Secondary motivator
Catchment area

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LO 2.2.1

Three Main Motives for Attending Events

Although there may be many personal and individual reasons why people attend events, these reasons can be divided into three categories (see Figure 2-3).

Figure 2-3
Possible Motives for Attending Events

PERSONAL MOTIVES	SOCIAL MOTIVES	BUSINESS MOTIVES
Seeking new experiences	Social interaction with others	The need to make sales
Learning and education	Sense of community spirit	The need to have an organizational presence
Creativity and exploration	Status or recognition of achievements	Status or recognition
	Philanthropy or charitable contributions	Sponsorship or community support

Personal Motives

A key motive for attending events is personal—i.e. event attendees have their own personal reasons for attending an event. These can include:

- *Seeking new experiences*—people often attend events such as cultural festivals or sporting endurance events for this reason.
- *Learning and education*—conferences, expos, and book fairs are excellent places to mingle with people with the same interests but different levels of knowledge and understanding.
- *Creativity and exploration*—similar to learning, creativity and exploration can be facilitated by a gathering of individuals to share experiences in a communal and supportive setting.
- *Fulfillment of ambitions*—an event may test the ability of an individual as a competitor or may allow a visitor to experience a once-in-a-lifetime event such as the FIFA World Cup final or the investiture of a significant cultural entity.

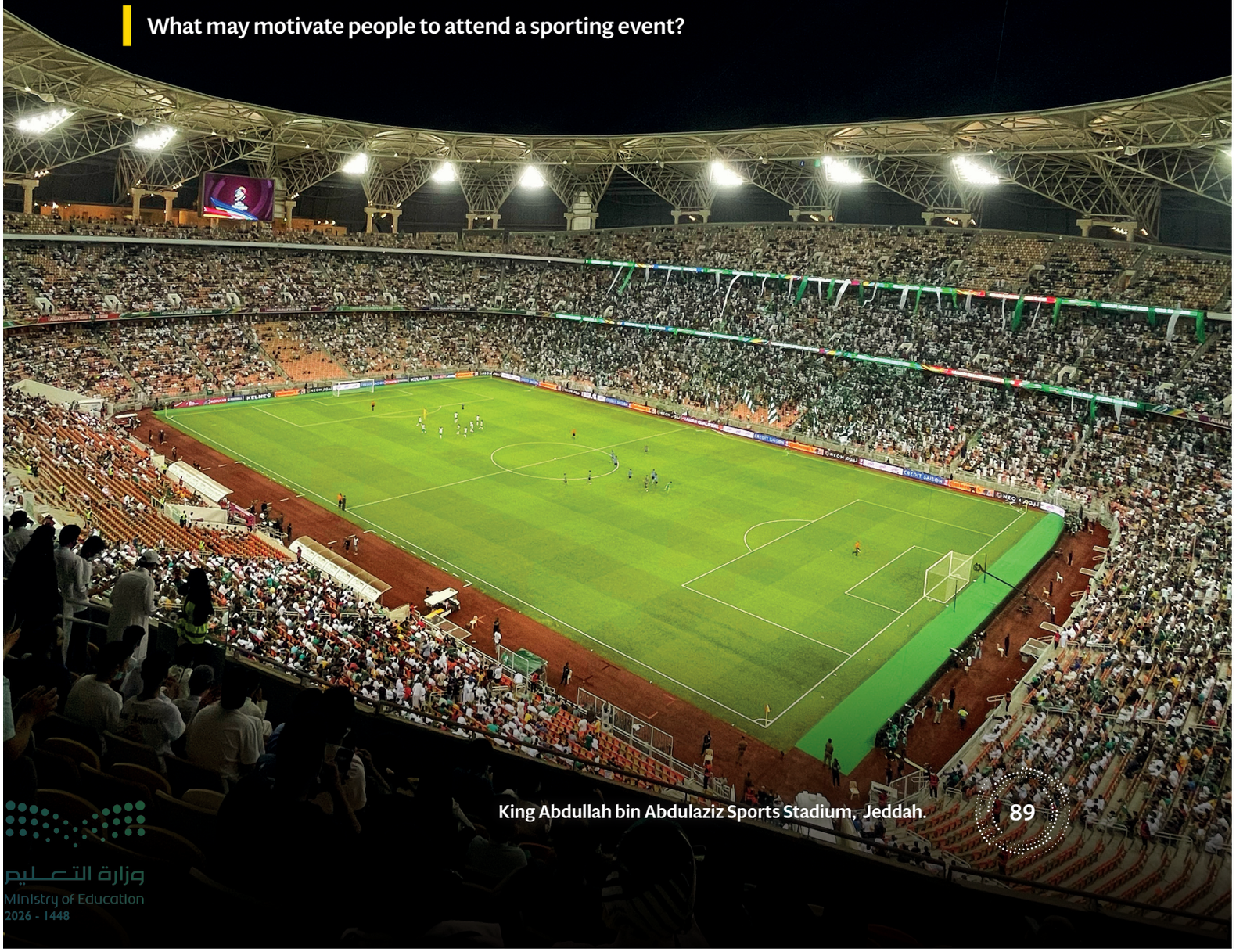
As the education level and living standards of a country's population increase, there is a growing desire to experience events for recreational or personal fulfillment reasons.

Social Motives

Social motives form another key reason for attending events. Historically, many events grew to fill the need for social integration, interaction between individuals and communities, mutual support, bonding, and the reinforcement of social norms and common structures.

In addition to social interaction and community-building aspects, events provided opportunities for people to display their status and try to elevate their social standing, as well as highlight or recognize achievements between peers.

What may motivate people to attend a sporting event?



King Abdullah bin Abdulaziz Sports Stadium, Jeddah.

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Social factors are still a key motivator for event attendance—many people will choose activities that they feel a connection with and that provide them with a sense of belonging. In many cases, people will choose to use events to share news that paints them in a good light.

Business Motives

People also attend events for business reasons, whether as individuals or representing an organization. On an individual level, business people often attend events to find new commercial opportunities and for "networking"—building up their list of useful industry contacts and establishing collaborative relationships for mutual benefit.

On an organizational level, businesses have long attended events to increase their sales and boost their status within the community. In the past, local businesses used village festivals or gatherings to increase the volume of sales, as people are more likely to spend their money on treats at celebratory events. A similar dynamic can be observed today, with many businesses maintaining a presence at events in order to boost their sales or spread brand awareness.

CHECKPOINT

Why might personal motives for attending an event be different to business motives?

LO 2.2.2

Primary vs Secondary Motives for Attending Events

Each individual is likely to have their own personal reasons for attending an event. These reasons may not be equal in importance when making the decision on whether to attend an event. For this reason, individuals' motivations to attend may be categorized into primary and secondary motives.

The **primary motivator** is the overriding reason for the event to be attended. These primary motivators vary depending on the individual and their role within an event. The primary motivator for attending an event will depend on the type of event in question.

Secondary motivators—of which there may be more than one—are the other factors which, though often important, may not be the most prominent reason for attending an event. Examples of possible primary and secondary motivators for the three main types of events are shown in Figure 2-4.

Event	Primary Motivator	Secondary Motivator
Social	To have a relaxing evening.	The attendee may want to maintain a friendly relationship with their host.
Sporting	To show support for a particular team or athlete.	To take the opportunity to enjoy some time away from work or spend time with other family members.
Business	To attend the event as part of a job role.	The owners or managers of a business may attend in hope of gaining valuable feedback that could be used in future product development or in making pricing decisions. An employee may want to take advantage of a work-based perk by having an expenses-paid mini-break from work where they can socialize with colleagues and peers.

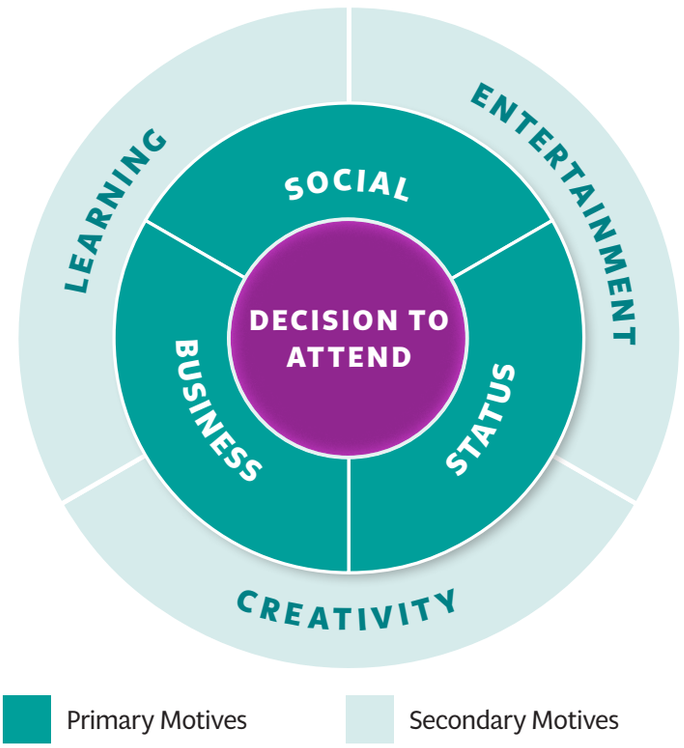
Figure 2-4
Potential Primary and Secondary Motivators for Attending Different Types of Events

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Primary and secondary motivators can often be interchangeable depending on individual outlook. What is a primary motivator for one person may be a secondary motivator for another. Figure 2-5 shows how motivators can be combined when event participation is considered.

Figure 2-5
A Combination of Motives for Attending an Event



Motives of Different Stakeholders

While this lesson focuses specifically on the motives of attendees, different stakeholders such as hosts and active participants will have their own primary and secondary motivations for involvement, informed by their particular perspectives.

For example, while spectators at a sporting event may be motivated by the desire to be entertained, or to see their favorite team win, the event organizers may be primarily motivated by commercial benefits, such as profits from ticket admissions or food sales. The participants (the athletes) may be motivated by winning or achieving prestige. Sponsors will be motivated by the exposure and positive association that their brands will receive from the event.

Another useful framework for considering motivations is Maslow's Hierarchy of Needs, introduced elsewhere in the Business Administration Pathway. This framework provides a more detailed extension of the personal, social, and business factors discussed in this lesson, and can be applied to event management when considering the motives of various stakeholders.

CHECKPOINT

Why might the primary motivator for attending a business event vary from one attendee to another?

LO 2.2.3

Why Is It Important to Identify Motives?

Understanding what motivates people is vital for an event organizer. If they do not sufficiently understand the main motivations of those who are likely to attend, then an event manager may create an event in which:

- the entertainment and activities are not suitable for the target audience
- the ambience is not appropriate (e.g. a formal event with an informal atmosphere)
- the marketing may only satisfy one single or limited need, which may not be enough to attract people to the event
- the cost of the event may not match the expectations of the attendees
- transportation or accommodation may not be suitable or sufficient.

This does not mean that knowing the motives for attendance will always enable event managers to accurately predict attendance figures. There may be no useful market information whatsoever for an event—no stud-

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ies and no collated data. This should not stop them from searching for clues, such as the population and demographics of a **catchment area** (the geographic area from which an event is likely to attract clients or customers) or any clues derived from previous or similar events. This can help to provide an estimate of expected attendees at an event.

Event Management Skills

Identifying Motivators

An event manager must be able to understand not only the main purpose of an event, but also the secondary factors which may influence the event's success or failure in the eyes of hosts and attendees.

DEVELOP YOUR SKILLS

Explain how you would identify what the main primary and secondary motivators are likely to be for hosting or attending an event.

From a personal point of view, knowing that your friends might be attending an event is part of the decision-making process, although an event manager may also have to consider how to influence decision-makers. However, there is a difference between being interested in an event and deciding to go to it.

CHECKPOINT

Why is it important to understand secondary motivators when planning events?

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2.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. What would be an attendee's primary social motivator for attending an event?
   - **a.** to fill the need for social integration
   - **b.** to seek new experiences
   - **c.** to satisfy basic needs
   - **d.** to increase sales
2. Which of the following may be a negative outcome of misunderstanding the motivators for event attendance?
   - **a.** suitable entertainment and activities
   - **b.** satisfying a wide range of needs
   - **c.** having suitable transportation and accommodation
   - **d.** higher than expected costs

Think Critically

3. What primary motives do you think apply to attendees across different types of events?

_____

_____

_____

_____

4. What are the best ways to understand the primary and secondary motivators of event attendees?

_____

_____

_____

_____

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2.3

THE EVENT COMPONENT MIX

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

2.3.1 Explain the event component mix.

2.3.2 Describe the possible components of an event.

2.3.3 Explain the importance of understanding the event component mix.

KEY TERMS

Event component
Core component
Event component mix
Fringe event
Market segment
Exclusivity
Differentiation

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LO 2.3.1

What Is the Event Component Mix?

An **event component** is a feature or activity that makes up part of the event. It could be a big part or small part, an important part or a minor part. For example, the components of a high school graduation event might include:

- the graduation ceremony itself, in which students are presented with their certificates
- a speech or speeches by the principal of the school, and/or by special invitees such as prominent local figures or former students who have achieved success in their fields
- an opportunity for the attendees (e.g. parents, students, teachers) to socialize—often either before or after the graduation ceremony
- refreshments for the attendees.

The components of an event can be divided up into core components and secondary components. The **core components** of an event are the primary features or activities that are given special importance or value.

Events usually consist of one or more core components and several secondary components. For example, the core component of a graduation event would be the graduation ceremony itself, while the secondary components would be the speeches, the refreshments, etc.

Note that an event which only has one component is unlikely to be a major success, as interest in the event would likely be small due to a lack of motivators. In the example of the graduation event, if one removed the speeches, the refreshments, and the opportunity to socialize, it is likely that the attendees would find the event rather dull and underwhelming. If we change the example to a public event such as a festival, it is likely that people would simply decide not to attend if there was only one component, or that attendees would leave with a negative impression of the event and possibly give it bad reviews.

For this reason, it is important for an event organizer to consider the **event component mix**, which is the range of components that must be

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What are some fringe events at a National Day celebration?



A Southern Ardah performance on National Day.

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present to give the event the best chance of success. The component mix of an event is defined by the answers to the questions that make up the event design core values, as shown in Figure 1-5—and particularly by the third question: "What is the event content?" The range of components must include not only the core and **fringe events** (events conducted on the outskirts of an official event) but also specialized activities at the event (see Figure 2-6).

THE EVENT UMBRELLA

Example:	Janadriyah Festival	
	Event emphasis	
	Core event	**Fringe event**
Example:	Cultural festival	Free ancillary activities
	Specialization within the market for the event	
	Core event activities	**Fringe event activities**
Example:	Al-Janadriyah Operetta, camel racing, traditional performances, poetry, arts and crafts displays	Book fair, meeting a guest of honor at a booth
	Individual components or specialized activities at the event	
Example:	Government pavilions, Tourism and Heritage Oasis	10 horse races, 12 regional costumes, 48 sales stalls, etc.
	Individual target market groups	
Example:	Various ages	Different groups attend fringe events

Figure 2-6
Event Component Mix

It is highly likely that more than one **market segment** (a category of customers with shared characteristics who are grouped together for marketing purposes) will be present, with more than one motive for being there. While a core event may attract the majority of attendees, a fringe event is likely to attract specific subgroups, widen the appeal of an event, and/or raise additional revenue for the event organizer.

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CHECKPOINT

Why should an event have more than one component?

LO 2.3.2

Possible Event Components

Events can be made up of many components. Figure 2-5 highlights some possible components that may be utilized in a cultural event.

In addition to the core and fringe events, which have been explained above, some other event components may include the following:

- **Masterclasses**: These are classes which are given by an expert and can be free or paid for. The expert may have classes to cover a range of abilities, or may assess the level of skill in the audience in order to decide whether to teach the basics to novices or develop the skills of those with a pre-existing level of expertise. People may have a range of reasons for attending masterclasses, including social, business, and personal motives.
- **Sales**: A sales-related activity such as a farmers' market or a specialist market may be a key component of an event. Attendees will gather, as they believe that specific goods, equipment, or resources they are looking to purchase will be gathered in one place.
- **Marketing**: Many events can be used to raise awareness of products and services, such as a product launch, where a new device or service is revealed to gain widespread media attention. These differ from sales events in that the price is rarely mentioned.
- **Entertainment**: Many events require a level of entertainment in order to maintain attendees' interest and energy levels. Entertainment may range from passive, such as background music to create a suitable atmosphere, to active, where artists may approach individuals and interact with the attendees to create talking points or relief during downtime, such as in between presentations or procedural tasks.

- **Food and beverages**: Attendees at events which last for prolonged periods of time will generally need to eat and drink at some point. Depending on the event, food and drinks could be provided free of charge, or as a paid-for addition. The quality and timing of refreshments must also be considered when planning to use this event component.
- **Presentations**: These could be either formal or informal, and used to either celebrate achievements or share information.
- **Sponsorship**: This is a way in which complementary products and services can be advertised as a means of revenue generation for the host and the sponsor. It can be either passive, through advertising, or active, by being a sole supplier of a product or service to the event.
- **Theme**: The topic or universal message of the event needs to be ascertained in order to provide a unifying subject to be used for marketing and business purposes. Events without a theme often fail to gain the attention of the target audience.

CHECKPOINT

Why do different events utilize different components?

LO 2.3.3

The Importance of Understanding the Event Component Mix

As there are many different types of events, there are many possible types of components that can make up an event. As each event is likely to have its own unique event outcome and requirements, it is likely each event will utilize different combinations of components.

Whatever components of an event are used, it is first necessary to understand the purpose of the event (as discussed in LO 1.1.2) and to identify what the important components are from different stakeholders' points of view (see LO 1.4.1).

- A presentation may be an important component of the event from the hosts' perspective. In this case, it is important for the event manager to allocate a sufficient amount of budget to the presentation and to find a suitable venue: suitability may depend on the size of the venue, the level of technology available, the budget and/or the type of presentation. For example, should the audience be seated or standing?
- The level of comfort, food, and drink must also be considered at an event. The audience at a product launch, for example, will expect the level of quality of the food, drink, and entertainment to match the perceived standards of the organization.
- Sponsors can request different levels of **exclusivity** (the limit of access rights and benefits to one party), and this must be factored into both the planning of who can supply a particular product or service and whether the sponsor's demand will affect the running of the event.

An effective event manager will:

- be able to utilize the event component mix to provide a level of **differentiation** (developing the uniqueness between two elements) in an event

- work with various other business functions such as sales, finance, operations, and marketing to ensure that the event is a success
- meet the aims of the event host or owner
- market the event in a way which reaches the attention of the target audience.

Most events are composed of a number of activities, some of which are core activities and some are fringe/secondary activities which might have been added in the planning stages. This is often true of many kinds of events—conferences, for example, may have associated exhibitions, while major sporting events may be composed of a large number of different activities linked by a common theme. Although an event may be a single activity (such as an iftar dinner) with one homogeneous group of people attending, certain types of events comprise a range of activities, and these can be attended by different groups or segments, possibly with different motives for being there.

Planning Matters

Selecting Event Components

Event hosts and attendees will have pre-conceived ideas regarding what constitutes a successful event.

Event managers, however, must manage competing forces, which require different objectives to be met and may not always match the expectations of each stakeholder.

The selection of event components, therefore, relies upon:

- clear instructions from the host/owner
- an understanding of similar events and their expectations and outcomes
- the planning and event time frames.

What do you think?

What limiting factors may influence the selection of event components?

CHECKPOINT

What is a main outcome of misunderstanding the event component mix?

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2.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. A core activity is usually:
   - **a.** an addition to the main event
   - **b.** small scale
   - **c.** the main attraction
   - **d.** non-traditional
2. Which of the following may be possible components of an event?
   - **a.** sales
   - **b.** marketing
   - **c.** sponsorship
   - **d.** all of the above

Think Critically

3. Why must an event include components that meet the needs of a wide range of stakeholders? What component do you consider most important for an event such as the FIFA World Cup?

   _____

   _____

   _____

4. Fringe components are often added to the event later in the planning stage, rather than being planned from the outset with the core component(s). Why do you think this is the case, and what disadvantages might it cause?

   _____

   _____

   _____

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THE STRUCTURE OF DEMAND

2.4

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

2.4.1 Describe the main demand potentials.

2.4.2 Explain what determines demand for an event.

2.4.3 Explain the importance of understanding the structure of demand.

KEY TERMS

Current demand
Future demand
Latent demand
Suppressed demand
Price sensitivity

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LO 2.4.1

Demand Potentials

The concepts of supply and demand have long been considered key foundations of economics. In very simple terms, supply refers to the quantity of a good or service that producers want to sell or rent. Demand refers to the quantity of a good or service that consumers are willing or able to buy. The concepts of supply and demand apply to events just as they do to any other commodity. That is to say, before deciding to hold ("supply") an event, it is important to determine whether there is sufficient demand for the event, i.e. whether enough people want to attend and participate.

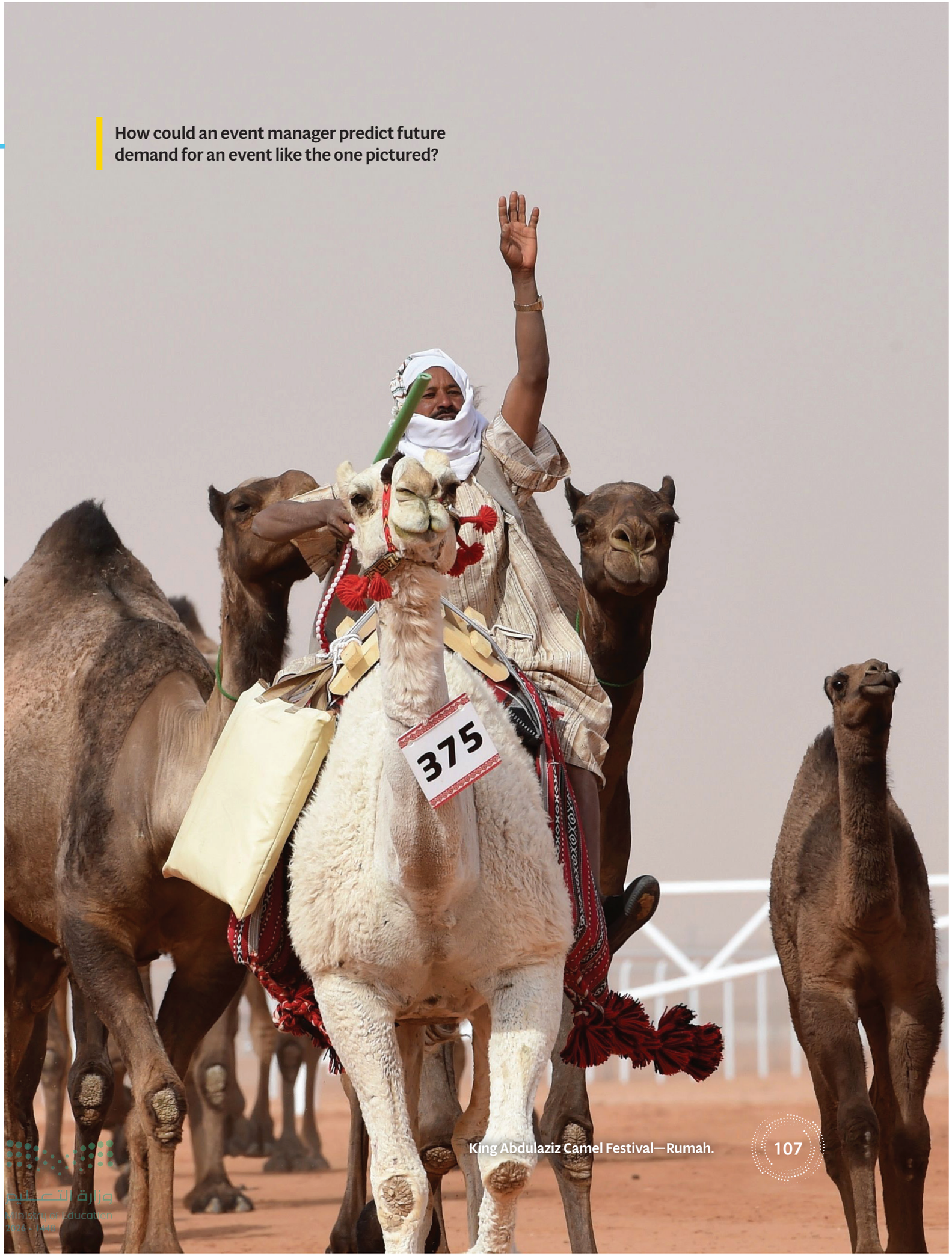
As shown in Figure 2-7, there are four main categories or types of demand. These can be referred to as "demand potentials".

Figure 2-7
Demand Potentials

CURRENT DEMAND	• Demand which exists and is satisfied by the current event
FUTURE DEMAND	• Demand that could be created and satisfied over a normal growth period using effective marketing
LATENT DEMAND	• Demand which exists but has no outlet until an event is provided for it
SUPPRESSED DEMAND	• Demand which exists but cannot be satisfied due to factors such as time, price, ticket availability, lack of disposable income, and others

To ensure the highest possibility of success, an event manager must understand what demand is available at the current time and what must be provided to not only satisfy that demand, but also to allow for future demand to be met.

How could an event manager predict future demand for an event like the one pictured?



King Abdulaziz Camel Festival—Rumah.

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Current Demand

A town which has a range of annual cultural and sporting events may often have different target audiences that they wish to attract. A sporting event, for example, may not attract the same audience as a cultural festival. This means that there is a diverse market, which will have differing levels of demand based on the primary motivators for event attendance.

However, although the primary motivators for attendance may differ, there may be significant or multiple secondary motivators for attendance that must be factored into the event planning. While parents may not be interested in participating in or watching sports as a general rule, if a match involves their children, then they may well choose to attend a sporting event.

This means that there will be a consistent level of demand from year to year if the marketing of the event does not alter significantly. The catchment area for attendees for local events is often limited, as people tend not to travel far for smaller events and may well have similar events in their hometowns.

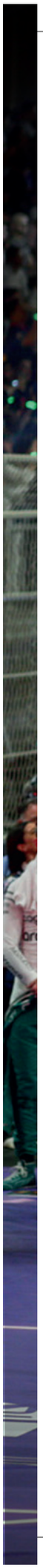
Future Demand

Many events that are now considered to be major events grew from small events which had the necessary expertise, desire, funding, and support provided. Many events grow in an incremental way, initially with small numbers of visitors in local settings, then taking advantage of marketing mediums to attract visitors from further away who are interested in the focus of the event.

When considering developing future demand, it is important to understand the limitations placed on an event—primarily due to financial and legal constraints—and to ensure that growth and increased visitor numbers are manageable and predictable. For example, an event with a current demand of 1,000 visitors would most likely be unable to accommodate a sudden increase of 10,000 visitors in a one-year time frame!

Latent Demand

How does a person discover latent demand? In most cases, latent demand is uncovered by accident. For example, imagine an artist or group of artists



What type of demand potential existed for Formula 1 events in Saudi Arabia prior to the first Saudi Arabian Grand Prix in 2021?



The Grid Presentation during the 2022 Saudi Arabian Grand Prix.

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decides to put on a small community festival to showcase their works. Though attendance is relatively small, the festival is judged a success and receives a positive review in a local newspaper, which shares it on social media.

As the review is shared and reshared beyond its original target audience, the group starts receiving requests from other artists to join in and they are able to produce a larger, area-wide event to showcase local styles or artists, which requires a larger venue and more organization. As more and more requests roll in, the festival hosts realize that they have tapped into a powerful source of latent demand. In time, this latent demand turns into current demand, as many artists in the region see that the local art display is a great place to showcase their work and passion, and a major event is created.

Suppressed Demand

While there may be existing demand for an event, the demand may not be able to be fulfilled. Demand can be suppressed by:

- *Budget*—as events become more popular, costs may increase. This may raise ticket prices, which may in turn make an event unaffordable for an individual's budget.
- *Time*—recreational time can be limited due to factors such as work or family commitments. Even though a person may wish to attend an event, there may be a more important event or action that takes precedence.
- *Ticket availability*—events often need to place limitations on the number of visitors allowed due to legal or practical restrictions. As a result, some events may be heavily oversubscribed, leading to a large suppressed demand.

CHECKPOINT

Why is it important for event managers to consider future demand potential when planning events?

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LO 2.4.2

What Determines Demand?

Demand is not constant or easily predictable. It can vary due to a number of factors, some of which are within an event manager's control and others of which are not. Predicting demand levels for an event is an important part of an event manager's role.

The determinants of why or whether a visitor would come to an event are very varied, and some understanding of these can help in deciding how best to promote a particular event.

In addition to the primary and secondary motivators mentioned in Lesson 2.2, the decision may be influenced by other practical factors such as:

- *Whether the event will be repeated*—people may be more motivated to go to an event if it is a one-off, whereas if it is repeated they may decide that they could just go to it next time.
- *Whether it is easy to get to*—if an event is located in a remote area with few transportation links, people will be less likely to go.
- *Whether it is adequately signposted*—if people are struggling to find their way to the event, they are likely to give up and go home.

For certain types of events, it may be the case that no purchases are taking place. If you have been invited to a dinner party, you are not "purchasing" the event—you don't buy a ticket, you go because you enjoy the company of your friends. This is true of many types of events: no buying decision is involved, only a social decision (although there is the hidden cost of time and effort).

However, many special events, particularly in the sporting, cultural, and business categories, will involve a decision on whether to buy a ticket that depends on: **price sensitivity** (a measurement of how much the price of goods and services affects customers' willingness to buy); how far in advance tickets are available; and the amount of competition from other events, or other tourism and entertainment attractions. These issues might all be part of the decision.

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Prospective attendees will consider factors such as:

- whether friends or peers will attend
- what decision-making time is available (how soon they have to buy a ticket/how long they have to wait for the event)
- whether price is a significant factor (if the event is high cost or low cost, total package, and if there is good value for money)
- whether the event will be good enough (the perceived quality of the event)
- how easy it is to access the event
- whether people in their area go to this type of event
- whether the event is a one-off, annual, biannual, or occasional (i.e. whether the event will happen again or this will be the only opportunity to go)
- whether they have been to one before, or been to something similar (taking into account familiarity and people's knowledge and awareness)
- what propensity they have to join in community activities (high or low)
- whether they are inclined to join in the activity due to personal interest, education, entertainment, relaxation, status, or another reason
- what the weather is likely to be.

In the case of the Souk Okaz Festival in Taif, visitors are chiefly motivated to attend by the desire to experience something special and exciting due to the festival's unique history and to attain cultural knowledge via the diverse program of folk songs and traditional dances, literary readings, and sporting events. The Souk Okaz Festival appeals to Saudis, who make up the majority of its visitors, as it presents quintessential Saudi pursuits and pastimes, but it also attracts international visitors keen to immerse themselves in and learn more about Saudi culture. The event takes place annually, which means that visitors have multiple opportunities to attend, but the opportunity only arises once a year.

An event manager, therefore, needs to understand who will be buying the tickets and how they might be influenced to buy or attend. What places would you advertise in? What might the event you are promoting



bring to the attendees, visitors, guests, or participants? What price would be charged for tickets? Where will people be able to buy the tickets (via a website, a mobile application, a physical sales point, or all three)?

For the event manager, a significant issue is the benefit that a visitor or attendee gets from the event. This may also be related to the question of expectations. If the visitor expects an excellent, well-organized, enjoyable and good value event, then the level of satisfaction he/she would have would be very high if these things result. On the other hand, if the visitor is led to expect these things, but gets none of them, then the outcome will not only be dissatisfaction, but possibly bad publicity for the organizers and the owner which may affect latent and future demand potentials.

CHECKPOINT

Why is it important for an event manager to understand the determinants of demand for an event?

What might influence demand for the Souk Okaz Festival?



Souk Okaz Festival in Taif.

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LO 2.4.3

The Importance of Understanding Demand Structure

Understanding the potential sources of demand is key to providing a successful event because without this knowledge it will be impossible to provide what the target market expects.

External Effects

The target market for an event, even if properly promoted, might or might not materialize. This is due to a range of reasons. For new events, the estimate of the potential market is just that—an estimate. However, there are events where the market is known and fixed, personal events being one example. Equally, there are events that, while retaining their uniqueness, recur at intervals, such as annually or biannually, and in this case, the market is relatively well-known from previous experience. If 5,000 people came to a town festival last year and have done so for the past five years in a row, then, assuming all other factors remain constant, there can be a reasonable degree of certainty that 5,000 people will come this year.

That is to say, unless an external factor such as rain occurs. At the British Grand Prix at Silverstone in 2000, rain made access to the car parks, which were muddy fields, impossible; since Silverstone had limited public transportation facilities, the event's attendance was very nearly ruined.

The Decision-Making Process

An effective event manager must, therefore, understand the decision-making process, which may affect the actual demand for an event. A decision-making model utilized by many event managers and marketers is the AIDA model (see Figure 2-8). The AIDA model plots the decision-making process of a potential customer.

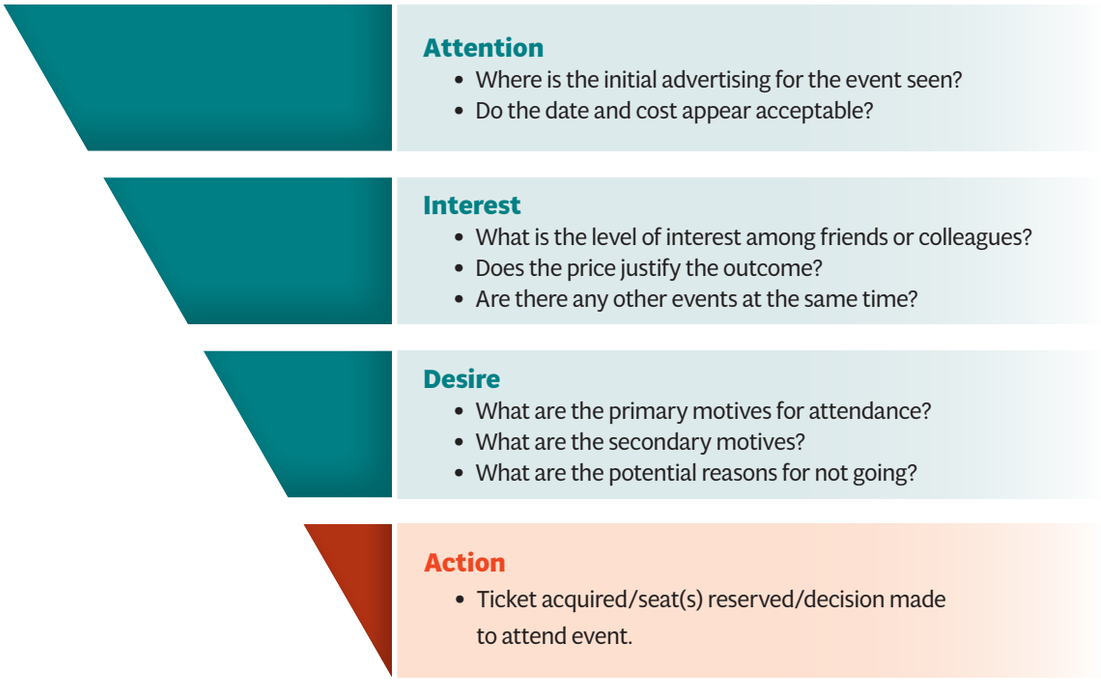


Figure 2-8
The AIDA Process

The Importance of Predicting Demand

Understanding the structure of demand means that an event manager is able to predict the likely level of demand, which in turn means that decisions around budgets, locations, and core and peripheral activities can be taken with confidence. This, in turn, helps to make the event a success, both financially and against planned outcomes.

However, it is important to understand that even for events with the best models and most up-to-date information, decision-making cannot be guaranteed. Many events may not publish the actual number of attendees or the relative success of an event. This means the validity of data may be questioned or questionable, as the data may not be reliable.

Planning Matters

Predicting Demand for an Event

While demand for recurring events can be based on historical data that is widely available, predicting the demand for a new event can be much trickier.

While similar events can be used to aid predictions, there are many unknown variables which may influence the validity and reliability of the predicted demand.

Evidence used for predicting demand should be based on:

- factual, primary resources
- raw data
- a variety of sources.

What do you think?

How might the Internet help in predicting demand for a new event?

CHECKPOINT

How does the AIDA process help an event manager in predicting the demand for an event?

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2.4 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a category of demand potential?
   - **a.** current demand
   - **b.** future demand
   - **c.** latent demand
   - **d.** suppressed demand
2. Demand is usually:
   - **a.** constant
   - **b.** predictable
   - **c.** varied
   - **d.** not affected by external factors

Think Critically

3. Why might demand for a traditional community event not meet expectations? How could an event manager predict this demand and include it in a plan?

4. How would an event manager utilize the AIDA model in the event management process?

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CHAPTER 2
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Explain what is meant by the "scope" of an event. Choose an event and evaluate its scope.

2. Describe one way in which attendance levels for a global event in a large city can be predicted.

3. Identify and explain one method for monitoring event size and scope.

4. Explain one reason why it is important to identify the size and scope of an event. Apply this reason to a real event you are familiar with.

5. Describe one of the main motives for attending an event. Explore how this motive affects attendees depending on the size, location, and type of event.

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6. Explain the meaning of the term “primary motivator”.

7. Analyze why it is important for an event manager to understand the main motive for attendance at an event.

8. A colleague suggests that there only needs to be one component to an event. Justify to your colleague why there should be more than one component.

9. Describe one potential fringe component of a cultural festival.

10. Explain why an event manager needs to understand the event component mix. Apply this understanding to a real event and evaluate what components are involved.

11. Explain what is meant by “demand potential”.

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12. Select one determinant of demand that can be controlled by an event manager. Describe how the event manager can control this determinant.

_____

_____

_____

13. Explain what is meant by the term "structure of demand".

_____

_____

_____

DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–22) with the definitions (a–v).

	Term	Your Choice	Definition
1.	Catchment area		**a.** The number of visitors an event is likely to attract over a given period, and the amount of money it can expect to generate from those visitors.
2.	Core component		**b.** A situation in which changes are made to the original project objectives without any control procedures.
3.	Current demand		**c.** A response to an invitation.
4.	Deliverables		**d.** The first stage in the life cycle of an event, which includes thinking about the activities needed to achieve certain goals in the next stage, which is implementation.
5.	Differentiation		**e.** The range of operations of an event.
6.	Event component		**f.** An event which possesses such significance in terms of tradition, attractiveness, image, or publicity, that it provides the host venue, community, or destination with a competitive advantage.
7.	Event component mix		**g.** Any products, services, or results that must be completed to accomplish a project, such as an event.
8.	Event planning		**h.** Additional reasons for holding, attending, or participating in an event, which may not be the most prominent.
9.	Exclusivity		**i.** The geographic area from which an event is likely to attract clients or customers.

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10.	Fringe event		**j.** The overriding reason for the event to be held, attended, or participated in.
11.	Future demand		**k.** The range of components that must be present to give the event the best chance of success.
12.	Hallmark event		**l.** The limit of access rights and benefits to one party.
13.	Latent demand		**m.** An event conducted on the outskirts of an official event.
14.	Market segment		**n.** A primary feature or activity that is given special importance or value within an event.
15.	Market size		**o.** A feature or activity that makes up part of the event.
16.	Price sensitivity		**p.** A category of customers with shared characteristics who are grouped together for marketing purposes.
17.	Primary motivator		**q.** Developing the uniqueness between two elements.
18.	RVSP (Répondez s'il vous plaît)		**r.** Demand which exists but has no outlet until an event is provided for it.
19.	Scope		**s.** A measurement of how much the price of goods and services affects customers' willingness to buy.
20.	Scope creep		**t.** Demand which exists but cannot be satisfied due to factors such as time, price, ticket availability, lack of disposable income, and others.
21.	Secondary motivator		**u.** Demand which exists and is satisfied by the current event.
22.	Suppressed demand		**v.** Demand that could be created and satisfied over a normal growth period using effective marketing.

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APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Use the event you researched in Chapter 1. Use your existing research and expand your knowledge base to include other sources of potential information.

Complete the following prompts:

1. Identify and explain the size and scope of the event.
2. Explore how attendance levels may have been predicted.
3. Explore the internal and external factors that may have determined demand for the event.
4. Select the factor which you believe most impacted demand for the event and explain why.
5. Describe the core component of the event and the main fringe events.
6. Explain why the fringe events were selected.
7. Explain whether you think the event was a success. Make sure that you use specific details to justify your decision.

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REFLECTION TASK

Recall an event where you were in the audience. It could be the same event as the one you covered in Chapter 1 or a different event. Answer the following questions:

1. What was the main reason you attended the event?
2. Were there any secondary reasons?
3. What, if anything, would have changed your mind about attending the event?
4. Was the event a success? Think about the factors the event organizer would have used as KPIs.
5. If you had been managing the event, would you have used a similar or different event component mix? Explain your answer.

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CASE STUDY TWO

Winter at Tantora Festival



Winter at Tantora:
one of Saudi Arabia's most
prestigious culture festivals.

A cultural display
depicting traditional life.



Learning Objectives

The aim of this case study is to examine the way in which market demand affects the size and scope and the events mix, with the following objectives:

- To consider the size and scope of future events.
- To highlight the motivators for attendance and participation.
- To understand the selection and development of the component mix of Winter at Tantora.

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FACTBOX

- One of Saudi Arabia's most prestigious culture festivals, first held from December 2018 until March 2019.
- It takes place in the old town of Al-'Ula, Madinah Province.
- It celebrates the best in arts, classical and traditional music, fashion, and food.
- The name is inspired by a sundial located in the old town of Al-'Ula, used by locals as a marker for the changing of seasons.

Winter at Tantora is held at Al-'Ula, Saudi Arabia's first-ever UNESCO World Heritage Site. During the event, guests to Al-'Ula are welcomed by expert storytellers and invited to take part in an immersive experience where modern augmented reality and imaging technology brings the past to vivid life. The Tantora Celebration begins with an announcement of the winter harvest season. This is followed by an immersive light and sound show, where residents and visitors are brought together in beautiful cultural performances.

In addition to this core experience, the annual event of Winter at Tantora brings together the best of art, classical music, theater, culture, and history in a multi-week program. Fringe events include:

- **The Al-'Ula Citrus Festival**—visitors can learn about the 29 types of special citrus fruits that are specific to the area. Farmers show off their produce and sell them in a traditional format and fashion.
- **Al-'Ula Moments**—the mirrored Maraya concert hall, a shimmering building in the middle of the desert, welcomes classical musicians from all over the globe.
- **Candlelit Classic at Hegra**—one of the most magical experiences at Tantora, attendees are serenaded by a series of cultural pieces.
- **Cinema El-Housh**—movie lovers are seated in a gorgeous outdoor cinema, watching world-class movies from Saudi and Arab directors.
- **Desert Polo Tournament**—a four-team polo competition featuring the Saudi Polo team, designed to display the landscape around Al-'Ula and promote the region's rich history of horse culture.
- **Hegra Cavalry Fashion Show**—a high-end fashion show. On the runway, humans and horses walk side by side to appeal to both style icons and animal lovers. Attendees have the chance to walk away with exclusive pieces which are available for sale.

Winter at Tantora is organized and advertised via a dedicated website which entices potential attendees with virtual tours, visitor guides, maps, and brochures which include details such as the events, times, and prices for the event as a whole.

Discussion Questions

1. How do event managers determine the size and scope of events that are relatively new to the market?

2. How are attendance levels predicted and how are choices about core and fringe activities made?

3. How much research into attendance motivators is necessary when planning future Winter at Tantora events?

4. If you were in charge of the event's planning team, how would you develop the event's component mix to keep attracting visitors to the festival year after year?

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PLANNING AN EVENT

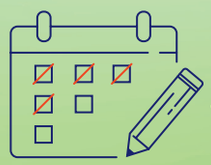
Defining the Component Mix

The client is happy with the outline of the team-building event proposal that was submitted in Chapter 1. Your manager has now asked you to estimate the likely level of demand for the event and propose core and fringe event components.

Your research for the team-building event must use visual aids to accompany a verbal presentation to your manager. Your presentation must include the following elements:

1. Indicate the size and scope of the team-building event (taking into consideration time frame and success factors).
2. Explain what information will be used to predict the likely level of demand for the team-building event.
3. Explain the core event and the rationale for your choice.
4. Select the most important fringe events that must also be planned for and explain why these fringe events are critical to the success of the planned event.
5. Identify the likely motives for hosting and attending the event and explain how these will affect your choices of core and fringe events.

Your presentation must be no longer than 10 minutes and must provide your manager with information to show the client regarding the size and choice of venue, as well as the likely activities and the reasons why they are needed.



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The Kingdom of Saudi Arabia pavilion at Expo 2020 in Dubai.

CHAPTER 3

SUPPLIERS IN THE EVENTS INDUSTRY

CHAPTER LESSONS

3.1 Factors to Consider When Choosing Suppliers

3.2 Identifying Qualified Suppliers

3.3 Specialization and Knowledge Requirements

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What types of suppliers might be needed for a major international event?

The larger and more complex an event, the greater the need for external suppliers. For example, a global event such as Expo 2020 Dubai would require multiple teams of professionals to set up each country's pavilion—particularly in the case of the Saudi Arabia pavilion, which broke world records for the longest interactive water feature, the largest interactive lighting display, and the largest LED mirror screen display.

Even smaller events, however, often require an event manager to coordinate multiple suppliers. The events industry has developed rapidly over the last three decades, increasing the need for professional event managers to organize and oversee activities.

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Link to digital lesson
www.ien.edu.sa

3.1 FACTORS TO CONSIDER WHEN CHOOSING SUPPLIERS

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

3.1.1 Identify the potential supplier requirements at an event.

3.1.2 Explain the factors limiting the supply choices of an event manager.

3.1.3 Discuss the importance of selecting appropriate suppliers.

KEY TERMS

Mass caterer
Venue dressing
Ancillary
Cost per head
Consumables
Commissioning

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LO 3.1.1

Identifying Supplier Requirements

An event will consist of many different elements. Some elements are common to all or most events, whereas other elements may be more specialist in nature and, therefore, used less regularly. In order for an event manager to be able to understand which suppliers will be most appropriate for an event, it is first necessary to understand the different types of suppliers available.

Event Catering Suppliers

Catering companies are often required to provide food and drink at events and other types of gatherings. Most events require some form of food and drink to be available for guests.

Catering requirements differ according to many factors. For example, the length and timing of an event will influence the catering ordered, as breakfast events will have different requirements to evening events or all-day events. Event managers should also consider whether the event is formal or informal, and whether the catering should be provided free of charge or paid for by the attendees.

There are many different caterers available for events, and the main task of an event manager is to select the supplier that best matches the requirements of the host. Requirements may come in the form of:

- *Formality*—formal caterers will often be more expensive than informal ones, as serving staff may be required, along with high-quality plates and utensils.
- *Size of event*—**mass caterers** (companies that supply food and drink at events to large numbers of customers at the same time) are able to feed a standardized meal to many hundreds of people in a very short amount of time.
- *Specialist dietary requirements*—these may require the services of specialist caterers, who are often used for smaller events and tend to be more expensive per plate of food served.

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- *Quality of ingredients*—fast food may be suitable for some events, while more exclusive events may require expensive ingredients which must be cooked by skilled catering staff.

Exhibition Suppliers

Venue dressing refers to the way in which a venue is decorated to suit the theme of an event. This can have a direct impact on attendees' first impressions. For example, imagine walking into an event where a high-ticket price has been charged, formal clothing is required, and a high-class menu has been promised. And when you first walk into the venue, the décor is dated, the tables and seating look as if they have been borrowed from a school cafeteria, and the flowers are obviously artificial. How would you feel? What would be your first impression of the event?

Exhibition suppliers are able to set the tone and atmosphere of an event by providing a backdrop that meets the needs of the client for that particular event.



The spectator area during the 2022 Saudi Cup at King Abdulaziz Racetrack, Riyadh.

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Multimedia and Audiovisual Suppliers

Most events require at least a basic level of multimedia or audiovisual support. The precise technical needs in this area depend on the venue and the requirements of the event.

Many venues rely on fixed speakers, which may suffice to create ambience and allow important messages to be relayed throughout the event. However, while this may be sufficient for a business event where the audio requirements are not high, it may not be suitable for a more sophisticated event in which sound or visuals are the main focus.

Multimedia and audiovisual suppliers often specialize in one particular area, such as business functions or weddings, as the requirements for different types of events can vary widely.

Entertainment Suppliers

One key element of events is often the entertainment. The choice of entertainment is also highly affected by the type of event being hosted or produced. The entertainment required for a formal business setting will be very different from the entertainment at a children's party, which again will differ from that which might be found at a large community or sporting event. The choice of entertainment will often depend on:

- *Budget*—more experienced entertainers will require higher levels of compensation.
- *Prestige*—entertainers often choose events that will boost their reputations, so it may be easier to book a high-quality entertainer for a classy society event than for a children's party, even if the latter pays more highly.
- *The clientele*—as highlighted previously, different attendees require different types of entertainment.
- *The host's personal taste*—while there are many types of performers and entertainers, not all will be acceptable to a host, so the selection must be carefully managed.

The list of potential suppliers is long, and it is not possible to name or learn about them all. It should be noted, however, that suppliers vary not only in the types of goods or services they offer, but also in terms of



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their availability and level of specialism. For example, suppliers such as photographers, videographers, and florists are relatively common, and while these roles all require a certain level of skill, an event manager will normally have a fairly wide range of potential suppliers to choose from.

Some events, however, require the services of specialized professionals whose talents are in high demand. Fireworks display operators, for example, are highly trained and require extensive licensing to operate, as well as insurance to cover potential risks, which may be large if the fireworks malfunction.

A skilled event manager must be able to understand the **ancillary** (additional support required for the main event or function) requirements of an event and understand not only what the core functions of an event require, but also what support is required that a host may not even think of.

CHECKPOINT

Why is knowing the final aims of an event important when selecting the suppliers?

LO 3.1.2

Factors Limiting Supply Choices

When searching for suppliers for an event, there are a number of considerations which must be taken into account before decisions are made. It is important for every event manager to have a pre-selection checklist. A generic example of a pre-selection checklist is given in Figure 3-1, although specific events will of course have specific requirements that may not be listed here.

		YES	NO	N/A	NOTES
1.	Is the supplier within budget?				
2.	Does the supplier meet the requirements?				
3.	Is the supplier available on the required date?				
4.	Does the supplier have experience?				
5.	Does the supplier provide their own resources?				
6.	Does the supplier have any additional requirements?				
7.	Does the supplier have existing relationships/ networks with other suppliers?				
8.	Does the supplier understand the values of the event?				
9.	Are reviews positive or negative?				

Figure 3-1
Example of a Pre-selection Checklist

Customer Requirements

Before suppliers can be selected, customer requirements must be established. At this stage, an event manager should work out what the customer needs, as well as judge whether the customer's stated requirements are realistic and achievable within their budget. This latter point can often prove contentious. For example, a customer organizing a product launch may require a high-quality audiovisual presentation that includes special effects like smoke machines and lasers, as well as a premium catering

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supplier to provide complimentary food and drink to 100+ people. They may also expect this all to be delivered within an unrealistic time frame, and with a budget more suited to a small private party.

A successful event manager must be able to estimate the likely **cost per head** (the price of something per person) of an event and manage the customer's expectations of what is achievable within their budget. This management of expectations is important for both parties, as accepting an unrealistic contract will likely mean that the choice of suppliers is limited, the customer is unhappy, and the reputation of the event manager may be tarnished due to taking on an unmanageable event.

Budget

Event managers will usually be given a certain budget that must cover all aspects of the event. The main function of the event manager is to prioritize the required tasks and allocate a portion of the total budget to each task. This then provides an indication of what suppliers you are able to consider for the event and will minimize the amount of time wasted looking at unsuitable or unavailable suppliers.

Availability

Popular suppliers are often booked many months or even years in advance. For example, popular entertainers for children's parties may have their weekends fully booked up to a year in advance, as the window of opportunity is short (weekends only), the quality of the entertainer is known, and the demand for the entertainer means that the budget is (within reason) largely irrelevant.

For this reason, it is important to book suppliers in advance. The earlier bookings are made, the higher the chance of your preferred suppliers being available.

Resources

An event manager will generally require a supplier to include the cost of all resources in their price, including both **consumables** (things designed to be used up quickly and replaced often) and the cost of hiring any equipment.

If a supplier does provide all of their own resources, this means budgeting is simpler for the event manager, and it is one less thing that needs to be managed in the process.

Supplier Networks

Established supplier networks can be very valuable for an event. Suppliers who have worked together and built relationships have effective methods of communication and can be relied upon to coordinate activities with one another to maximize the effectiveness of their product or service.

However, it is important to note that these existing relationships may not always work to the benefit of the event manager. The presence of existing relationships may mean that providers recommend colleagues who, while satisfactory, may not be the most suitable for the job. Therefore, it is important to understand the dynamics within the supplier's industry.

What factors may limit the supply choices for a regional food festival?



Buraidah Date Festival.

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Values and Beliefs

Not all event suppliers are suitable for all events. Entertainers whose acts are aimed at adults may not have suitable material for children, while suppliers whose target audience is the business market may not understand the requirements of a less formal setting.

Religious or cultural outlooks are also important to consider, especially in the provision of food, beverages, and entertainment. Services and products which are suitable in other settings may be inappropriate for the event you are planning.

Reviews

In recent years, it has become easier than ever to post and find reviews of virtually anything you may wish to consider, from coffee shops to airlines to large-scale events. The Internet has given potential customers access to a vast treasure trove of information, recommendations, and warnings. While these reviews may provide an insight into the supplier in question, it is important to understand that reviews are just that—they are a person's opinion, and they may be biased by factors which are not relevant to the review.

CHECKPOINT

Other than availability and budget, what factors might an event manager have to consider when selecting a supplier?

LO 3.1.3

Why It Is Important to Select Appropriate Suppliers

At this point, we might ask what would happen if an inappropriate supplier, product, or service was selected. How much of a problem would be caused? As with all problems, the answer depends on the impact that the problem has on the expected outcomes.

This is particularly crucial for larger, more elaborate events which have high outcomes and a need for increased technical support. Selecting and organizing a supplier list for an entire event can be a challenging, complex, and time-intensive task. Many companies have emerged to make the lives of event managers easier, and these have evolved into providing an extensive package of services. Selecting the appropriate event package for larger-scale events where outcomes are high can be key.

If expected outcomes are low, then inappropriate choices may not cause an issue. However, in most cases, there are negative impacts which must be considered and which may impact the host and the event organizer in the short and long term.

Reputation

Repeat business depends on reputation. Being known for professionalism, a positive attitude, and meeting or exceeding expectations will benefit all concerned:

- *The host*—**commissioning** (ordering or authorizing an event, product, or service) a successful event may result in a reputation boost for the host.
- *The event manager*—managing a successful event may improve the chances of winning bigger contracts or being assigned more prestigious events to manage.
- *The supplier*—positive feedback can be used for marketing and promotion services and there is the potential to gain repeat customers.

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Increase in Sales Revenues

Potential customers may judge the reliability and professionalism of a company on the outcomes of an event. A product launch, for example, may want to portray the product as being affordable and good value for money. If the customer sees lavish spending with little regard for budget, this may make them feel less confident in the business's ability to provide products on budget.

Reducing Risk

Choosing appropriate suppliers who can work well together can reduce the risk of negative issues occurring at the event. Experienced and knowledgeable suppliers are able to anticipate issues and implement remedies to reduce or remove the effects of things that have gone wrong.

Increasing Value for Money

Value for money means the best combination of cost and quality to meet customer requirements. It should not be confused with "cheap" or "low cost". Cheap or low cost simply means that a product does not cost a lot of money; however, this may have an impact on the quality or outcomes of the product or service as it may not meet the required standards.

Achieving value for money is usually a significant factor in the selection of supplier services—buying low-cost products to extend the budget may actually be a waste of money, as the reputation of all concerned could be damaged by perceptions of cost-cutting or a lack of quality.

CHECKPOINT

Why should suppliers be chosen carefully?

3.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Catering requirements may depend upon:
   - **a.** the budget
   - **b.** the event
   - **c.** the host's requirements
   - **d.** all of the above
2. Which of the following is NOT an example of biased review information?
   - **a.** the cost of the supplier
   - **b.** the experience
   - **c.** the level of enjoyment
   - **d.** the value for money

Think Critically

3. Why is a pre-selection checklist essential when selecting a supplier?

_____

_____

_____

_____

4. What is the biggest benefit for an event manager of using an events package? Describe how you would use an events package in an event of your choice.

_____

_____

_____

_____

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3.2

IDENTIFYING QUALIFIED SUPPLIERS

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

3.2.1 Explain the role of professional support infrastructure.

3.2.2 Identify the different types of organizations available for cooperation when planning an event.

3.2.3 Analyze the benefits of using an external supplier.

KEY TERMS

Governmental support infrastructure
Accreditation
Turnaround period
Brief
Production company
Party planner
Professional events organizer
In-house
Efficiencies
Trade convention

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LO 3.2.1

Professional Support Infrastructure

Due to the size, scope, and breadth of the events industry, the events business is very fragmented. There is little structure to "the events industry", as there are many parts that must work together to create the whole. This has led to there being many different representative bodies that either represent specific sectors or have specific aims.

Governmental Support Infrastructure

There are many different governmental departments, and each has responsibility for a specific area, such as sports, tourism, culture, the arts, and so on. Among their many different roles and responsibilities, these departments provide the events industry with a vital **governmental support infrastructure** (government-owned systems and facilities essential to supporting economic activities).

For example, within the Ministry of Tourism there is a whole range of different authorities and initiatives that work together to ensure that the National Tourism Strategy is implemented effectively. These organizations often collate information and promote and support events that benefit tourism.

Government Accreditation

The government also provides **accreditation** (official credentials for a training course or study program), which is an external recognition of the achievement of a set of standards that provides status or is required to perform an activity. Governmental accreditation seeks to ensure that a student from one school or training program is assessed fairly and to the same standards as any other student who achieves the qualification.

Governmental accreditation helps an event manager to determine the potential educational level of a potential supplier. A supplier who has achieved a high school diploma, for example, is not likely to be as

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knowledgeable as a supplier who has achieved a master's degree, which indicates the level of ability that can be expected.

Trade Associations

Trade associations are not-for-profit organizations made up of companies and/or individuals with common professional interests. They can be regional (such as the Riyadh Chamber of Commerce), national (such as the Saudi Exhibition and Conferences Association), or even international, depending on the size and scope of the association. These associations allow organizations that complement each other to share business contacts and develop business relationships for cases where multiple specialisms are required. For example, within the Riyadh Chamber of Commerce, an audio specialist who requires the assistance of a visual technician to create a multimedia product will be able to easily find a trusted colleague. The Chamber allows for connections to be made and reputations to be shared.

Professional Bodies

Professional bodies are professional federations, scientific societies, and organizations for professionals with particular skills or qualifications. They differ from trade associations in that membership is limited to a particular specialization. An example of a professional body in Saudi Arabia would be the Saudi Council of Engineers, which works to promote the engineering profession.

Professional bodies set standards of professional competence that members must meet in order to retain membership. These standards are often maintained through the achievement of specific qualifications, which can differentiate between apprentices and experts, as well as through feedback from previous employers and the acceptance of specific codes of conduct.

In return for maintaining standards and meeting requirements, members gain benefits such as the promotion of their specialism or themselves on the professional body's website(s). This marketing can not only aid the careers of specialists but also make it easier for event managers to locate the specific skill sets required with a recommendation of competence.

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Event Management Skills

Selection

Event managers often have to make choices between different suppliers that supply similar products and services. How does an event manager decide which option is the most suitable? What selection criteria are most important? Do these selection criteria stay the same or change depending on the final outcome required?

DEVELOP YOUR SKILLS

Explain what selection criteria you would use to select suppliers for the product launch of a major business brand.

CHECKPOINT

Why are there different types of professional support infrastructures?

LO 3.2.2

Organizations That Can Help with Event Planning

As the events industry has grown, organizations have developed to meet the varying needs of event planners and managers. While a small or internal business event may not require a wide variety of suppliers and skills, larger, more complex events may require a substantial amount of management and expertise.

As a result, an event manager may need to seek outside help from suppliers such as:

- event management companies
- production companies

- event catering companies
- party planners and professional events organizers.

Event Management Companies

Event management companies (EMCs) often grow from related service providers who developed into providing a complete event. EMCs are usually involved when the organizers have a requirement for major or mega events, or for a product launch that demands specialist design and innovation. The benefit of having an EMC is the range of expertise, ideas, and experience they can draw on, which can save on the time spent researching and organizing the individual elements. This is useful when there is a short **turnaround period** (the amount of time it takes to complete a process) and expectations are high.

Events where specific themes are requested might include specialist sets, props, costumes for participants, and a range of support requirements from special effects and lighting to entertainment. The creation of special events of this type is highly complex and requires extremely careful planning and costing.

An event manager employed for a large company will, therefore, take responsibility for providing the **brief** (a document or specification prepared by a client that states the requirements for an event) and ensuring it is met, rather than actually organizing the event themselves.

Production Companies

High-profile events may create a set of unique problems that may be beyond the skills of a general event manager, who may have been delegated the task or even volunteered to take on the role. **Production companies** are external consulting companies that manage the implementation and delivery of a specific physical aspect of an event. They are able to package together the wide range of technical support solutions required for an event, completing tasks such as:

- producing the event, including budgeting, scheduling, and post-production activities
- providing staging, lighting, and the range of audiovisual support needed for high-quality events

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- venue management, where an organization may want to take over a unique or unusual venue to use for its event, which requires specialist expertise
- audience management in areas such as marketing and distribution, ticketing and stewarding, the provision of VIP seat booking, or the allocation of accommodation
- finding, supplying, and managing the human resources (including suppliers) who are needed to staff an event, taking charge of payments, timings, and scheduling.

The main difference between an EMC and a production company is that a production company will only be tasked with parts of the event, while an EMC will take charge of the management of the entire event.

What types of events may require professional support with staging, lighting, and sound?



A light display at the Jeddah Historic Festival.

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Event Catering Companies

One of the most complex and important suppliers for an event is likely to be the catering team. While audiences may not think much about an average sound system or audiovisual display, the quality of the catering is likely to be remembered and discussed for a long time after the event and could have a serious impact on the reputation of the host.

There are three main ways in which catering can be supplied: in-house staff, contractors, and ad hoc suppliers. Each of these supply modes is explained in Figure 3-2, along with their advantages and disadvantages:

Figure 3-2
Advantages and Disadvantages of Different Supply Modes

Supply Mode	Advantages	Disadvantages
In-house Where a venue has its own permanently-employed team.	Can be relied on to work only for that organization, so there are not likely to be any availability issues.	May not have the skills necessary for a wide range of culinary requirements, such as high-end or mass catering.
Contractors While not employed by the host organization, has a long-term relationship to supply and manage catering requirements.	Will take ultimate responsibility for the quality of the food, the catering staff's employment contracts, and any necessary insurance.	May be more expensive to retain than an in-house team.
Ad hoc Specialists who are rarely used by the organization but are able to meet specific, one-off, or short-term requirements.	Will be able to meet the requirements needed. May be taken on to deal with specific requirements that are out of the ordinary, such as high-end or mass catering.	May not be available exactly when you need them, and tend to be very expensive to hire.

An event manager may choose any one of the above options, depending on the requirements of the particular event: What are the event's objectives? Who are the participants? How large will the event be? How complicated will the catering provision need to be?

In some cases, all three options are needed at once, but this is not very common and one person or organization will normally take the lead and manage the catering function.

Party Planners and Professional Events Organizers

While EMCs and production companies tend to focus on major and mega events, there are a range of smaller organizations and even individuals

who provide events-related services.

Party planners (organizers of parties and social events for other people) are focused mainly on the personal events market. They are likely to organize private parties and weddings. They are often used by customers who may not have knowledge of the suppliers or the time to research and organize the different elements. While the basics of planning a party may not be difficult, a professional party planner may be able to turn a good party into a great party and may even be able to find areas for cost savings and specific suppliers through their professional knowledge.

Professional events organizers fulfill a similar role, but are aimed at the corporate market. These organizers may have experience with specific types of events such as product launches, which may require extensive contacts in the media industry in order gain coverage and publicity, or sports competitions, which may require knowledge of training facilities, specific dietary requirements influencing catering, and so on.

Professional party planners and events organizers are more used to doing this than the average person, who might only plan events very infrequently and might otherwise have to rely on friends and family to help. This may lead to the objectives of the event not being met.

Event Management Skills

Scale

While some events can be managed independently by one manager (possibly with some assistants), others require far more organization due to the size, scope, budget, and prominence of the event.

DEVELOP YOUR SKILLS

Decide what factors would cause you to use a production company (which provides one element of an event) instead of managing a whole event independently or using a full-service event management company.

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CHECKPOINT

Why would an event manager use professional organizations to help plan an event?

LO 3.2.3

Benefits of External Suppliers

It is possible for an event company to have suppliers who work **in-house**, i.e. who are employed directly by the event company itself. For example, an events company could employ an in-house pyrotechnics expert, an in-house catering team, etc. However, in most cases it is not practical for an events company to maintain a wide variety of suppliers on their permanent staff.

Disadvantages of an internal team include:

INCREASED COSTS

- Internal teams require a regular salary, which may increase fixed costs.

LACK OF FLEXIBILITY

- Not all events have the same requirements and, therefore, an event management company may not have the skills or expertise available in-house.

LIMITED AVAILABILITY

- While it could be possible to have one catering team, this would limit the number of catered events that could be held to one at a time.

While this may be a benefit for conference centers that specialize in specific types of events with staple requirements, it is a major limitation for an event manager or organization that hosts multiple types of events, sometimes with similar needs, within the same time period.

External suppliers are, therefore, preferable in this instance, as external suppliers offer many **efficiencies** (producing the desired outcome with minimal waste). They include:

LOWER COSTS

- External suppliers are only paid for a specific time period, so even though the cost per event may be expensive, it is cheaper than full-time contracts.

SPECIALIZATION

- It is possible to hire suppliers who meet the exact requirements of the client instead of generic catering, and specific cuisines can be selected.

AVAILABILITY

- If multiple events are being held, multiple event suppliers can be utilized to ensure all events are catered for.

EXPERTISE

- Suppliers are often experts in their particular field and will be able to ensure that the project, event, or service is provided to the highest levels.

ACCOUNTABILITY

- If a supplier fails to meet the terms of the contract, penalties can be applied, which can mitigate costs incurred, and alternative suppliers can be found with minimal training and cost required.

Trade Conventions

A **trade convention** is an exhibition for a specific industry, which is not marketed to the general public. Trade conventions are organized so that businesses and companies in a specific niche are able to come together to showcase their services or products, display technological developments, and discuss important topics in their field.

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Trade conventions are ideal places for event managers to identify potential suppliers for future or planned events. Event managers are able to identify which suppliers are capable and available within their budget and then create business relationships within the particular field.

CHECKPOINT

Why do external suppliers offer more flexibility to event managers?

Planning Matters

Meeting the Needs of Suppliers and Exhibitors

Events suppliers and exhibitors are often experts in their field. Those that have excellent reputations are often in high demand. As events can be suppliers' main source of either income or exposure, they can often be quite selective in choosing the events they work with.

A supplier's decision regarding whether or not to work with a given event may depend on:

- the level of organization and planning
- outcomes of similar historical events
- the level of marketing proposed.

What do you think?

Think of an event that happened recently. What may have attracted (or deterred) suppliers from working with or at this event?

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3.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Government accreditation is designed to:
   - **a.** be used as a sales tool
   - **b.** generate income for government organizations
   - **c.** ensure standards are maintained at expected levels
   - **d.** develop business relationships
2. Which of the following is NOT a feature of a production company?
   - **a.** budgeting, scheduling, and post-production activities
   - **b.** backdrop design, staging, and lighting
   - **c.** audience management
   - **d.** complete event management

Think Critically

3. Why are ad hoc suppliers able to meet the exact needs of a client?

_____

_____

_____

_____

4. How might attending a trade convention benefit an event manager? Give more than one answer.

_____

_____

_____

_____

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3.3

SPECIALIZATION AND KNOWLEDGE REQUIREMENTS

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

3.3.1 Identify the benefits of hiring experts for events.

3.3.2 Explain the specific support required to hold a successful event.

3.3.3 Explain the benefits of using experts when planning an event.

KEY TERMS

Promotion
Testimonial
Price point
Time efficiencies
Fixed assets
Cost efficiencies

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LO 3.3.1

Why Hire Experts?

As an event becomes larger and more complex, the requirement for experts increases. Most events are used to achieve a specific aim, and the execution of an event will have a direct influence on the reputation of the event host.

However, it is not only large and complex events that require experts. Imagine a party to celebrate the arrival of a new baby. There are elements that parents are able to manage, such as preparing the food, decorating the venue, and setting the theme, which are all areas that may not require the services of an expert. The entertainment, however, is often judged to be an area that will be allocated a budget, as this is often the centerpiece of the event.

Experience

An expert will be expected to have experience in their particular field and may be considered a specialist in their area. Generally, the more expertise a person has, the more they are able to charge for their products or services. For this reason, many novices begin with smaller events (such as personal events), where the requirements are not very high and the budget for hiring an expert is usually relatively low.

What experts may have been involved in staging the event shown?



Diriyah Tennis Cup 2022, Riyadh.

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Once skills and experience have been gained, the reputation of the product or service provider increases and a higher price can be charged. Experts with excellent reputations also experience much higher demand than novices.

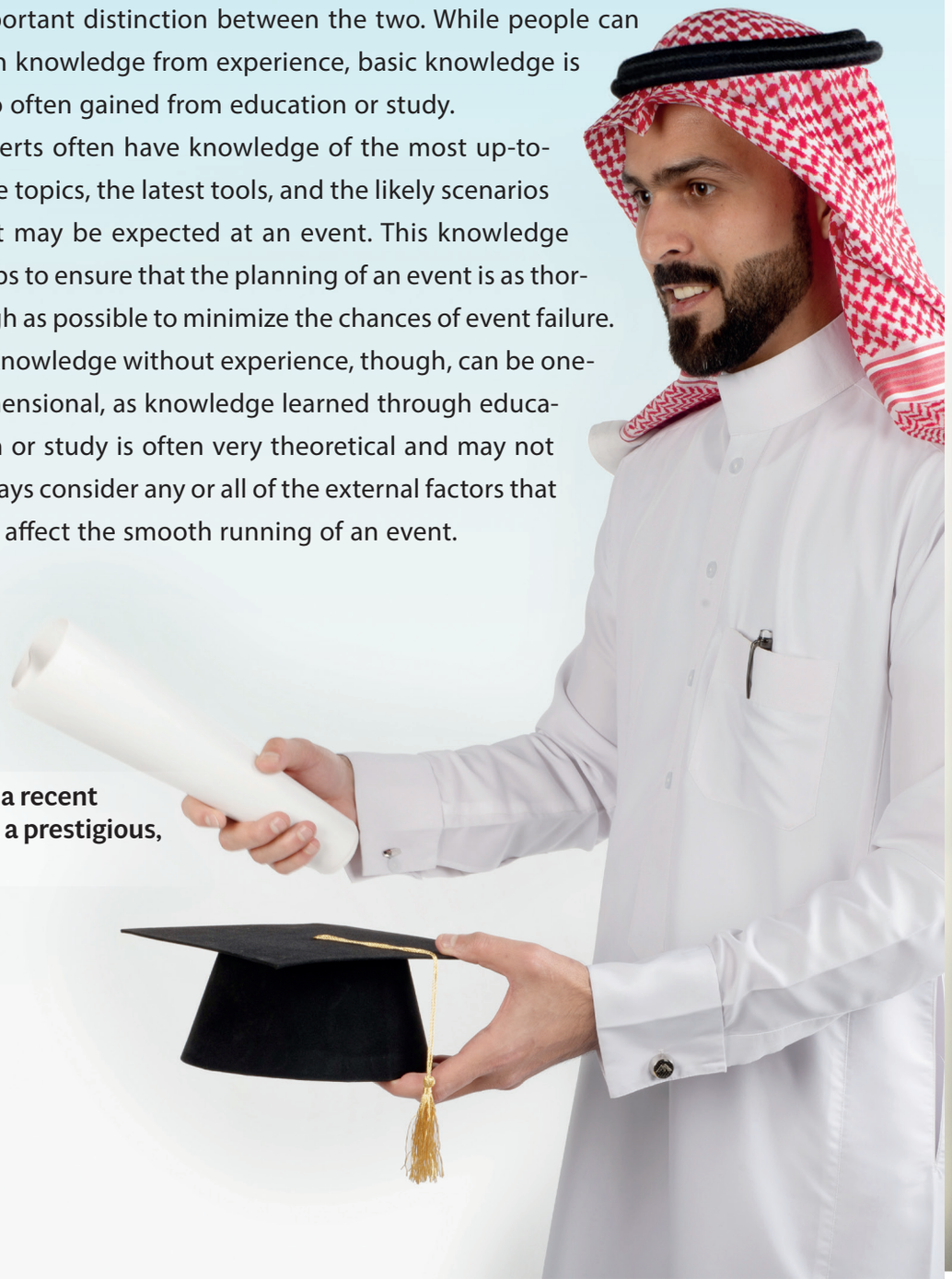
Experience comes from performing an action many times. An experienced product or service provider will have a clear understanding of what is required, what issues (or problems) may arise, and how these issues can be dealt with in a way that does not detract from the end result.

Knowledge

While knowledge and experience are often confused, there is an important distinction between the two. While people can gain knowledge from experience, basic knowledge is also often gained from education or study.

Experts often have knowledge of the most up-to-date topics, the latest tools, and the likely scenarios that may be expected at an event. This knowledge helps to ensure that the planning of an event is as thorough as possible to minimize the chances of event failure.

Knowledge without experience, though, can be one-dimensional, as knowledge learned through education or study is often very theoretical and may not always consider any or all of the external factors that can affect the smooth running of an event.



Why might you not choose a recent graduate to be a supplier at a prestigious, high-profile event?

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Contacts

Experts and specialists who have been working in their field for a number of years often have a wide range of contacts that they have either worked with or heard the reputations of.

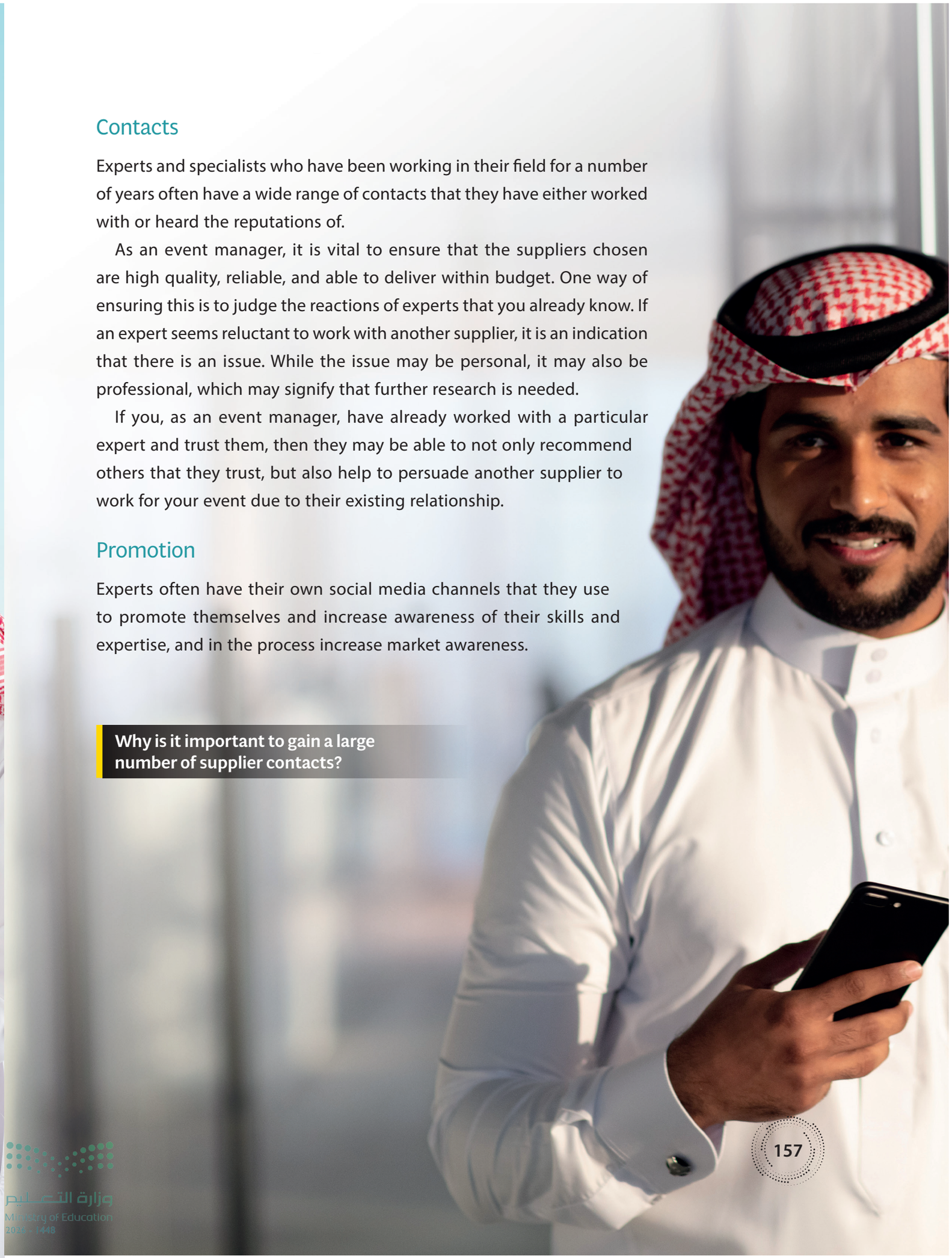
As an event manager, it is vital to ensure that the suppliers chosen are high quality, reliable, and able to deliver within budget. One way of ensuring this is to judge the reactions of experts that you already know. If an expert seems reluctant to work with another supplier, it is an indication that there is an issue. While the issue may be personal, it may also be professional, which may signify that further research is needed.

If you, as an event manager, have already worked with a particular expert and trust them, then they may be able to not only recommend others that they trust, but also help to persuade another supplier to work for your event due to their existing relationship.

Promotion

Experts often have their own social media channels that they use to promote themselves and increase awareness of their skills and expertise, and in the process increase market awareness.

Why is it important to gain a large number of supplier contacts?



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When experts are hired, especially for larger and more prestigious events, they may use the booking as a means of **promotion** (the methods used and the information communicated to encourage customers to purchase products and services, and to make them more satisfied with their purchase). An expert may gather **testimonials** (formal written statements about the qualities of a product or service) from events, or they may blog, tweet, or post about upcoming events, which in turn may be used as a free and effective means of promotion for the event manager.

Planning Matters

Choosing the Right Supplier

When planning events, organizers and managers must ensure that the products and services available meet the requirements of not only the event host but also the attendees of an event.

Requirements often vary, however, and may depend upon:

- the budget of the event host
- the expectations of attendees
- similar events and general expectations.

An effective event manager must balance differing expectations and meet the requirements of all stakeholders.

What do you think?

Should a manager focus on satisfying the majority or meeting the full expectations of the key stakeholder?

CHECKPOINT

Why do event managers not just work with one expert supplier all the time?

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LO 3.3.2

Key Support Areas

Different events have different specific requirements; however, an event usually has a number of support areas required to make the event a success (see Figure 3-3).



Figure 3-3
Typical Event Support Services

Technical Support

The location and the type of event determines the technical support required. Even a simple party held in a community center will require technical support, such as showing someone how to use the speaker system, while larger events will have a wider and more complex range of requirements.

Technical support can be seen as a type of insurance—while as an event manager you want to make sure everything works seamlessly, there will always be misunderstandings and queries. An effective technical support team should allow all queries to be answered and any potential issues to be identified and solved before becoming an actual problem.

Culinary Support

Events often have refreshments served to create a positive attendee experience. Refreshments can be either complimentary or paid for. Attendees would expect to receive complimentary refreshments at small personal events, product launches, or corporate events, where attendees have been explicitly invited or expect to be treated well.

Public events, such as conventions or festivals, may have refreshments available; however, attendees are expected to pay for what they want. This means that the host must ensure that there is both a range of refreshments and a range of **price points** (the price that a product sells for) available.

Multimedia Support

Most events require some multimedia knowledge—even a simple video presentation requires the use of a screen. Multimedia support services are essential to events—humans are visual and rely on images to support their understanding of information.

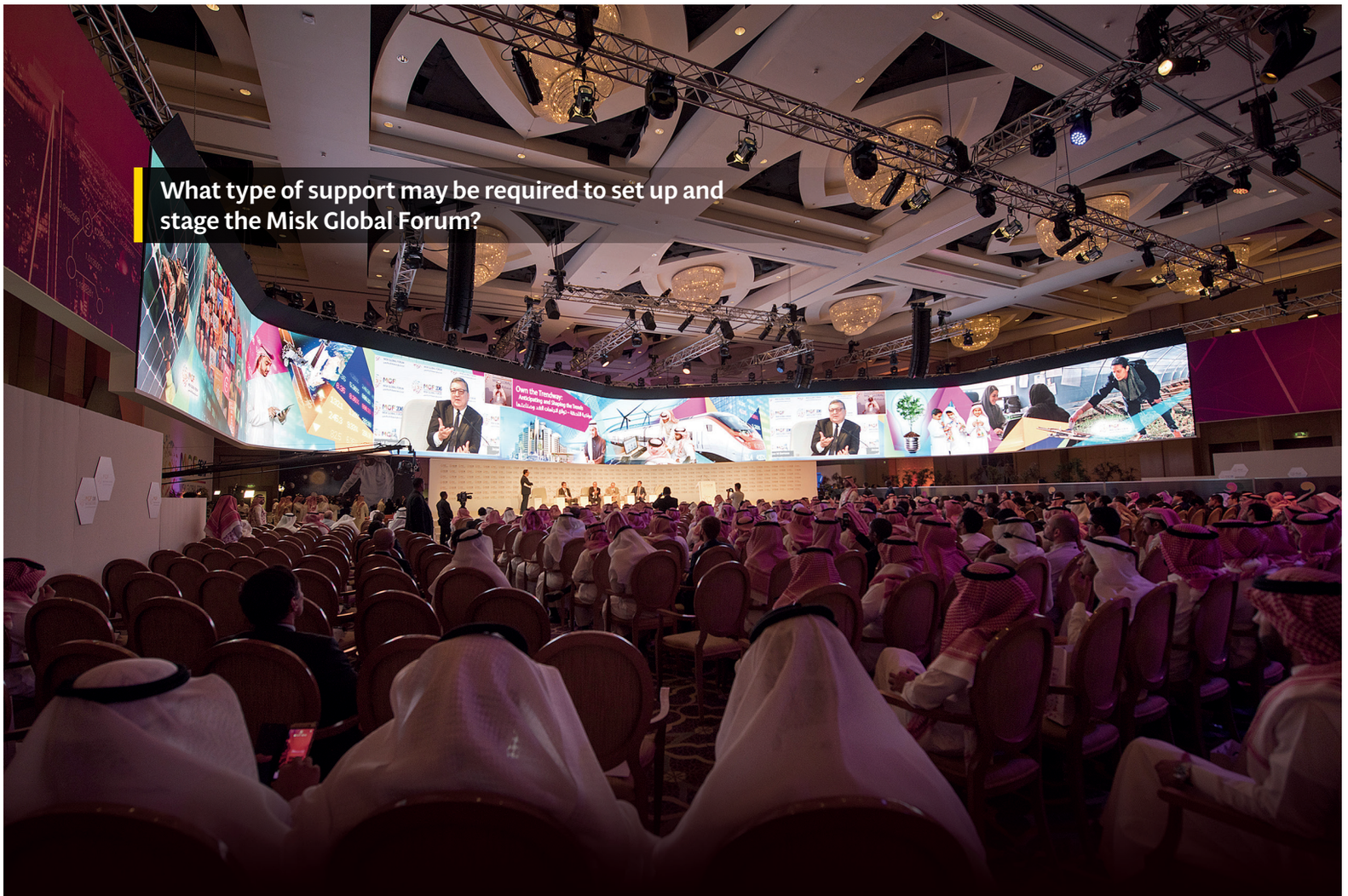
Larger events may require a number of different operating systems and software (computer programs) and hardware (physical components) inputs, all with individual and specific needs, which will often require an expert who is able to combine all the factors to ensure displays all work when needed.

Audio Support

Specific audio support is needed to provide the sound system necessary for all attendees to be able to hear instructions or information.

There is now a wide variety of audio hardware that can be used at events—from wired speakers to wireless headsets. Depending on the size of the event, requirements may include elements of both wired and wireless audio technology.

What type of support may be required to set up and stage the Misk Global Forum?



Misk Global Forum—Riyadh, 2016.

Lighting and Special Effects Support

The lighting and effects utilized by events are often used to set the tone and mood of events, and larger events will need to understand what their requirements are: Does lighting need to be dimmable, bright, or muted? Are special effects such as laser and strobe lights required, and if so, how are they controlled—manually, or timed to specific audio or visual cues?

As discussed in the sections on other methods of support, the level of detail needed for larger events requires experts who understand not only the technical requirements but also the limitations of different venues and the ways in which the mood of an event can be managed.

Venue Support

Venues are unique and require people who are familiar with the tasks and procedures needed to operate the routine elements. When using new

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venues, simple tasks such as switching on internal lighting, finding and using basic control panels, and navigation of the venue can all be barriers to task completion.

Venue support assists in the routine functions needed for an event to run—the cleaning, staffing, and generic tools and materials (tables, chairs) required may be provided by the venue as part of the cost of venue hire.

CHECKPOINT

Why do event managers need support functions at events?

LO 3.3.3

Benefits of Using Experts

Experts are usually expensive to hire, which has an obvious impact on the financial element of an event. It would be much cheaper to manage all aspects of an event by yourself, which would lead to reduced costs for the event host or increased profit for yourself as the event manager.

So why are experts used and why are event managers happy to pay substantial fees for popular experts, often paying a premium to book experts months or even years in advance? Well, experts lead to many efficiencies.

Time Efficiencies

An event manager's skills are in the coordination and management of resources and they will, therefore, be a novice at the various specializations necessary for an event. Therefore, a lot of time would be needed to investigate the options, locate the resources, and ensure that everything is in place and working appropriately if an event manager does this by themselves. In addition, an event manager would not have the time to take care of all the support activities needed for an event of any size.

While not all experts have experience in all aspects of their field, experts will have extensive practical and theoretical knowledge of their particular

area, leading to **time efficiencies** (producing desired results with the least amount of wasted time). This means that an expert will already have the specialist equipment they need to provide their service or product, and will be able to set it up and provide it in minimal time without the need to learn any new skills.

Cost Efficiencies

As mentioned above, experts will usually have all the specific resources required for the completion of their role. Modern events expect to have the latest technology and the best options utilized for their particular budget. Experts who routinely provide multimedia or audio support will already own or have access to this technology.

This means that the cost of hiring an expert includes only a portion of the cost of the technology utilized. Hiring or buying a piece of technology for one event only can be hugely expensive; however, if the cost is divided across many events, **fixed assets** (long-term tangible assets such as equipment) becomes much more affordable, leading to **cost efficiencies** (business strategies to reduce the cost of performing an activity) for the event manager.

Sponsorship Proposals

Sponsorship experts have expertise and experience in the area of developing sponsorship proposals for events. They know which businesses and organizations are most likely to be interested in sponsoring particular types of events, what are reasonable amounts of money to expect from these sponsors, and what the event organizers should offer them in return for the amount of sponsorship they provide. This knowledge will help the event organizers to obtain an optimal amount of sponsorship for their event and, therefore, ensure that they have adequate funds available for it.

Networks

Experts often work with other experts and build relationships and networks with each other. These relationships can often grow into working relationships, where experts can provide package deals (similar to pro-

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duction companies) in which audiovisual, technical, and lighting support can be provided within one contract.

This leads to fewer chances of confusion, as communications channels will be effective due to positive working relationships. This has the net effect of making the planning of an event simpler and less stressful for the event manager, who will then be able to focus on other elements that may need more attention.

Creative ideas

Certain specialists' creativity and experience means that they are able to come up with original and exciting ideas to help make the event memorable for its attendees. For example, an expert might suggest a particular interesting theme for an event which the event organizers might not have considered. The event managers can then use their experience of planning events to bring together different elements, such as food, decorations, and entertainment, which are connected to or inspired by the chosen theme.

CHECKPOINT

Why are experts used?

3.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a benefit of hiring experts?
   - **a.** experience
   - **b.** knowledge
   - **c.** contacts
   - **d.** cost
2. The choice of supplier may depend upon:
   - **a.** the budget
   - **b.** the cost
   - **c.** the expectations
   - **d.** all of the above

Think Critically

3. Why is effective venue support essential to the smooth running of an event?

_____

_____

_____

_____

4. Why might experts wish to develop working relationships with other experts in different fields? Give an example of how this type of relationship might be beneficial to an event manager.

_____

_____

_____

_____

CHAPTER 3
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Analyze why catering is needed at most events. Give an example of an event where catering would be needed and contrast this to an event that would not need catering.

2. Describe one major obstacle to hiring a preferred supplier.

3. Analyze why a specialist event manager may use a package service, such as that provided by a production company. Discuss the advantages and disadvantages of using a package service.

4. Distinguish one factor that motivates suppliers across all types of events.

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5. Explain why it is important to understand a supplier's organizational support requirements.

6. Imagine you are managing a small work function. There is enough budget to hire one expert in one of the three following support areas: technical, entertainment, culinary. How would you decide which type of expert to hire? What factors would influence your decision?

7. Imagine you have been asked to use external suppliers and exhibitors at an event. Explain why this might be a disadvantage.

8. Analyze why governments have support infrastructure available.

9. Describe one benefit of being a member of a trade organization. Evaluate how this might help a career in event management.

10. Describe the main difference between an event management company and a production company.

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11. Explain why experience is important when hiring an entertainment supplier for a children's party. Give multiple reasons for your explanation.

12. Imagine you are discussing whether to hire a more expensive but experienced supplier. Justify how hiring this supplier could reduce your promotional budget.

13. Describe the role of multimedia support. Analyze why this support would likely be needed for a business event such as a conference.

14. Imagine you are working in a company that manages corporate events. You would like to spend some of the company budget on a high-quality projector that would be used to provide visuals at future events. What reasons or data could you use to justify this purchase?

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DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–22) with the definitions (a–v).

	Term	Your Choice	Definition
1.	Accreditation		**a.** The way in which a venue is decorated to suit the theme of an event.
2.	Ancillary		**b.** The price of something per person.
3.	Brief		**c.** Ordering or authorizing an event, product, or service.
4.	Commissioning		**d.** A company that supplies food and drink at events to large numbers of customers at the same time.
5.	Consumables		**e.** Producing desired results with the least amount of wasted time.
6.	Cost efficiencies		**f.** Additional support required for the main event or function.
7.	Cost per head		**g.** Government-owned systems and facilities essential to supporting economic activities.
8.	Efficiencies		**h.** An organizer of business events for other people.
9.	Fixed assets		**i.** An organizer of parties and social events for other people.
10.	Governmental support infrastructure		**j.** A document or specification prepared by a client that states the requirements for an event.
11.	In-house		**k.** The amount of time it takes to complete a process.
12.	Mass caterer		**l.** An exhibition for a specific industry, which is not marketed to the general public.
13.	Party planner		**m.** Directly employed by the event company itself.
14.	Price point		**n.** Official credentials for a training course or study program.
15.	Production company		**o.** An external consulting company that manages the implementation and delivery of a specific physical aspect of an event.
16.	Professional events organizer		**p.** Producing the desired outcome with minimal waste.
17.	Promotion		**q.** The price that a product sells for.
18.	Testimonial		**r.** Long-term tangible assets such as equipment.

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19.	Time efficiencies		**s.**	Things designed to be used up quickly and replaced often.
20.	Trade convention		**t.**	The methods used and the information communicated to encourage customers to purchase products and services, and to make them more satisfied with their purchase.
21.	Turnaround period		**u.**	Business strategies to reduce the cost of performing an activity.
22.	Venue dressing		**v.**	A formal written statement about the qualities of a product or service.

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APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Look back to the event you researched in Chapter 1. Use your existing research and expand your knowledge base to other sources of potential information.

Complete the following prompts:

1. Identify and explain whether the event manager is likely to be employed by a company/organization or self-employed.
2. Explain what suppliers are likely to be required for the event to be successful.
3. Explain some of the specific advantages the event will have benefited from when employing specialist suppliers.
4. Choose one of the major suppliers utilized in the event. Explore whether there is a trade association for that supplier and what benefits the supplier would gain from membership.
5. Explain the primary motive for two of the suppliers attending the event.
6. Identify and explain the factors that may have limited the choice of suppliers available at that event.
7. Explain whether the suppliers chosen met the aims of the event.

REFLECTION TASK

Recall an event which you have organized, or an event which you would like to organize after graduating from high school. The event does not need to be large scale; it could simply be a gathering of your friends for a specific purpose.

1. Explain the main reason for organizing the event.
2. Identify any secondary reasons.
3. Explain what supplies and/or suppliers were or will be needed for the event? (Remember, this does not need to mean paid suppliers.)
4. Define the parameters that were or could be used to define success.
5. Identify and explain any factors that limited or might limit the choice of suppliers available.

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CASE STUDY THREE

The Saudi Arabian Grand Prix



The 2021 Saudi Arabian Grand Prix took place on December 5, 2021.

The event will be held yearly at the Jeddah Corniche Circuit until 2027.



Learning Objectives

The aim of this case study is to examine the way in which event managers select and utilize suppliers to achieve their aims with the following objectives:

- To consider the role of event managers at different stages of the event.
- To understand the types of suppliers needed to ensure the success of the event.
- To understand the selection and management of suppliers at the Jeddah F1.

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FACTBOX

- The first Saudi Arabian Grand Prix was held at the Jeddah Corniche Circuit in December 2021.
- The city track is the fastest street circuit on the F1 race calendar.
- It is the second longest circuit after Spa-Francorchamps.
- Three-quarters of the lap is raced at maximum speed.
- The race is held at night to avoid the high 35°C daytime temperatures.
- Saudi Arabia also hosts the Formula E races, the Dakar Rally, and Extreme E.

Saudi Arabia has a contract to host a Grand Prix event every year for at least a decade. The project was officially confirmed in January 2020, and on December 5, 2021 the inaugural Saudi Arabian Grand Prix took place at the Jeddah Corniche Circuit in Jeddah. This large and prestigious launch event was attended by current and former F1 drivers, in addition to members of the Motorsport Federation and associated media.

The event will be held at the Jeddah Corniche Circuit every year until 2027, but there are also plans for an FIA Grade 1 standard racetrack at Qiddiya, 50 kilometers from Riyadh. In addition, the Qiddiya race course is being designed to offer alternative forms of entertainment, such as the world's fastest roller-coaster, which will run next to the track.

Although the F1 race is the highlight of the Saudi Arabian Grand Prix, guests and visitors are likely to visit the area for an extended period. This requires the event to provide suitable facilities to meet visitors' needs, as well as secondary activities to both keep them entertained and promote Saudi Arabia as an attractive tourist destination in its own right.

Event managers must cater for regular F1 fans who wish to purchase memorabilia and refreshments, as well as VIPs who will use the event for business development and marketing purposes and will expect the highest standards of hospitality possible.

As the "fastest street track" on the F1 calendar, it is vital for event organizers to coordinate activities not only with suppliers, but also with government agencies who are responsible for closing streets and diverting traffic, granting licenses, and all other associated tasks required to hold and market the event.

The Saudi Arabian F1 must live up to the expectations of a number of different stakeholders—it represents not just the F1 franchise, but also the reputation of Saudi Arabia on the international stage , as well as the brand of major sponsors including Aramco.

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Discussion Questions

1. How do event managers determine the range and number of suppliers needed for the event?

2. Why and how does the Saudi Arabian government provide support and infrastructure to the event held at Jeddah?

3. What other national or international private sector organizations are likely to be involved in the event and why?

4. If you were in charge of the event overall, how would you ensure that supplies and suppliers met objectives?

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PLANNING AN EVENT

Identifying Suppliers

The client (Aramco) is happy with the outline of the team-building event proposal that you submitted. Your manager has now asked you to plan the event, ensuring that all aspects of the event have appropriate suppliers and all business objectives are met.

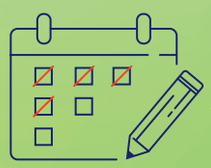
As mentioned in Chapter 1, the event will be attended by 100–150 senior-level executives. Other key parameters include:

- a formal venue away from the Aramco offices
- professional, formal, and appropriate team-building activities designed to increase communication and business relationships
- a budget of SAR 500 per head based on 130 attendees
- high-quality refreshments, including a formal lunchtime meal.

Your research for the event must use visual aids to accompany a verbal presentation to your manager. Your presentation must include the following elements:

1. Indicate the key suppliers required.
2. Indicate whether an event management company will be used.
3. Provide examples of the suppliers you expect to use, ensuring that they are within the budget available and giving a rationale for your choices.
4. Explain the core event and any peripheral activities that need to be managed.
5. Identify the key factors that will limit the choice of suppliers.

Your presentation must be no longer than 10 minutes and must provide your manager with the information needed to show the client the likely suppliers you intend to use and the justification for your choices.



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National Day celebration in Jeddah.

CHAPTER 4

PLANNING AN EVENT

CHAPTER LESSONS

4.1 Establishing an Event Management Committee

4.2 The Stages of Event Planning

4.3 Event Management Frameworks

4.4 Information Gathering and Environmental Searching

4.5 Finding an Appropriate Venue

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Once a decision has been made to hold an event, the event must be planned; even a small dinner party must involve a certain level of planning to be successful. While personal events are often planned and managed by a single person, larger commercial events usually require frameworks, committees, and procedures that allow for a clear understanding of who is responsible for what function, who has ultimate responsibility, and how decisions are made.

An effective event manager will rely on a team of professionals, who often have specialized knowledge and a clear understanding of the details of their particular area. These teams, however, have to have strong leadership and a clear vision to ensure that the primary objective of the event is achieved.

Timelines must be created, frameworks and committees outlined and adhered to, and relevant information gathered for the event to be a success.

“Why do events require detailed planning?”

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Link to digital lesson
www.ien.edu.sa

4.1

ESTABLISHING AN EVENT MANAGEMENT COMMITTEE

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

4.1.1 Identify the role of an event management committee.

4.1.2 Explain the positions and structure within a typical event management committee.

4.1.3 Describe the activities an event management committee manages.

KEY TERMS

Event management committee
Screening
Hierarchy
Executive committee
Finance committee
Sponsorship committee
Marketing committee
Facilities committee
Catering committee
Entertainment committee
Operations committee
Logistics



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LO 4.1.1

Event Management Committees

An **event management committee** provides leadership, direction, and accountability throughout the event in question by creating and following a specific strategy designed to achieve a long-term or overall aim. It is comprised of key stakeholders who are appointed to provide oversight for the whole project.

For many events, time, money, people, and expertise are likely to be in short supply. Managing an event successfully involves using the best possible combination of the resources available. The role of an event management committee is to help with this by:

- managing resources effectively
- **screening** (evaluating or investigating) ideas and problems

Why is it important for event managers to follow a specific strategy?



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- monitoring progress to ensure that the objectives, deliverables, timelines, cost, and quality control aspects of the event are managed effectively
- approving any (or any additional) financial commitments.

It is necessary to understand that existing organizational structures, such as a company management **hierarchy** (a system in which roles in an organization are ranked according to their responsibilities and decision-making powers), might not be suitable for the non-routine activity of organizing and running a special event due to the different skills and abilities required.

The role of the event management committee, therefore, can be grouped into four main areas:

- *Command*—the ability to make decisions and expect orders and commands to be carried out as requested.
- *Organization*—organizing the resources available to maximize the chances of meeting aims and objectives.
- *Delegation*—dividing larger tasks into smaller parts and providing individuals with the responsibility and autonomy to fulfill a particular task.
- *Liaison*—ensuring that smooth means of communication exist and ensuring messages are clear and understood by all parties.

CHECKPOINT

Why do events often require management committees?

LO 4.1.2

The Structure of a Typical Event Management Committee

Every event has a different structure for the event management committee that suits the specific needs of the event. However, it is possible to

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provide a general structure that includes the majority of the positions required in a committee and how they relate to each other. Figure 4-1 highlights a typical, high-level organizational structure for a major event.

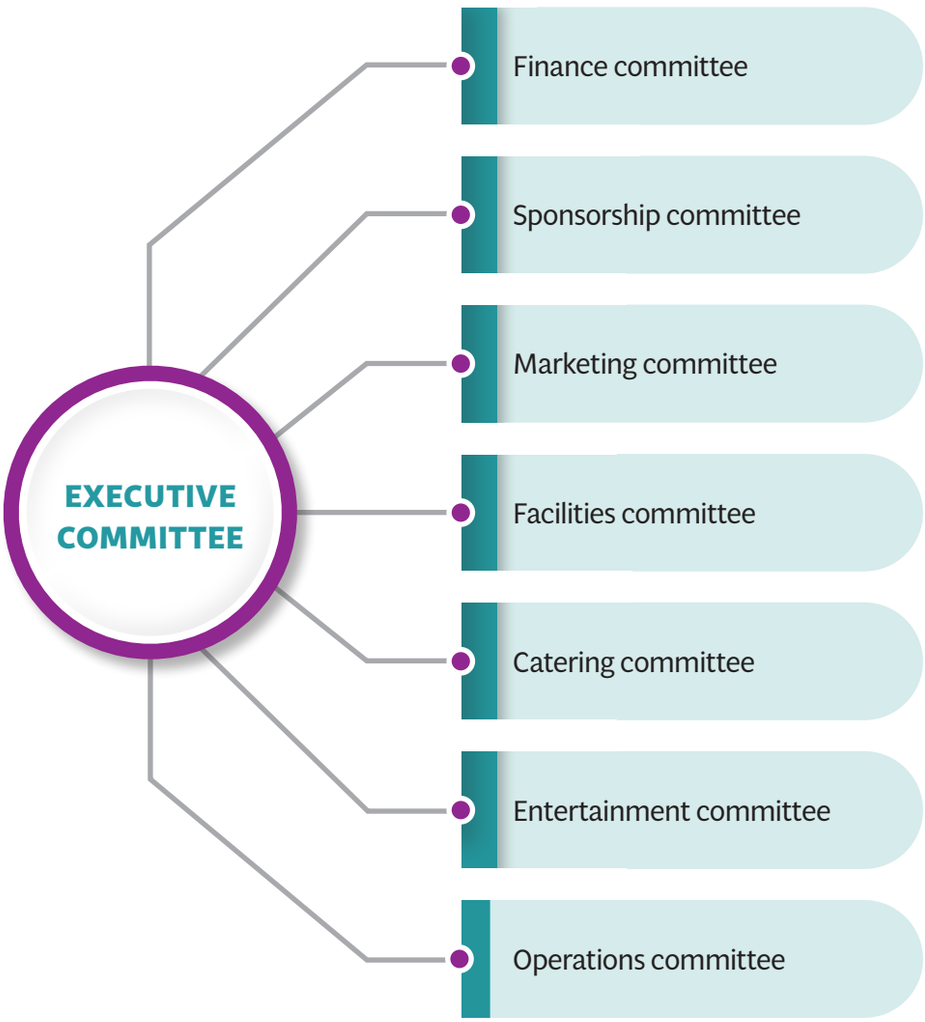


Figure 4-1
A Typical Organizational Structure for a Major Event

Executive Committee

An event management committee will usually have an executive committee to oversee the running of all elements of the event. The **executive committee** supervises other committees and ensures the event plan is being implemented successfully and that all objectives are being met.

Finance Committee

The **finance committee** is responsible for all aspects of finance, including planning, budgeting, and ensuring that financial protocols are not broken. This committee is also often required to produce financial reports once the event has been completed, highlighting progress toward aims and any areas that were budgeted for inappropriately for future reference.

Sponsorship Committee

The **sponsorship committee** decides which of the event activities or elements need additional funding, and then identifies and engages with potential sponsors in order to secure the sponsorship necessary for the event. The committee is also responsible for maintaining relationships with existing and sponsors.

Marketing Committee

All events need to be marketed effectively, which is the responsibility of the **marketing committee**. Care needs to be taken to ensure that marketing budgets are utilized effectively and that appropriate advertising methods are used. This often involves liaising with sponsors, who usually market the event using their own advertising channels for their own purposes. Careful coordination is needed to ensure the correct message is being broadcast from all parties responsible for publicity.

Facilities Committee

All events will need facilities such as venues, restrooms, parking, stages, and audiovisual equipment. The **facilities committee** is responsible for identifying and booking the facilities necessary for the event, and making sure they are suitably equipped, as well as coordinating with the facilities' owner.

Catering Committee

The **catering committee** is responsible for all aspects of catering, including selecting suppliers and drafting contracts.

Entertainment Committee

The **entertainment committee** is responsible for the planning and delivery of all event activities and entertainment. This involves providing clear requests, managing expectations, and ensuring that all primary and secondary activities booked meet the needs of the client's aims and desired outcomes.

Operations Committee

The **operations committee** is responsible for overseeing the smooth running of the event itself. They bring together all of the various functions organized by other committees and provide guidance and oversight for the overall operational aspect of the event.

Typical Positions Within Event Management Committees

Depending on the size and scope of the committee, there will be a variety of positions that need to be filled for it to be effective. The main committee member titles are likely to include the chairperson, secretary, treasurer, and officers responsible for each functional area.

Chairperson

The chairperson role effectively leads the committee and is responsible for planning, facilitating, and controlling the meetings. The key qualities of a strong chairperson are illustrated in Figure 4-2.

Management	• Ensuring all discussions are relevant and all voices are heard • Reaching clear decisions that are accepted • Following up on agreements and actions
Experience	• Identifying opportunities and potential risks • Engaging with stakeholders to discuss solutions
Influence	• Ensuring everyone contributes to discussions and decisions • Not allowing personal ambitions and beliefs to dominate discussions • Willing to be challenged and engage in open debate

Figure 4-2
Key Qualities of a Chairperson

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Assertiveness	• Providing clear guidance to the board • Providing strength and support to others • Dealing with challenges
Communication	• Maintaining effective channels of communication with stakeholders • Explaining the reasoning for decisions made

Secretary

The secretary has many main duties, which are usually administrative roles and may include:

- supporting the chair in ensuring the smooth functioning of the management committee
- maintaining lists of names, addresses, and contact details of committee members and relevant stakeholders
- keeping accurate and orderly records
- preparing meeting agendas
- ensuring the committee operates in accordance with agreed guidelines
- taking minutes of the meetings to allow for accurate record-keeping and ensuring that necessary follow-up action can be taken.

Treasurer

The treasurer has a specific responsibility for the administration of the finances related to the committee. The treasurer's roles may include:

- maintaining records of all income and expenditure
- making approved payments and arranging for the counting of revenue at the event
- reporting on the current financial positions at committee meetings
- operating the bank account and monitoring the authorized signatories
- preparing annual (or regular) accounts and liaising with independent auditors.

Officers Responsible for Each Functional Area

The committee will also often have representatives from the different functional areas required by the event (such as marketing, sales, operations, etc.) who will be able to advise the committee on specific elements of the event and contribute to the decision-making process with a specific focus.

CHECKPOINT

Why do event management committees often have separate sub-committees?

Event Management Skills

Executive Oversight

The finance and sponsorship committee requires a certain amount of sponsorship. This means they need to ensure that sponsorship deals achieve their financial objectives, while the operations team needs to understand the sponsorship details to ensure that they are displayed prominently at the event. The executive committee also needs to ensure that the sponsorship does not involve a conflict with the business's or organization's beliefs and values.

DEVELOP YOUR SKILLS

Investigate what sponsorship options would be suitable for an event and what sponsorship options should definitely not be used for a business or organization of your choice.

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LO 4.1.3

Other Activities of Event Management Committees

While the activities that an event management committee may manage vary according to the type of event being planned, there are often activities common to most or all events. Event management committees will use their time, experience, business relationships, and organizational skills to complete the following activities.

Logistics and Transportation

There are often many moving parts within an event, and these require support with **logistics** (the process of planning and organizing to make sure that resources are in the places where they are needed at the right time). Transportation will need to be booked to ensure that resources are available where they are needed.

Services and Amenities

When people attend events, there is an expectation of a certain level of service and comfort. Services and amenities could include special catering requirements or areas such as information centers and prayer rooms which may need to be considered and integrated into the event.

First Aid, Safety, and Security

Events must provide first aid, safety, and security for a number of reasons.

- There is a moral obligation to ensure the safety of participants. An event manager must minimize the risk of danger for the people encouraged to attend and work at the event.
- There is often a legal obligation to provide certain levels of visitor safety, security, and first aid, depending on the size of the event. Insurance, which is needed to cover against unplanned situations, is often invalid if safety requirements are not instigated or managed.

- There is also a marketing consideration—who would wish to attend an event that does not have minimum safety levels? It is impossible to create a perfectly safe environment; however, poor practices would be highlighted by national and even international news agencies, which could ruin the reputation of the event sponsors.

Staffing

Event management committees must ensure that the right level of staffing with relevant experience is available and booked for the event. Staffing can have a huge impact on the reputation of an event, as poor service from unskilled or untrained employees, or a lack of available assistance, can become the most memorable aspect of an event, which then has negative marketing connotations.

Creating the Program and Participant Activities

Event management committees are often charged with developing a program of activities. An event may be suggested with the main theme or activity already decided, but little thought is often provided to ancillary services or secondary activities. Event management committees, therefore, have to ensure that all activities meet the aims of the event and complement the main activity.

Property and Venue Management

Events require suitable venues. Suitability may be defined by the capacity, the cost, the facilities, or another factor determined by the host. Event management committees must ensure that the venue chosen is fit for purpose and matches the brand image of the host. Aramco, for example, may require training to be provided for senior staff at a venue away from the workplace. While a hotel may be a suitable location, the quality of the hotel is essential to meet the expectations and the budget of the host.

Managing Change Requests

As the original plan evolves, changes to the plan need to be evaluated with care so that costs don't spin out of control. Clients often request (or demand) changes, wanting more flowers, a different menu, free parking,

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special lighting, and so on. As these additional demands increase, they need to be costed, charged to, and approved by the client.

CHECKPOINT

Why do event management committees have such a wide range of activities to manage?

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4.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a responsibility of an event management committee working for an external event owner?
   - **a.** command
   - **b.** organization
   - **c.** delegation
   - **d.** defining the overall aim of the event
2. Committees may be created to manage:
   - **a.** sponsorship
   - **b.** finance
   - **c.** entertainment
   - **d.** all of the above

Think Critically

3. Why is an effective chairperson essential for an event management committee?

_____

_____

_____

_____

4. Why should care be taken when choosing members of an event management committee? What problems could arise if the wrong members are chosen?

_____

_____

_____

_____

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4.2 THE STAGES OF EVENT PLANNING

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

4.2.1 Identify and explain the planning process for an event.

4.2.2 Explain the importance of planning the organization of an event.

4.2.3 Discuss the importance of identifying potential objectives at the beginning of the planning stages of an event.

KEY TERMS

Concept screening
Event outline
Implementation
Divestment
Factors of production
Critical path
Induction
Benchmark

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LO 4.2.1

The Planning Process

Once a decision has been made to hold or produce an event, and an event management committee has been created, the event will need to be planned. Planning has a number of stages, and each stage fulfills a valuable function.

Brainstorming

Very often, to find and test a general idea, event planners will utilize a concept called brainstorming in which groups of people meet to suggest new ideas for possible development. Brainstorming requires the continuous contribution of creative ideas and solutions, and at this stage "no idea is a bad idea". Not all of these ideas will be suitable or even effective, but the process of brainstorming allows for all ideas to be discussed. While the original idea may not be suitable, an element of the idea may have merit, and when combined with other elements (see Figure 4-3) it is likely to create a feasible end result.

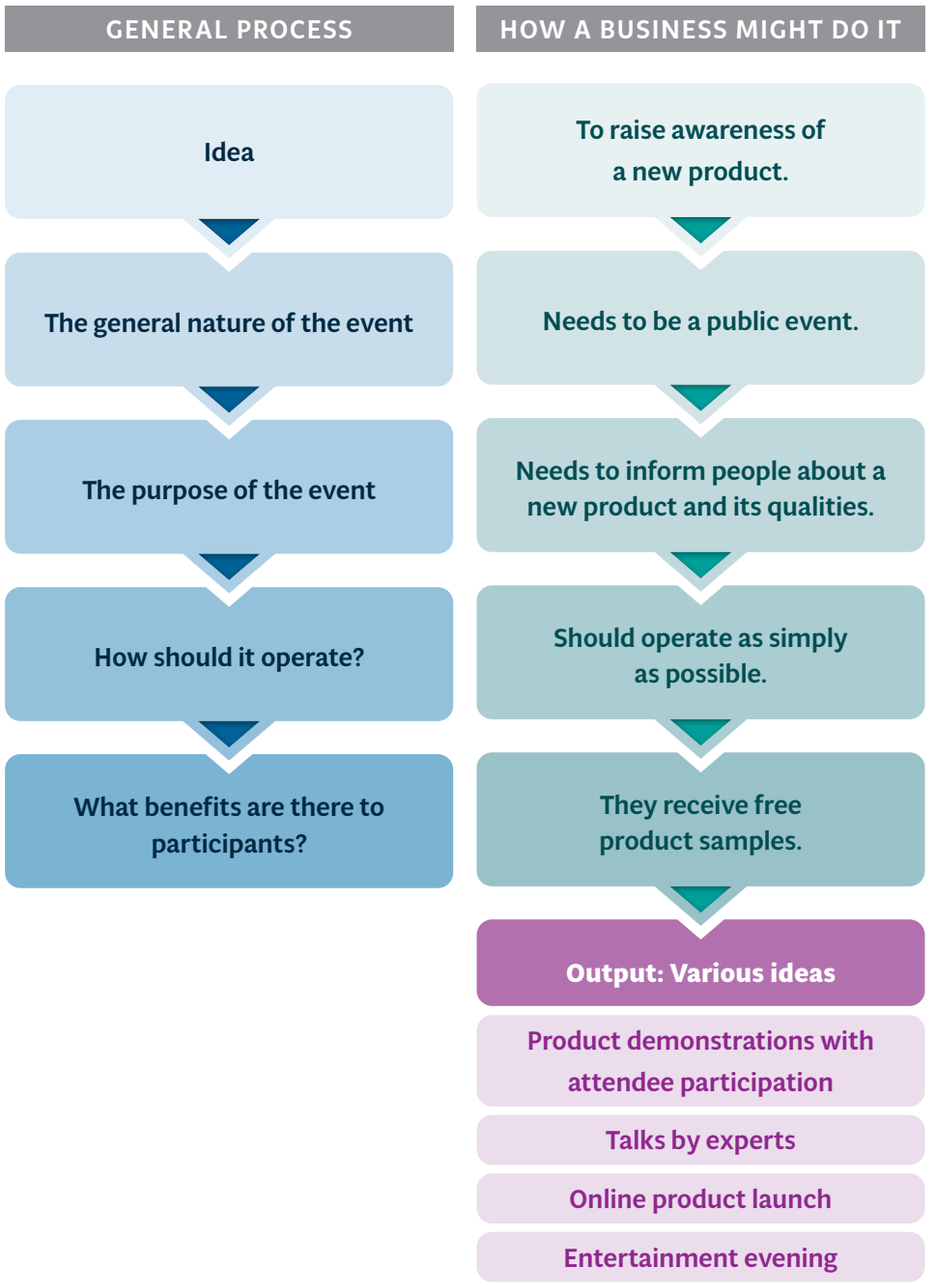
Why does effective planning take time and patience?



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Figure 4-3
Generating Ideas



Brainstorming, however, needs a systematic approach to be useful, especially where there is limited experience or expertise, and staff who don't know each other and haven't worked together on other projects. It is also important to ensure that event parameters are known—for example, the time period may be short, the labor force may rely on volunteers or community support, and the budget may be limited.

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Concept screening

Very often, there will be a number of potential options that can be chosen that have been selected and roughly thought out. In order to select the most appropriate option, the final options must go through a **concept screening** (assessing against an objective list of criteria) process (see Figure 4-4). There may be one or more methods of assessment that can be used when screening a potential event:

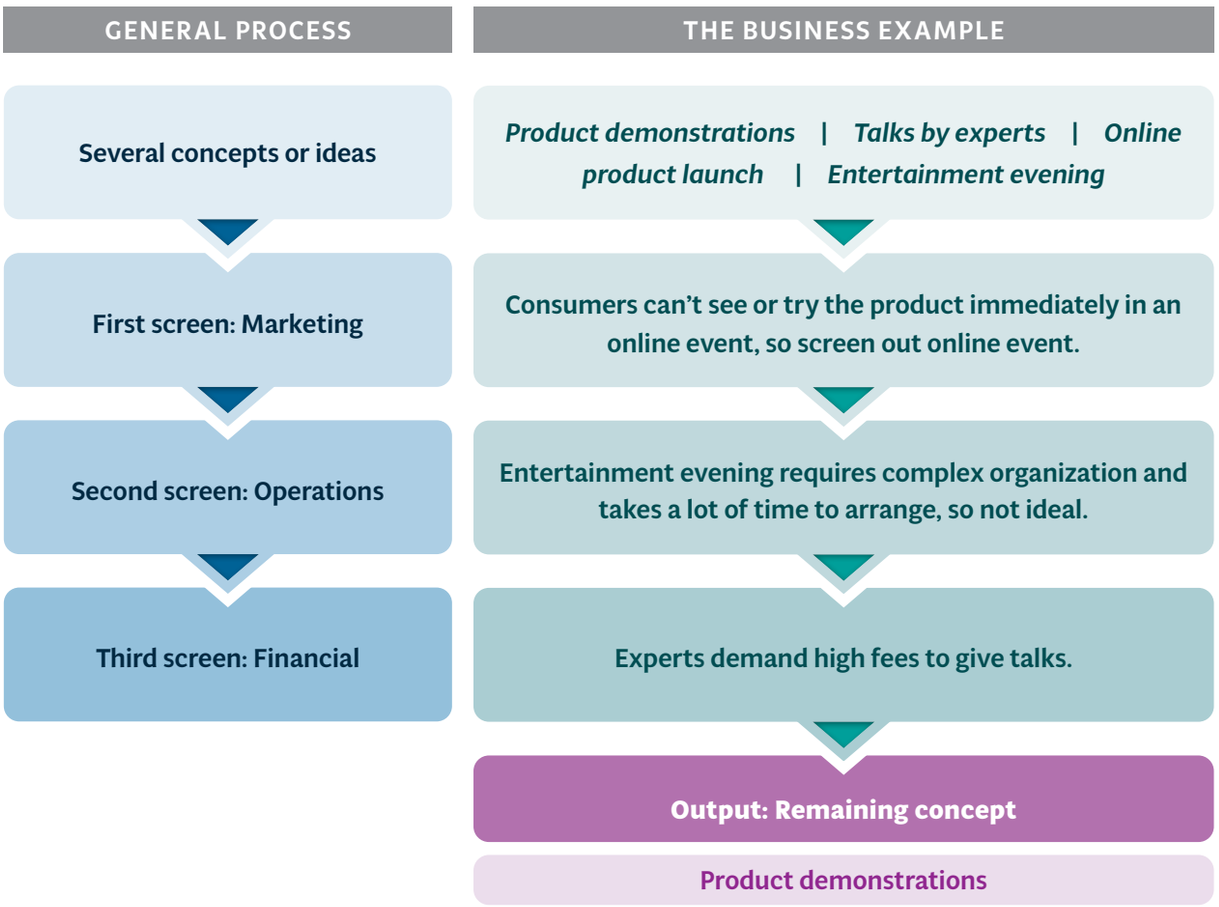
- *Cost-benefit analysis*—This process compares the projected or estimated costs of the event against the outcomes of the event. It may use finances, time, and effort as criteria.
- *Investment/economic appraisal*—While the benefits of an event may well exceed the costs involved, the cost of an event may not be practical or within the limits of a set budget.
- *Scheduling and operational feasibility*—The event may meet all of the aims and objectives set by the organization; however, if it is to be held within a fixed period of time and it is not possible to obtain licenses or suppliers within that time frame, the option is not feasible.
- *Technical feasibility*—Some events that could in theory be suitable may require skills that the organization does not have, and/or cannot afford to pay for, such as marketing or operations criteria.
- *Risk factors*—Some events can be classed as high risk. This does not just refer to immediate financial or personal risk, but also to reputation. Events which cannot be fully controlled or scripted often create outcomes that are less than ideal.

With personal events, the "feasibility" is often not a formal process and is much more likely to be an informal decision about what will happen. While there may be constraints, such as the finances or the location, these will affect the size or splendor of the event rather than the decision of whether it goes ahead or not. In this case, the event is predetermined, and the real issue is how to make it happen.

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Figure 4-4 Concept Screening



Event Planning

Once the main concept has been agreed upon and proven to meet the screening criteria, the idea can progress and an **event outline** can be developed. This is a key document that outlines all of the elements of the event.

Most events have additional objectives, such as to educate, to make money, or to leave a legacy. To progress the idea, there would have to be some development of the initial objectives, with a draft of the proposal that contains the overall objective. This is then separated into several aims, followed by the component parts of the event. As explained in Lesson 2.3, even simple events may have several component parts.

The draft will begin to outline answers to questions identified in the event design core values in Figure 1-5 (Lesson 1.2):

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- Why is it important to stage or host the event?
- Who is the audience?
- What is the event content?
- What does the event organizer want?
- Where will the event be held?
- When will the event be held?

All these questions will have to be answered. More detailed answers can be provided at a later date, but even a few pages of notes are a useful start, and the planning can then be built from the initial ideas. Planning events for an inexperienced organizer is much more important and time-consuming than for an experienced organizer, who often repeats the same process.

From the basic idea, an outline plan can be drawn up (see Figure 4-5) using the steps identified above. This basic draft can then be added to in a more systematic way by the organizing committee and its advisers and helpers, with headings such as operations, finance, and marketing.

Planning Matters

Why So Complex?

In many cases, weddings are planned by amateurs rather than professionals. However, the professional wedding planning market represents a potential growth opportunity within the wider events industry. Weddings can be relatively complex events to plan; planning often takes several months and involves a diverse range of stakeholders.

Aspects that must be planned include:

- the ceremony
- the reception, including food and entertainment
- the range of suppliers (the venue, caterers, a florist, the car company, and so on).

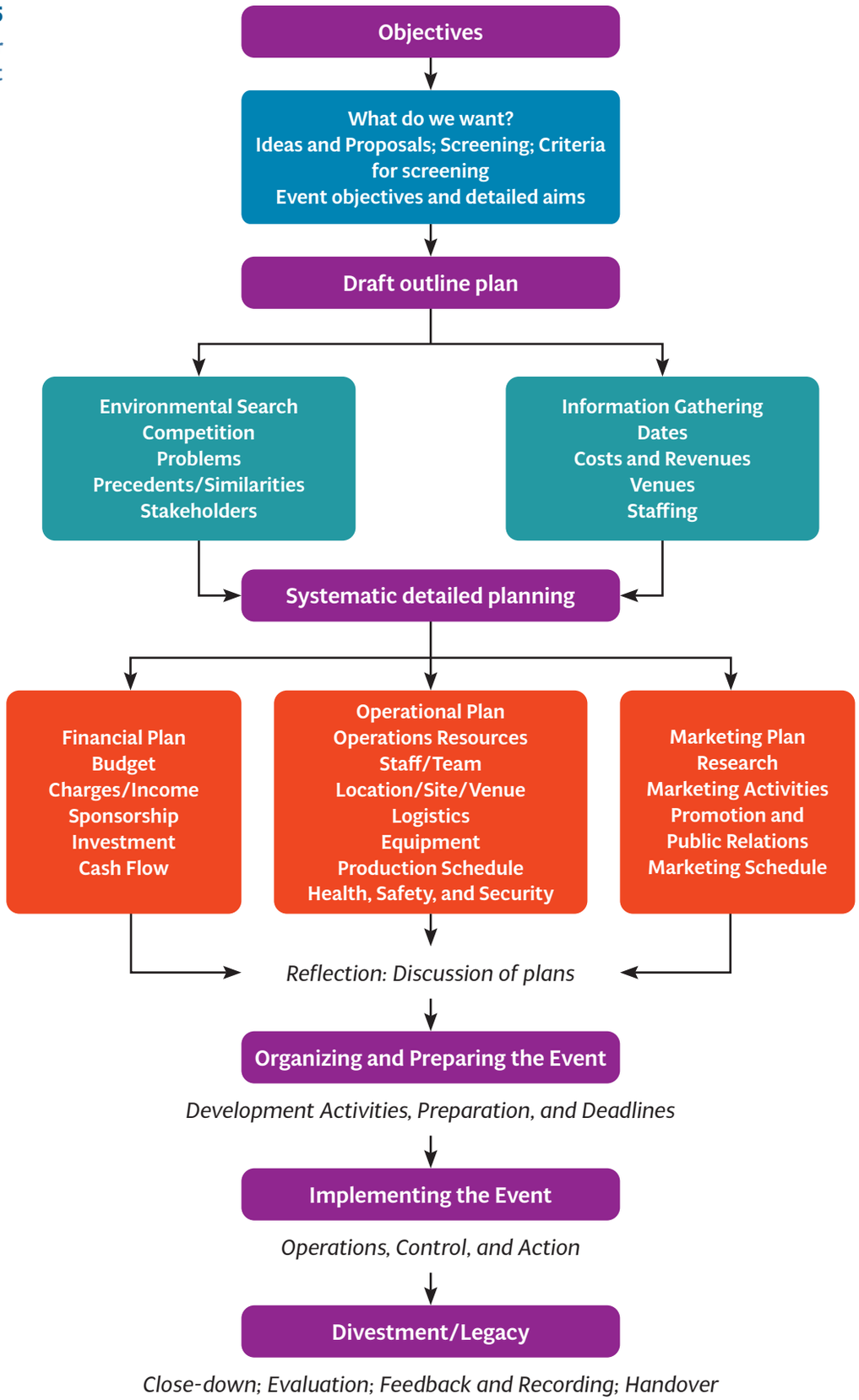
What do you think?

Explain why the planning for a wedding may take several months, and identify some of the stakeholders likely to be involved.

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Figure 4-5
The Planning Process for Event Management



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Implementation and Divestment

While not strictly part of the planning process, the implementation and divestment of an event must be considered in the planning stages. **Implementation** refers to the process of putting a plan into action, while **divestment** refers to process of selling or transferring any excess or disposable assets in order to recoup a portion of costs.

Considering these in the planning stages will help ensure that the aims and objectives of the event can be met and that if the event is to be repeated in the future, then any mistakes that have been made or inefficiencies identified can be avoided in the next iteration of the planning cycle.

Of course, if an event is being planned by an inexperienced organizer as a one-off event for themselves, the divestment or legacy is much less important, as the event will not be repeated.

CHECKPOINT

Why are there many stages to an effective plan?

LO 4.2.2

The Importance of Planning

Holding or hosting an event will require three inputs: time, people (who are skilled and/or available), and finance. For most people and organizations, these resources are either limited or difficult to obtain. Therefore, it is important to utilize the **factors of production** (the resources used to provide goods and services) efficiently.

While planning a small event for friends and family will require limited amounts of resources and may also not have high expectations, large, formal, and/or business events will have set expectations that need to be achieved and potential long-term consequences for missing targets.

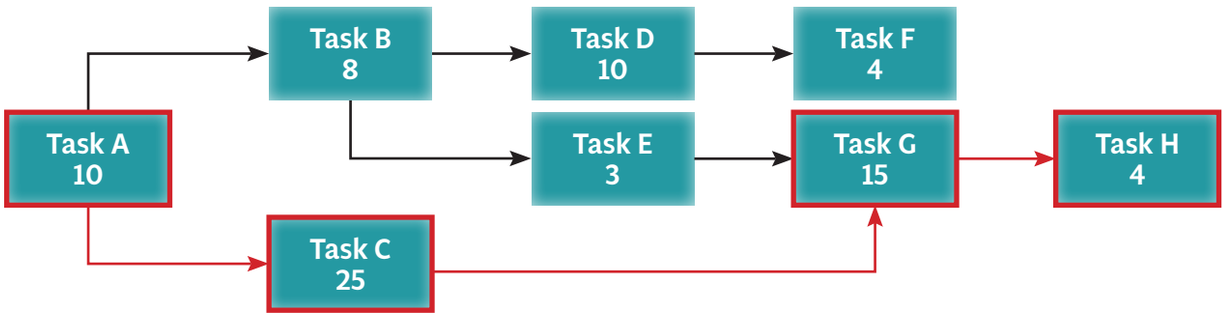
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Time

There may well be a **critical path** (the longest sequence of tasks that must be done to complete a project) and identifying this critical path allows event organizers to see how long the process of planning an event could potentially take. Event organizers then use this information to determine whether it will be possible to complete the planning of an event within a specific timescale. Figure 4-6 shows an example of a crtical path (highlighted in red) where the numbers represent the number of hours the event organizers expect that each task will take to complete.

Figure 4-6
A Critical Path Analysis



An experienced event organizer will be familiar with the issues that take time to achieve and the ones that can be prioritized. However, for a person who has never organized an event before, there is the problem of

What might be the long-term consequences of a badly planned event?



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possibly overlooking something. It is, therefore, useful in the planning stages to have an initial checklist (see Figure 4-7) to use as a planning and preparation tool.

LOCAL CULTURAL FESTIVAL

Pre-Event Planner

Type of event:	**Date(s):**
Your organizer:	**Phone(s):**
Address:	**Email(s):**
Our contact:	**Phone(s):**
	Email(s):

Location/Room:

Start time:

Number of participants/guests:

Number of meals and/or refreshments:

Menu:	Printing: program, schedule, menus Layout Staff plan
Booking deposit:	**Other refreshments:**

Room layout:	For event For service area	
Room decoration:	Theme Color scheme	Lighting Special items
Entertainment:	Poetry reading Games Other live entertainment	Stage decorations Photography/Video

Car parking notes:

This account to be paid for by:

Any other remarks/special requests:

Figure 4-7
A Simple Pre-Event Planner

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Time can also include the timing of other events: hosting an event at the same time as another event that serves the same market or audience can have an adverse effect on the popularity and marketing objectives of the event. There will be an opportunity cost when visitors are forced to make a choice between two options, which may mean that you do not get the number of visitors expected, in addition to the fact that suppliers may have already been booked for alternative events and sponsors may choose the alternative option.

Personnel

The size and scale of the event often dictates the skill and experience level of the people required to manage and staff the event. Larger events typically require more skilled contractors or staff.

Often, skilled contractors are in high demand and have their work schedules booked months or even years in advance. For this reason, it is essential to have a plan to ensure that core suppliers and contractors are booked as soon as possible, so that if the first choice is unavailable, alternative options can be researched and booked. If for any reason an alternative cannot be found, effective planning will be able to ensure that a substitute can be located.

Before specific individuals or suppliers are recruited, however, the composition of the event workforce needs to be decided at an early stage of the planning process. Possibilities include:

- full-time paid staff, permanent or temporary
- temporary paid staff
- agency personnel
- contractor organization staff (as a result of outsourcing elements such as catering)
- volunteers.

For most major public events, the workforce also comprises the many stakeholder personnel who are involved, such as emergency services or the employees of sponsors. These members of the workforce, while not recruited specifically for the event project, need to be taken through the **induction** process—that is to say, given the necessary training to carry

out their role or tasks. Induction must be scheduled appropriately. Most events of this nature require workplace health and safety induction prior to entry into the venue, as well as a general overview of the planned proceedings.

Finance

Event organizations fit into two key financial categories: for-profit and not-for-profit. A for-profit event is planned with a profit margin in mind, in order to achieve a return on investment. However, a not-for-profit organization has to budget just as carefully as a for-profit business, as it is essential that it covers all or most of its costs. Suppliers will expect to make a profit and—except for charitable and other not-for-profit events, for which they might provide goods and services at cost—will charge according to demand.

There are three categories of event budgets, as shown in Figure 4-8.

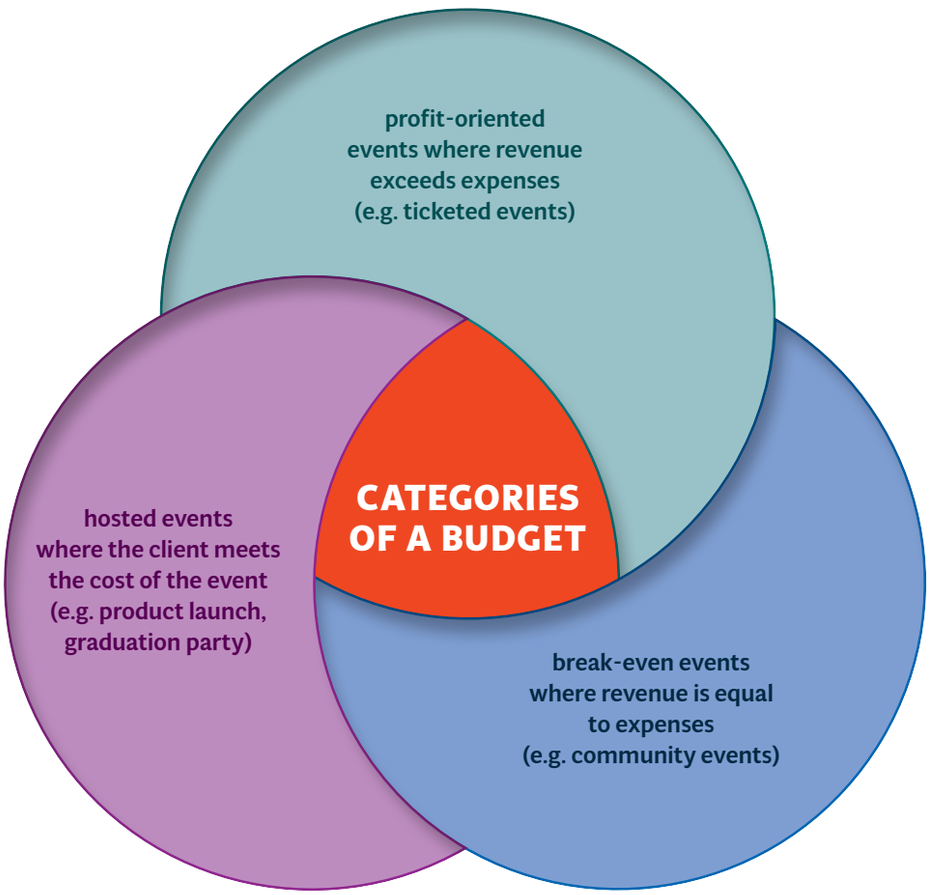


Figure 4-8
Categories of a Budget

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Therefore, when planning, event management committees must answer the following questions:

1. Is the objective to make a profit?
2. How much will the event cost?
3. What are the potential sources of revenue or funding?
4. Are tickets required, and if so, how many and at what cost?
5. What is the predicted cash flow (the amount of money moving in or out of the business) through the stages of the process? Will the business have enough money at its disposal at crucial points such as dates when payments must be made?
6. What control systems are needed to avoid fraud or financial mismanagement?
7. If relevant, which professionals need to be employed to meet legal financial obligations?

The most important aspect of this planning phase is to have enough time, not only to work up the detailed plans properly but also to determine whether the event is achievable in the time available and to locate the necessary personnel.

It is, therefore, important to decide early in the process about which ideas are feasible, which will help in making a decision about whether the event idea is worth pursuing, or whether the risks of the event are too high. The importance of planning is due to its key role in helping to deal with the uncertainties of events.

CHECKPOINT

Why is it important to plan an event?

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LO 4.2.3

Identifying Potential Objectives

Planning the stages of an event is important. An event without a plan is difficult to organize and manage. However, before you can plan the organization of an event, it is vital to identify goals and potential objectives.

Clarity of Direction

The objectives lead to all stakeholders understanding the purpose of the event: without clear objectives, different planning sub-committees may actually work against each other, cause confusion or conflict, and potentially make the event fail.

If the objective of the event is to raise the brand image of an organization, then:

- the aim of the event may not be to generate profit, or even to break even and cover its costs; the finance committee must, therefore, understand that the long-term value of an event may justify the short-term cost
- the entertainment committee must select entertainment that is relevant to the status of the brand (for example, a bank may prefer something more serious and high-status, like classical music, to something lighthearted like a comedy show)
- the sponsorship committee must ensure that any sponsors match the values of the brand (for example, an eco-conscious brand must not be sponsored by a polluting industry).

Clarity of direction means that committees work in harmony and complement each other. This results in a cohesive and effective event.

Effective Utilization of Resources

As mentioned earlier, resources are limited and must be utilized effectively. As with all business goals—and, ideally, all goals for life in general—potential objectives must be SMART (specific, measurable, achievable,

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relevant, and timely). The SMART framework is a checklist that can be used to ensure that event managers understand what they want to achieve, that their objectives are leading them toward success, and that they are able to measure their progress toward those objectives.

To say that an objective is specific means that it is clearly defined, while measurable objectives are those which can be quantified to help track progress. Achievable objectives are realistic and can be accomplished with the available resources, while relevant objectives are those that are in line with the overall aims of the event. Finally, timely objectives have clear deadlines by which they must be completed, thereby helping to keep the event planning process on track.

If objectives are not SMART, then they are unlikely to be achieved and will not be useful. Identifying and developing SMART objectives early in the planning stages leads to flawed objectives being discarded, thus saving time and resources.

Provide Benchmarks and Targets

While all committees and individuals may be working toward the same goals, how do they know whether their progress has met the needs of the event organizer? SMART objectives allow those responsible for the different elements of an event to be aware of **benchmarks** (standards against which something is compared). This is useful for:

- *Key performance indicators*—used by various levels of supervisors to monitor the progress of activities (a SMART objective should be set for a certain time period), these targets ensure that every step is achieved on time and will allow for the critical path to be met.
- *Measures for feedback and evaluation*—measuring performance over time means that processes can be made more efficient and effective after every iteration. The results of the KPIs can be used when writing reports or providing quantifiable feedback on the efforts of an individual or group.

CHECKPOINT

Why must objectives be SMART?

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4.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. A cost-benefit analysis measures:
   - **a.** time
   - **b.** effort
   - **c.** finances
   - **d.** all of the above
2. Which of the following questions does event planning NOT answer?
   - **a.** How will the event be put together?
   - **b.** Who will be doing the organizing and who is responsible for what?
   - **c.** Where will the event be held and has more than one venue been approached?
   - **d.** How much will attendees enjoy themselves at the event?

Think Critically

3. Imagine you are planning a festival for a town. Would you require philanthropy or sponsorship? If you would not, describe why. If you would, describe what this would be needed for.

_____

_____

_____

_____

4. Imagine you are planning a convention for a global business at a hotel. Would you use in-house support or external suppliers? Justify your decision.

_____

_____

_____

_____

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4.3 EVENT MANAGEMENT FRAMEWORKS

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

4.3.1 Identify the operational elements of an event.

4.3.2 Describe and explain a Gantt chart.

4.3.3 Discuss the importance of integrating demand, financial, and marketing information into a project management framework.

4.3.4 Explain event management frameworks in terms of the five main functions of event organization.

KEY TERMS

Work breakdown
Critical task
External dependencies
Contingency plan
Risk assessment
PERT (program evaluation and review technique)
Gantt chart
Lead time
Slack
Cut-off point

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LO 4.3.1

Identifying Operational Elements

Previous chapters and lessons have focused on the planning stages leading up to the event. This lesson looks at the event from an operational viewpoint. When setting up the event, organizing committees or event coordinators may be faced with a number of challenges with varying levels of complexity.

Simple indoor events are often fairly easy to organize: the essential services are available, and the event is likely to be straightforward and simple to set up, within the abilities of novice event organizers.

When staging an outdoor event, or an event where services, equipment, or supplies have to be brought in, effective management and operation will require close attention and planning by experienced event managers, who are responsible for making the final arrangements before the event opens.

What is the benefit of having clear schedules and plans for events?



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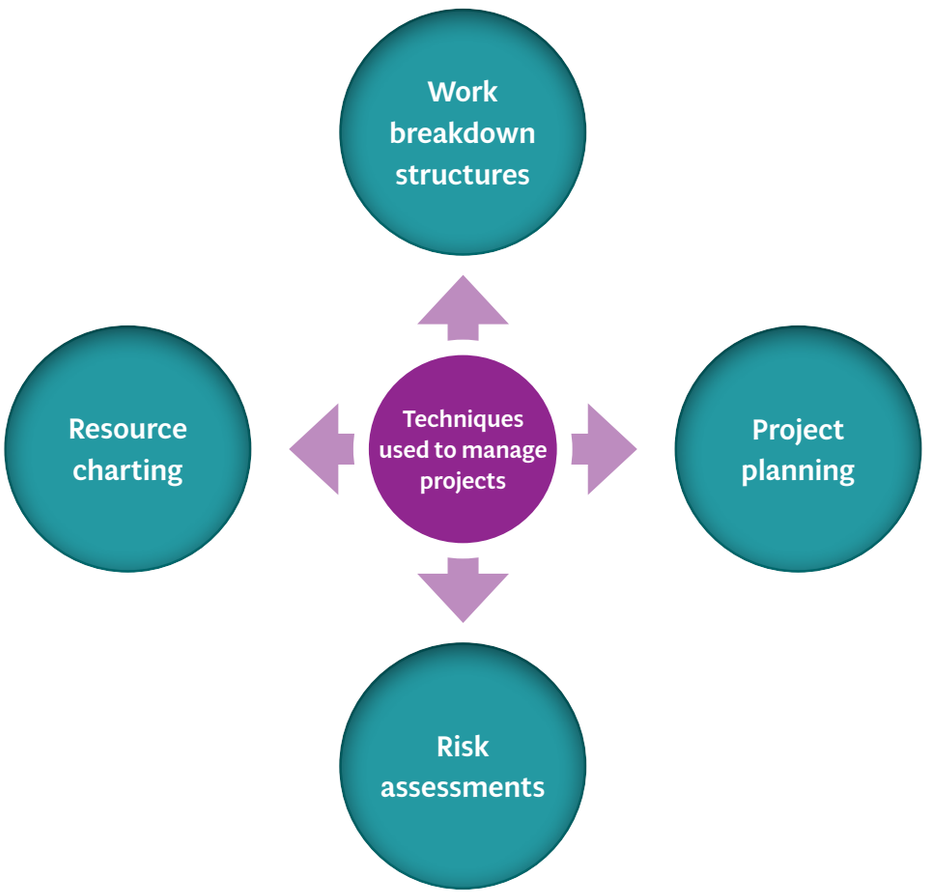
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The Event as a Project

The management of projects and of events is very similar; the main difference is in the size and scale of the operation. Therefore, many of the techniques developed for the management of large-scale construction, logistical, or public projects can be used to bring organizational discipline to many kinds of events.

Event managers must ensure the activities and event components that are planned to meet the event's SMART objectives are actioned using a number of project management techniques, as seen in Figure 4-9.

Figure 4-9
Project Management Techniques



Work Breakdown Structures

A **work breakdown** structure (a schedule of the various jobs that have to be done to complete an event) breaks down the whole event into its individual parts.

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In the initial stages, too much detail is not needed or expected, as the work breakdown is simply the first stage of looking at what needs to be done by a particular person or team. It resembles an organizational chart in that it has a hierarchical structure: it starts at the top, with the main event, and flows down the chart to the point where a task can be allocated to a specific person or team (see Figure 4-10).

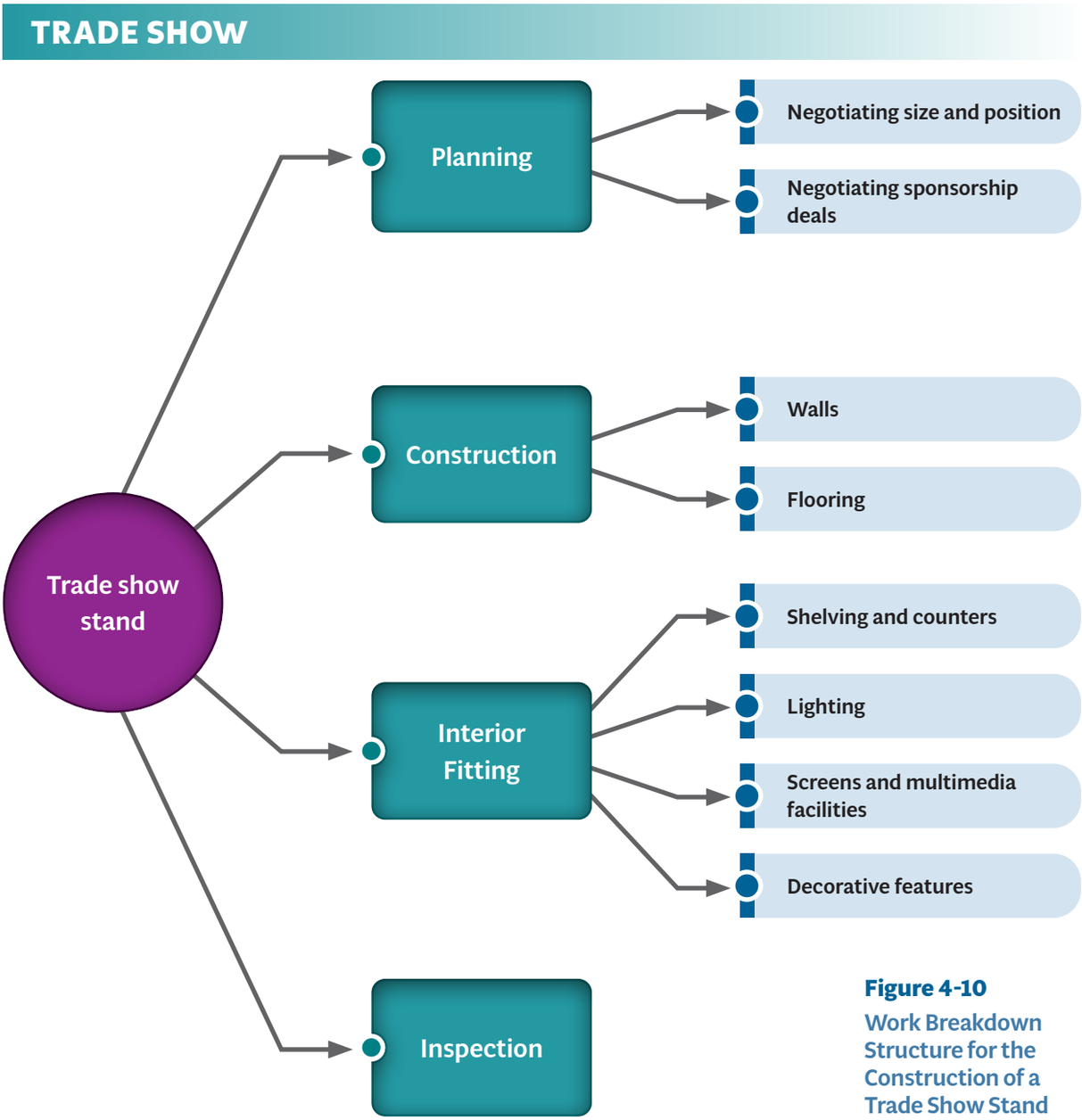


Figure 4-10
Work Breakdown Structure for the Construction of a Trade Show Stand

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Project Planning

Once a work breakdown structure has been created, it can be used to start planning each element or activity of the event. There are some plans that must be at the forefront of an event manager's mind.

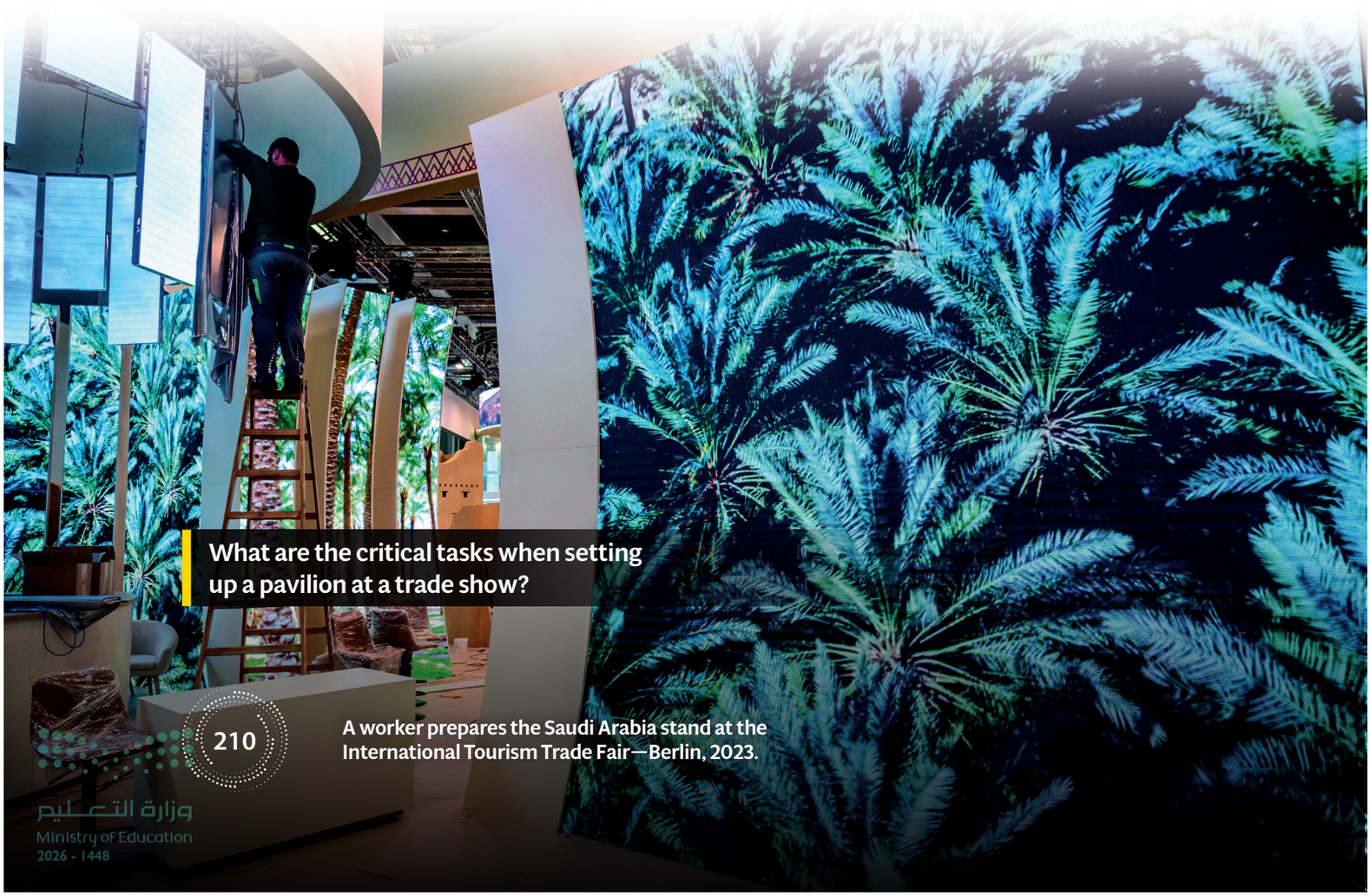
Critical Tasks

Once the breakdown structure has been drawn up, it should be possible to identify the **critical tasks** (the functions that must be completed first, in any sequence of activities, for the activity to proceed) of the event.

This not only helps to concentrate attention on the jobs within the event that are central to the task, but also provides the framework for setting deadlines for checking progress on event preparations. This is because the critical tasks must be completed on time for the subsequent activities to be carried out.

External Dependencies

Once the critical tasks are achieved, secondary activities can take place. These secondary tasks are called dependencies. When managing events,



What are the critical tasks when setting up a pavilion at a trade show?

A worker prepares the Saudi Arabia stand at the International Tourism Trade Fair—Berlin, 2023.

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there can be many **external dependencies**—inputs from an external source which the project team has no control over that are required before a task can proceed. These are usually controlled by contractors or suppliers, or by the event host. In the latter case, these dependencies frequently take the form of an approval.

The more external dependencies a project or event has, and the more unusual they are, the more risk there is of failure. A project manager needs to track external dependencies closely to ensure that a project is completed on schedule. They must not only schedule and ensure times and dates, but also monitor external contractors and have **contingency plans** (plans that are made for dealing with an emergency) in place in case they are unable to fulfill their duties.

It is, therefore, necessary to turn an initial work breakdown sheet into something that is not only more detailed, but which also shows the exact sequence of activities and how long each will take. This can be done in two ways: with a computer program or using traditional methods.

Using Computer Programs

Computer software and downloadable mobile applications have many benefits: they can be updated easily; they can be shared with many people who can leave comments or notify of delays; they are less likely to be lost, smudged, or damaged; and they can be carried with you at all times.

Using Traditional Methods

For very small events where there are few if any external dependencies and critical tasks, using pen and paper is an option. This may be useful as it can be stuck prominently in an office or on a noticeboard, and it can be amended easily; however, it has some limitations:

- whenever you wish to add something while you are doing the planning, you have to redraw the chart
- you need to identify tasks clearly enough so that you know what is going on, but not over-specify them in such detail that you prevent the free thinking and association needed for creativity
- if moved, the document may be lost, and there is unlikely to be a back-up option.

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Risk Assessments

A **risk assessment** is an analysis of risk that shows which things might go wrong and the consequences of this occurring. There are many different types of risk that must be considered: technology failure, adverse weather conditions, supplier issues, and health and safety considerations.

Risk assessments are important as these allow you to identify potential risks and then create contingency plans. There are a number of different reasons why risk assessments and contingency plans may be needed:

- they allow you to have back-up options in case a first-choice supplier is unable to fulfill their contract
- they may be a requirement for insurance to be granted
- they mean that in case of emergencies, there is a plan; people do not panic and are reassured their safety is paramount.

Resource Charting

Resource charting is a way in which task sequences can be shown visually. Resource charting can include:

- critical path analysis using **PERT (program evaluation and review technique)** charts; however, this is more suitable for experienced event organizers
- **Gantt charts** are the easiest and most applicable kind of chart used when event planning; they show the tasks that have to be done in a time-sequence order.

Resource charting is an effective way to condense detailed information and create an easily accessible method of utilizing the information. Event managers do not always need to know the details of the tasks that need to be completed, as the relevant experts have the varied knowledge required, but they will need to know what needs to be completed by what time to allow the next task to begin.

CHECKPOINT

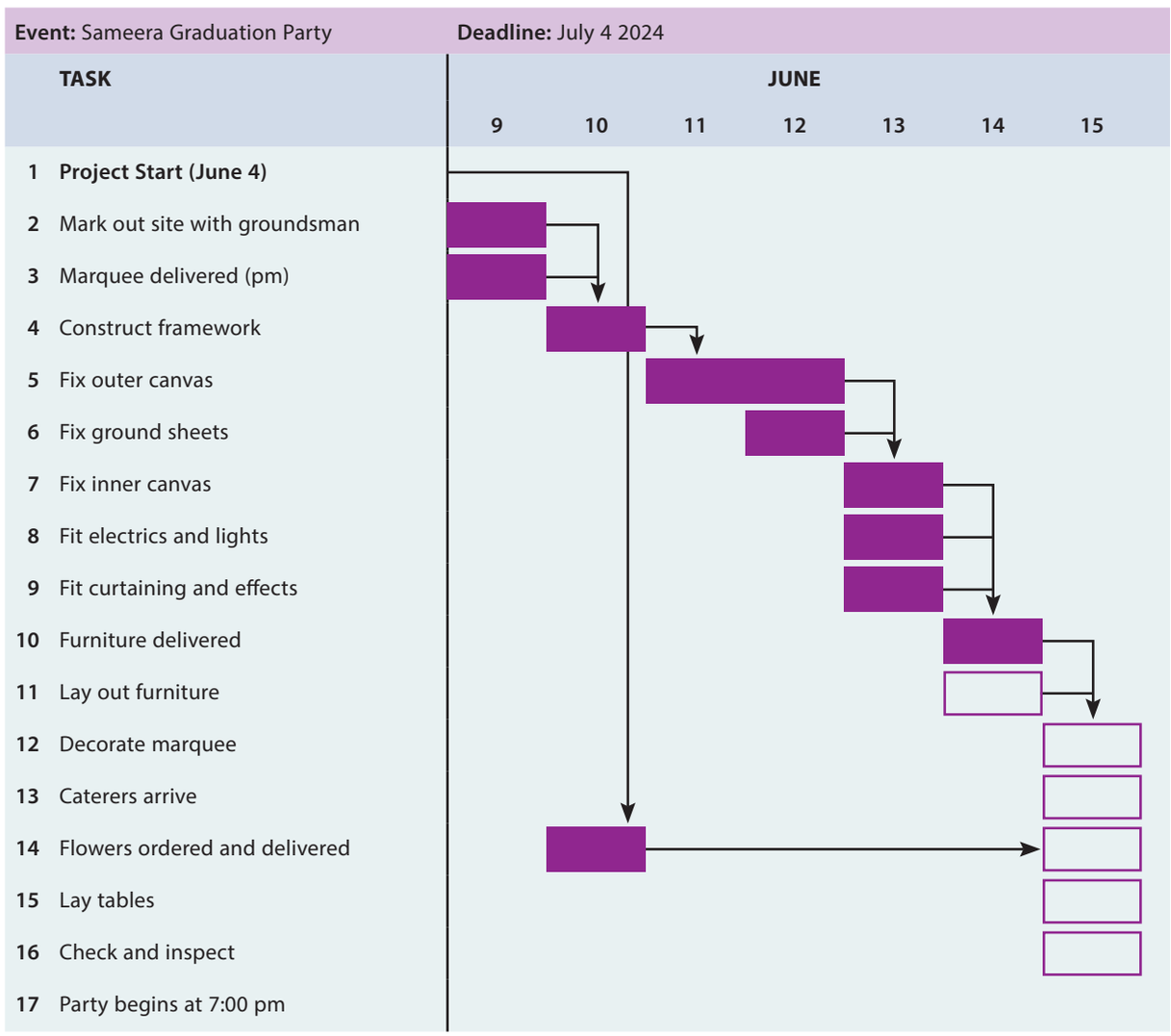
Why do event organizers need to be aware of the external dependencies in an event?

LO 4.3.2

Using Gantt Charts

Gantt charts, which show the various tasks that have to be done in a time-sequenced order, ensure that it is easy to see what the various tasks are. Most importantly, they also show the **lead time** (the time between the initiation and completion of a process, i.e. how long a task should take), so you know when each task should be completed and what happens if a task (especially a critical task) is delayed. Figure 4-11 is an example of a simple Gantt chart.

Figure 4-11
Example of a Gantt Chart When Setting Up a Marquee



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The filled boxes indicate the tasks which have been completed so far, and the open boxes show those still to be done. This makes it easy to see how preparations are progressing, what is still outstanding, if any problems are emerging, and if there is any **slack** (periods in which there is not much work or activity) in the time available.

The project started on June 4, and the Gantt chart example gives a snapshot of the work on June 14. Various things were ordered and arranged at the beginning of the process, including the venue, marquee, furniture, and caterers. Only one item is shown as having been ordered during the snapshot period—the flowers, which have a shorter lead time than, say, obtaining a marquee.

There are some limitations to the Gantt chart:

- it does not usually show the resources available to do the job
- it does not show if you have given someone too much work to do in the time available
- it can become cumbersome if there are too many tasks on one chart.

It can be very useful when planning events, as it makes the organizer(s) sit down and think through the steps needed to do the work. In some cases, this planning technique might be best applied backwards—that is to say, starting at the deadline (the end) and working back in order to find out how long doing something will really take.

The other important activity that Gantt charting will compel you to do is to find out how long things genuinely take to do. Most people who are not experts tend to guess at timings. Without accurate information, the chart will be useless. For example, will it really take two days to get the outer canvas on the marquee? In our example, it does. If you have ordered a marquee, ask the tent erectors how long it will really take them.

CHECKPOINT

Why do event organizers find Gantt charts useful?

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LO 4.3.3

Integrating Key Information Into an Event Management Framework

Event management frameworks are only as useful as the information that is entered into them. The more high-quality information that is available and entered into the management framework, the better the results are likely to be.

Previous lessons have investigated different types of event management frameworks and shown the importance of understanding the supplier timelines and how they fit into the planning frameworks. This lesson will explore how integrating demand, financial, and marketing information is essential to creating an event management framework that is fit for purpose.

The Integration of Demand

For most events, demand is a significant factor in the planning process. Even for a personal event, such as a wedding or graduation party, it is important to know roughly how many people are coming or will be invited to an event, as space may be limited and the amount of catering must be appropriate.

For almost all events, demand and the potential market are an issue. General public events can be difficult to plan for. It is important to know:

- What sort of people are interested?
- How many people might attend?
- When would be a good date or time to hold the event?

It can be difficult to assess this effectively, especially when no similar event has been run before. On the other hand, with many types of events, the potential number of attendees may be quite specific, or specific enough for the event manager to get a feel for the requirements. This can be checked with some research, either informally (such as by "talking to the locals") or by formal surveys and questionnaires.

Research must be completed and decisions on demand must often be taken by a certain **cut-off point** (the designated date or time by which a decision must be made).

Bookings can be made provisionally but will usually be subject to a deposit, even if the venue is a small local community center. For events that are self-funding, this may result in a problem: what to do first, confirm the venue or sell tickets?

This is usually resolved by having a cut-off date by which the event will be confirmed, and the venue paid for, by selling a minimum number of tickets early on. If cancelled, ticket sales can be returned to those who booked early.

Planning Matters

Operational Planning

You are organizing a graduation party for a university. You already know the key information regarding the market:

- the age group
- the number of students able to attend
- contemporary themes, likes, and dislikes.

However, there are operational decisions that must be made which will affect demand.

What do you think?

What factors may affect demand? How accurately can you predict demand? How might this affect the event management framework?

Financial Integration

After determining demand and whether there is any competition, the organizers should be able to gauge the size of the event—how many people are likely to attend.

Identifying similar events may also indicate the prices people are willing to pay. However, price should not be determined by other events, but rather by what it will cost to put on your event and whether it has to be profitable. This issue of pricing is very important, as inexperienced

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organizers often underestimate the various costs. It is essential to list all the items required and cost them properly: "a few balloons" may turn into a budget for decorations of several hundred Riyals.

The other serious mistake is when organizers determine the price of an event ticket with no justification or research. This method, based on no reasoning whatsoever, is almost guaranteed to land the event in serious financial difficulties. If you decide the ticket price before the costing has been done, you may end up cutting back on all the things that make the event special. The ticket price has to be based on accurate costings and only then considered in light of the competition and what the market will pay (which should, if possible, be based on some realistic data).

When integrating finances into the planning, an organizer should create a budget and a cash flow statement, which will allow the breakeven point of the event to be calculated and allow for the margin of safety to be estimated.

Event Management Skills

Financial Integration

A profit-generating event is to be held in a venue which is able to accommodate 50 paying guests. The cost of the event is likely to be SAR 5,000. Demand varies based upon the cost of the ticket, with the average price per ticket guests are willing to pay being SAR 50.

DEVELOP YOUR SKILLS

Explain how this financial and demand information will influence the planning of the event.

Marketing Integration

All events require marketing planning. Some private events (such as weddings) might not seem to need marketing. However, when invites are sent out or the event is discussed, the event host or planner will highlight key aspects, such as the quality of the food or entertainment and who else is likely to attend. This is aimed at making the event sound as appealing as possible so people will come. Therefore, the marketing function is being realized.

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For some kinds of activities, such as product launches, the budget available for promoting an event might be very large indeed. For small community events, there might be a limited budget, so the marketing for it might have to be based on lower-cost tools such as local leaflets or social media pages rather than on advertising or expensive promotional tools.

When working on a marketing plan, the event organizer will have to identify what the available budget is. There are two main ways of doing this:

- by taking the income or budget and allocating a certain amount to marketing.
- by identifying the event aims and calculating a marketing budget based on the objectives.

Once the budget is allocated, the marketing action plan must be developed. This is a schedule of activities leading up to the event, during the event, and after the event. The marketing team will need to identify the key lead times for each activity.

The key to effective marketing is to allow enough time and to know who is making relevant decisions and when. Things that appear simple often are not, or may take much longer than expected, which is why marketing must be fully integrated into the event management framework.

Marketing must also be carefully managed. While social media may appear to be a cheap, fast, and effective tool to market an event, and it can meet the needs of last-minute events where there isn't time to use different media channels, there are many pitfalls for an inexperienced event manager. Once on social media:

- information cannot be controlled and may be misunderstood, especially if the message is not proofread.
- people can post instant feedback (which may be negative), with images that may impact the reputation of the event and the event host.

CHECKPOINT

Why must marketing be carefully integrated into the event management framework?

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LO 4.3.4

Events Organizational Structures

It is extremely unlikely that any two events will have exactly the same organizational structure or staffing. There are, however, some similarities between most events, and core services are likely to be organized in similar ways.

Organization

Event management frameworks often include five main functions, as shown in Figure 4-12.

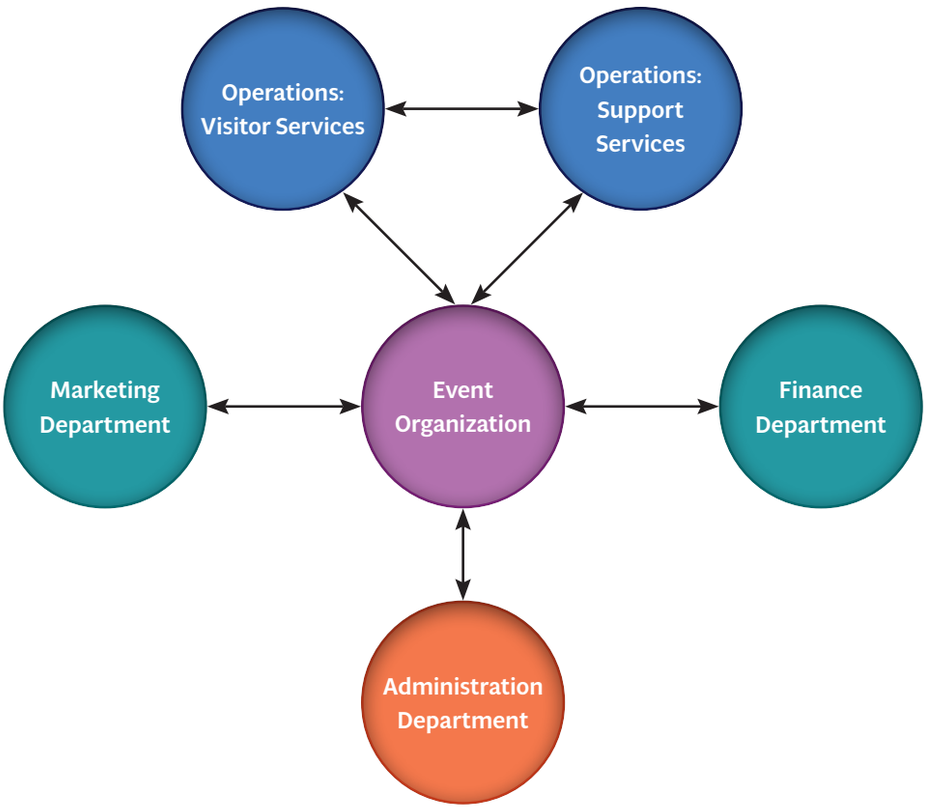


Figure 4-12
A Simplified Events Organizational Structure

The organizational structure for an event forms the framework around which the various activities and services operate.

In this kind of organizational structure, the key members of staff, or key managers, are usually paid staff or employees. Some staff doing the work might be volunteers in addition to other staff being paid. If the event is being run by a club or society, the key staff might simply be the members of that organization's normal committee.

In an organization where unfamiliar people are working together, there is a need to know exactly who is in charge. There must be no ambiguity about the safety of the public and the efficiency of the organization (which, if created to run a single event, may be relatively short-lived). The lines of communication in event organizations not only pass up and down the hierarchy but also run from side to side. This is essential to ensuring that information gets passed around the organization quickly and does not get slowed down or even lost.

Effectiveness

Event management frameworks impact an organization's efficiency and ability to do its job. These frameworks must create a culture that provides the clarity, cohesion, and leadership necessary to ensure the effectiveness of an event (see Figure 4-13).

Depending on the type of event, an event manager might find themselves working with a disparate range of people whose reasons for being there may be social rather than, possibly working toward objectives over a relatively short period of time without too much concern about the style of the organization they are working with. The issue for event managers, then, is how to organize an effective event under such challenging circumstances.

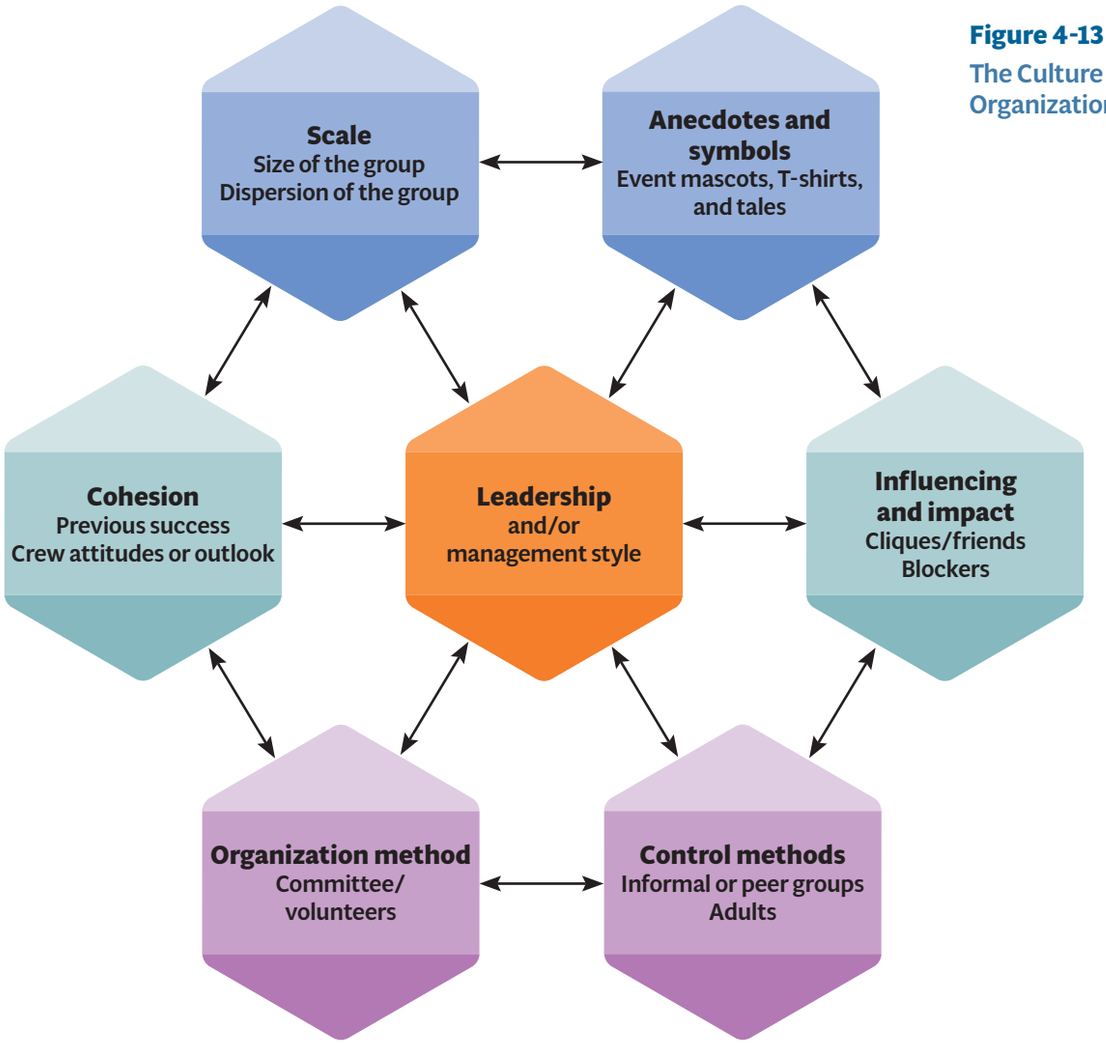


Figure 4-13
The Culture of Event Organization

CHECKPOINT

Why are event management frameworks important?

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4.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a project management technique?
   - **a.** project planning
   - **b.** content creation
   - **c.** risk assessment
   - **d.** objective development
2. Which of the following support requirements is NOT an external dependency?
   - **a.** hiring furniture
   - **b.** purchasing flowers
   - **c.** setting up the marketing committee
   - **d.** hiring entertainment

Think Critically

3. Why is it important to identify the critical tasks in a work breakdown structure? What task do you consider most critical in planning an event?

_____

_____

_____

_____

4. Why is it important to integrate demand, financial, and marketing information into an event management framework?

_____

_____

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INFORMATION GATHERING AND ENVIRONMENTAL SEARCHING

4.4

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

4.4.1 Explain the importance of setting objectives when information gathering.

4.4.2 Describe the process of information gathering and environmental searching.

4.4.3 Discuss the importance of effective information gathering and environmental searching.

KEY TERM

Sunk costs

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LO 4.4.1

Setting Objectives

It is not possible to gather appropriate information without knowing the key objectives of an event. The most important point to understand is the purpose of the event—for example, to celebrate, to entertain, to promote a product—as this will set the tone and concept of the whole event.

Information Gathering Preparation

With this key information, event organizers should understand the kind of event that is required and whether it will suit the target market. Once the



What information is needed for a cultural event?

Ardah performance at the Janadriyah Festival.

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overall aim is decided, a draft outline plan can be created by answering the following questions:

- What activities are required?
- How will ideas and proposals be screened?
- What are the criteria for screening?
- What are the detailed aims and objectives of the event?

Information Gathering

These questions will allow the event management committee to understand the requirements of the event and decide what information needs to be gathered, the sources of information that will be used, and who will be responsible for gathering the information.



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Once these decisions have been made, the draft outline can be created. This outline then sets a blueprint for information gathering. This basic draft can then be added to in a more systematic way by the organizing committee and its advisers and helpers to cover topics such as operations, finance, and marketing.

Information can then be gathered that will help to visualize the components of the event and to have a plan that will take into account:

- the environment of the event
- the stakeholders
- the circumstances in which the event is taking place
- contingency planning.

CHECKPOINT

Why are objectives important when information gathering?

LO 4.4.2

Information Gathering and Environmental Searching

Once a draft outline plan is created, the event committee must begin the process of information gathering, including environmental searches relevant to the event (see Figure 4-14).

Figure 4-14
Information Gathering and Environmental Searching

Define the event design core values (see Figure 1-5)

Why, who, what, want, where, and when?

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Summarize information or data needs

Competition around the proposed date
Precedents and histories of previous events
Problems with similar events
Opportunities for this event
Suitability of the event for the market

Collate suitable information sources

Local information and organizations
Previous year's diaries and upcoming event diaries
Websites and local newspaper articles
Libraries, local societies, and knowledgeable individuals
Identification of stakeholders

Find and assign staff for information gathering

Staff and organizers involved in the event
Engage interested individuals
Allocate people to research tasks
Delegate and spread the load
Try to ensure some overlap in searching

Sift, collate, and check information

Record information in data files or spreadsheets
Feed information to a specific person to cross-check
Summarize key issues

Disseminate information

"All hands" meeting to disseminate and discuss information
Check summary has dealt with key issues
The meeting and dissemination acts as a check on outcomes

Gap analysis

Identification of information shortages or gaps
Ensure gaps are closed wherever possible
Summarize and invite comments from staff and others

The environmental search and information-gathering process is a search for opportunities as well as problems. For example, another event in the same area and of the same type as your event might be seen as competitive, but it could be complementary. The event management committee will be looking for:

- information about demand for the event and the capacity of the market
- competition around the proposed date
- availability of technology, equipment, and supplies
- financing and sponsorship
- organizations and the availability of staff
- local cultural or social issues and precedents
- time issues in planning.

Note that "competition" in the broadest sense may not be limited to rival events, but could include other factors such as a new movie release, the opening of a new museum or restaurant in the area, or the fact that the event is scheduled to take place during Final Exams week.

CHECKPOINT

Why is it important to have a process to follow when searching for information?

LO 4.4.3

Why Information Gathering Is Important

Effective information gathering and environmental searching allow the event management committee to create an event that meets the needs of the event host. Up-to-date and relevant information will allow event organizers to accurately predict:

- the key target audience
- the number of attendees
- the most appropriate date and time for the event.

While historical data may suggest that a similar event attracted a certain number of attendees who paid a particular price per ticket, there are other variables that may impact the demand for your event. This requires further information gathering on points such as, for example, what the main attractions were, what the weather conditions were, and what alternative options were available.

Up-to-date environmental searches are also important, as legal requirements may have changed or been updated, which could have serious implications on the viability of the event, to the extent that missing a vital permit or request could mean that the event cannot be held.

Consequences of Ineffective Information Gathering

The results of ineffective information gathering can include:

- *Financial loss*—if cut-off dates for deposits or payments are misunderstood or missed, any **sunk costs** (money that has already been spent and cannot be recovered), including the cost of the event management committee, may be lost.
- *Reputational loss*—an event that fails to meet the expectations of the host and the attendees will suffer a loss of reputation, which may have long-reaching impacts such as a loss of brand identity or trust.
- *Confusion and wastage*—poor information gathering may mean that suppliers, employees, and other stakeholders may not have all the information needed; this may cause a loss of time and goodwill, which is necessary for many events to be successful.

Therefore, failure costs can be thought of as falling into three main categories, consisting of cost risks related to:

- quality management and standards
- the expense of putting on the event
- the effective timing and scheduling of events.

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CHECKPOINT

Why is gathering information effectively important?

Event Management Skills

Effective Information Gathering

However effective a person is at gathering information, there are always elements that are missed due to many factors. This does not mean that the person's information-gathering skills were ineffective, but that there are always gaps in knowledge, which sometimes cannot be filled.

DEVELOP YOUR SKILLS

Research an event in your local area and identify any issues that may have been caused by missing information.

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4.4 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. A draft outline will include:
   - **a.** specific details of the support activities
   - **b.** detailed financial planning
   - **c.** screening criteria
   - **d.** detailed contingency plans
2. Stages of the information-gathering process include:
   - **a.** defining the objectives
   - **b.** collating suitable information sources
   - **c.** assigning staff
   - **d.** all of the above

Think Critically

3. Why is it necessary to have a gap analysis?

_____

_____

_____

_____

4. What impact might a lack of effective information gathering have on an organization? How could this affect their future business?

_____

_____

_____

_____

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4.5 FINDING AN APPROPRIATE VENUE

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

4.5.1 Identify and explain the determinants in selecting an appropriate venue.

4.5.2 Discuss the importance of first impressions.

4.5.3 Discuss the importance of a venue-finding checklist.

KEY TERMS

Schedule
Contract out
Longlist
Shortlist

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LO 4.5.1

Determinants in Selecting an Appropriate Venue

Venue finding is arguably the most important aspect of the development phase of an event. Events may take place in a wide range of venues, including hotels, stadiums, and exhibition and conference centers. In some cases, an event organizer might know exactly which venue to choose, and in other cases the venue options may be extremely limited.

Smaller events, such as community festivals, may have limited choices due to location and budgetary constraints; larger events may only have an idea of what venues may be suitable. There are many variables that can influence venue selection.

For most events in the very early stages of planning, it is unlikely that a venue has been definitively selected. The early planning stages will explore issues such as identifying the key requirements that will be critical to success, as shown in Figure 4-15.



Figure 4-15
Potential Key Requirements

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What may be a key venue requirement for a major event such as a global business forum?

The opening session of the Misk Global Forum—Riyadh, 2019.

Once the key requirements are identified, the preparation phase of the process of finding a venue includes an assessment of the logistics process for suppliers of products and services, the flow of visitors or participants, and visitor or participant services.

Location

The type of event often determines the location.

- A community event will need to be based in a specific area.
- A wedding will need space for guests, catering, and accommodation, as well as potentially hotel accommodation.
- A product launch will require large open spaces or seating for an audience that is able to view a large screen on a stage.

The requirements of the host must be clearly identified and understood as part of the screening process. An event manager should ask questions such as:

- Where are the attendees likely to come from?
- How many attendees can the venue hold?
- What is the budget for the venue?

- What facilities are essential?
- Is parking or accommodation needed?

Questions like these often narrow down the range of options available. If there are many locations that fit the needs of the event, the committee may create a secondary list of requirements that will help to further reduce the number of options. Alternatively, the committee may visit all of the options and decide upon the best fit.

Availability

Although a location may suit all the needs of the event host, there may not be availability on a specific date. Weddings are an excellent example of how the planning process must be adapted to suit the needs of the event hosts.

Wedding dates are often determined by the availability of a preferred location. As weddings are special, one-off events, the hosts often have an idea of what the "perfect event" should be, and that includes the venue. Some venues specialize in hosting weddings and provide all of the facilities and options needed. However, this means that the venue in question is often in high demand. Weddings may be booked months or even years in advance in order to secure the venue of choice. Therefore, **scheduling** (arranging for an event or activity to happen at a particular time) is a major part of ensuring the availability of a location.



What types of events would Trojena be a suitable venue for?

A view of the planned ski slopes at Trojena.

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Financial Constraints

The financial constraints of the event may also influence the choice of venue. A venue that is in high demand will often raise prices to match the price the market is willing to pay. For this reason, while an option may be in the perfect location, the cost of the venue may mean it is not a viable option.

Support Functions

Support functions such as food and drink, entertainment, technical services, and related event activities can be very complicated, depending on the size and importance of the event. The complexity of the preparations for even a modest family wedding indicates how crucial careful logistical preparations are.

Different types of events will require different support functions, which organizers may supply directly or **contract out** (agree by contract to pay someone outside an organization to perform a task). Where support functions are contracted out, the need for careful specifications of the service being purchased is particularly important, and this may also impact on the budget as well.

CHECKPOINT

Why are there many factors that influence the selection of an appropriate venue?



What is your initial reaction to this event room?

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LO 4.5.2

The Importance of First Impressions

Visits to a venue prior to the event are always useful. It is important for organizers to create a list of questions to ask each venue before going, in addition to a checklist of criteria. Much depends on the event: for example, is a stage needed? Will sound equipment be needed? Can the venue provide these?

Before a final decision is made, it is necessary to create a **longlist** of possible venues, which should include all the options that meet the key requirements of the planning stages. Once you have compiled your longlist, you should refine it into a **shortlist** of preferred options most likely to be chosen.

First impressions are important. The first impression an organizer gets may well be the same that visitors and guests get. Organizers should pay attention to all their senses.

- What does the site look like?
- What are its surroundings?
- Is it attractive?
- What can be heard? Is it quiet, noisy, under a flight path? Does it have good acoustics (clap your hands to hear the echo, or listen for dead areas)?
- What does it smell like? Is it neutral? Does it smell of stale food?
- Does it have gardens?
- Are the restrooms clean and fresh?
- Touch the furnishings and some of the equipment—do these feel clean?

A first visit may not elicit too many details—the visit may be to gain an initial feeling regarding the suitability of the venue. Often, a first impression will be based on subjective factors such as personal feelings, tastes, or opinions. This is often called "making decisions with your emotions". This is not always suitable for selecting a venue, which may have long-reaching consequences.



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Shortlisted venues should always be visited at least once, if not more times. Second visits are important to view a location objectively, without bias, in a way that is not influenced by personal feelings or opinions.

CHECKPOINT

Why are first impressions important?

LO 4.5.3

Venue-finding Checklists

When returning to a location for a second visit, a person must look objectively at the venue to decide whether the primary and secondary objectives are met. A checklist, such as in Figure 4-16, may be useful.



What kinds of venues might be suitable for an event like the one shown?

Visitors attend Saudi Arabia's first World Defense Show—Riyadh, 2022.

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Checklists such as this allow the organizer to make an objective comparison between different options at a later date, especially if more than one person is tasked with assessing venues.

Figure 4-16
Venue-finding Checklist

Event: _____ **Date:** _____
Name of Venue: _____ Address: _____
Phone Number: _____ _____
Mobile Number: _____ _____
General Manager: _____ Event Contact: _____
GM's email: _____ Contact's email: _____

What are the objectives of the event in relation to the venue?

_____
_____

What factors are critical to the success of the event in relation to the venue? (What do you need?)

Factor 1 _____
Factor 2 _____
Factor 3 _____

Does this venue satisfy these factors?

Factor 1: Yes ❑ No ❑ Factor 2: Yes ❑ No ❑ Factor 3: Yes ❑ No ❑

Site Inspection–Venue Environment and Location:

General Environment: (e.g. rural, urban area) _____

Access:	Good	OK	Poor	Comment
By Road (Car and Taxi)	❑	❑	❑	_____
On Foot/Cycle	❑	❑	❑	_____
By Bus/Tram	❑	❑	❑	_____
By Rail	❑	❑	❑	_____
Nearest Station: _____				
By Air	❑	❑	❑	_____
Nearest Airport: _____				

Identify any access problems related to loading/unloading/mobility-impaired visitors/limitations of parking:

_____
_____

Site Inspection—Venue facilities and services:

Capacity of main area: _____ Capacity of support areas: _____
Capacity of parking: _____ Capacity of kitchens: _____
Area (sq meters) main: _____ Area (sq meters) support: _____
Is internal access for entry and exit of visitors, loading, and mobility impaired visitors adequate?

_____

Is a scale plan of the venue available? If so, obtain one. If not, measure main features.
Ceiling height: _____m Access door height: _____m
Access door width: _____m
Does the venue have power? _____ How many power points?_____ Lighting/Dimmers _____
Does the venue have gas? _____ Air conditioning? _____ What sort of heating?_____
Attach a copy of the fire procedure to this checklist. In relation to the needs of your event, what other specialist facilities/services are available (e.g. sound system, presentation equipment, etc.) **or** are missing?:

_____

Comment on your impression of the venue and the venue management:

_____
_____
_____

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Venue checklists are especially important in the case of large or prestigious events, for which checks of the kitchen or resident caterer can be made to gauge their suitability. On a visit, it is important to see all the areas visitors will use—not only the main room, site, arena, or hall, but also the entrances, corridors, car parks, restrooms, and food service areas. Are these places well kept? Is there evidence of activity, cleanliness, and good maintenance? All these are indicators of active and capable management at the venue. The more capable they are, the easier the event manager's job will be and the higher the likelihood of a successful event.

CHECKPOINT

Why is a venue checklist important when viewing a number of different options?

Event Management Skills

Venue Selection

The Kingdom of Saudi Arabia wishes to hold a global defense show to showcase the future of defense through technological developments from around the world. The event will last five days and will feature defense companies from every sector and tier of the industry, with the aim of attracting key defense figures, government officials, decision-makers, and thought leaders across all levels of the supply chain.

DEVELOP YOUR SKILLS

Develop a longlist and a shortlist of venues for this business event, and explain the factors you have considered to choose the most suitable venue or location. Link your reasons to the potential purposes of the event.

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4.5 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following aspects do NOT need to be identified in the very early stages of planning?
   - **a.** the location
   - **b.** the specific terms of the contract
   - **c.** the range of venues
   - **d.** the facilities available
2. Contracted out functions need to be:
   - **a.** trusted to provide what was intended
   - **b.** provided with general outlines of requirements
   - **c.** given careful specifications for the purchase
   - **d.** given as much money as they need

Think Critically

3. Why should an event manager always plan a second visit to a venue that is shortlisted from the first viewing? Provide more than one reason.

_____

_____

_____

_____

4. How might venue requirements differ based on the size of the event? What venue would you use for a 150-person, three-day business convention?

_____

_____

_____

_____

CHAPTER 4
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Describe the role of an event management committee. Analyze when the event management committee should come together.

2. Explain the role of the chair of an event management committee. Examine why choosing the right person to chair the committee is important.

3. Describe one activity an event management committee may be expected to carry out.

4. Imagine a colleague wants to use their favorite hotel for an event. Justify the use of screening in planning this event before a location is selected.

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5. Choose an event you are familiar with and design a brief event outline for it.

6. Why should potential objectives be SMART?

7. Examine what a critical task might be at a worldwide sporting event.

8. Describe what information a Gantt chart represents and how. Explain why this type of chart could be useful for an event manager.

9. Explain the importance of an event management framework. Create a brief event management framework for an event you are familiar with.

10. Why is a concept important when planning events?

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11. Imagine you have an environmental search for an event that was last held five years ago. Would you update this environmental search? Justify your answer.

12. Imagine you are viewing a venue for an event you are familiar with. Create a brief venue checklist that includes some primary and secondary requirements.

13. Explain why finding out the availability is important when booking a venue. Provide more than one reason.

14. A colleague suggests that although a venue is unattractive, it is cheap and spacious. This venue is for an event that will recur annually. Justify why first impressions will be important at this event.

15. Discuss whether you would choose a venue that met all primary objectives, but no secondary objectives.

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DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

LESSONS 1 & 2

Match the key terms (1–20) with the definitions (a–t).

	Term	Your Choice	Definition
1.	Benchmark		**a.** The committee that oversees the smooth running of the event itself.
2.	Catering committee		**b.** The committee responsible for all marketing activities, including ensuring that marketing budgets are utilized effectively and that appropriate advertising methods are used.
3.	Concept screening		**c.** The process of planning and organizing to make sure that resources are in the places where they are needed at the right time.
4.	Critical path		**d.** A system in which roles in an organization are ranked according to their responsibilities and decision-making powers.
5.	Divestment		**e.** The committee that supervises other committees and ensures the event plan is being implemented successfully and that all objectives are being met.
6.	Entertainment committee		**f.** The committee that is responsible for identifying and booking the facilities necessary for the event, and making sure they are suitably equipped, as well as coordinating with the facilities' owner.
7.	Event management committee		**g.** Evaluating or investigating.
8.	Event outline		**h.** The committee that is responsible for the planning and delivery of all event activities and entertainment.
9.	Executive committee		**i.** The committee that is responsible for all aspects of finance.
10.	Facilities committee		**j.** The committee that provides leadership, direction, and accountability throughout an event.
11.	Factors of production		**k.** The committee that is responsible for all aspects of catering, including selecting suppliers and drafting contracts.
12.	Finance committee		**l.** The process of putting a plan into action.
13.	Hierarchy		**m.** The resources used to provide goods and services.

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14.	Implementation		**n.** The process of selling or transferring any excess or disposable assets in order to recoup a portion of costs.
15.	Induction		**o.** A standard against which something is compared.
16.	Logistics		**p.** The process of giving someone the necessary training to carry out their role or tasks.
17.	Marketing committee		**q.** Assessing against an objective list of criteria.
18.	Operations committee		**r.** The committee that is responsible for all aspects of sponsorships.
19.	Screening		**s.** A key document that outlines all of the elements of the event.
20.	Sponsorship committee		**t.** The longest sequence of tasks that must be done to complete a project.

LESSONS 3–5

Match the key terms (1–15) with the definitions (a–o).

	Term	Your Choice	Definition
1.	Contingency plan		**a.** A schedule of the various jobs that have to be done to complete an event.
2.	Contract out		**b.** The time between the initiation and completion of a process.
3.	Critical task		**c.** Periods in which there is not much work or activity.
4.	Cut-off point		**d.** The designated date or time by which a decision must be made.
5.	External dependencies		**e.** Program evaluation and review technique.
6.	Gantt chart		**f.** The function (or one of the functions) that must be completed first, in any sequence of activities, for the activity to proceed.
7.	Lead time		**g.** A plan that is made for dealing with an emergency.
8.	Longlist		**h.** Inputs from an external source which the project team has no control over that are required before a task can proceed.
9.	PERT		**i.** A chart that shows tasks that have to be done in a time-sequenced order.

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10.	Risk assessment		**j.** Arrange for an event or activity to happen at a particular time.
11.	Schedule		**k.** To agree by contract to pay someone outside an organization to perform a task.
12.	Shortlist		**l.** An analysis of risk that shows which things might go wrong and the consequences of this occurring.
13.	Slack		**m.** A list of preferred options most likely to be chosen.
14.	Sunk costs		**n.** A list of all the options which meet the key requirements of the planning stages.
15.	Work breakdown		**o.** Money that has already been spent and cannot be recovered.

APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Use the event you researched in Chapter 1. Use your existing research and expand your knowledge base to include other sources of potential information.

Complete the following prompts:

1. Identify and explain the size of the event management committee and the reason for its makeup.
2. Identify and explain the key requirements of this particular event management committee.
3. Identify how long the planning of the event took from start to finish and the reason for the time frame.
4. Identify and explain two likely SMART objectives that may have been developed in the early stages of the planning.
5. Complete a basic Gantt chart for the event.
6. Explain where the information for the event planning committee might have come from.
7. Explain whether the most appropriate venue was selected.

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REFLECTION TASK

Recall an event which you have managed. The event does not need to be a major one; it could be a gathering of your friends for a specific purpose.

1. How many people were involved in the planning of the event?
2. If there was more than one person, did the team work well effectively? If you were by yourself, how would a team have helped?
3. Was any research carried out? If so, what was the reason for the research, how was it completed, and was it effective?
4. Were any SMART objectives set? If not, why? Would SMART objectives have been helpful for the event?
5. Would you use the same planning process in the future or would you amend it?

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CASE STUDY FOUR

G20 Summit, Riyadh



Group photo of the G20 leaders projected on the Ad-Diriyah UNESCO World Heritage Site.

The summit aimed at finding ways to tackle the economic implications of COVID-19.



Learning Objectives

The aim of this case study is to examine the way in which event management committees must react to be able to enforce alterations to plans, with the following objectives:

- To consider how the impact of circumstances on SMART objectives might affect the success or failure of an event.
- To understand the issues which an event management committee might have to take into account when planning alternative events in a short time frame.
- To understand the importance of effective information gathering.

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FACTBOX

- Took place in Riyadh on November 21–22, 2020.
- The first ever virtual G20 summit hosted by Saudi Arabia.
- The 15th intergovernmental forum of 19 countries and the EU.
- Had a main theme of "Realizing Opportunities of the 21st Century for All".
- The first Sherpa meeting was chaired by H.E. Dr. Fahad Almubarak, the Saudi Sherpa.
- Chaired by H.H. King Salman of Saudi Arabia, who presided over the 2020 summit, and an emergency summit on March 26, 2020 aimed at finding ways to tackle the economic implications of COVID-19.

The G20 summit held in November 2020 was unique for many reasons. It followed an extraordinary video conference of G20 leaders held on March 26 to coordinate the fight against the COVID-19 pandemic. Rather than being held as usual in Riyadh, the event was held virtually using electronic media.

As global travel had been restricted by the fight against COVID-19, the event management committee had to alter its plans within a very limited time frame. The annual summits are planned years in advance, with the G20 presidency for 2025 already being known. The summits, therefore, take every opportunity to plan not only the topics to be discussed, but also:

- the main and subsidiary meetings between world leaders
- the hospitality arrangements
- marketing opportunities to display the country on the world stage in the best light.

While the topics had been discussed, refined, and finalized prior to March 2020, Saudi Arabia, which held the presidency for this period, was also responsible for acknowledging the major global pandemic and the economic challenges it created, and amending the schedule of events accordingly.

While there may have been many contingency plans in place for predictable events, such as delays, conflicts, etc., no contingency plan existed for a complete absence of world travel. Event managers, therefore, had seven months to adapt a physical meeting of peers into a virtual meeting held exclusively online, using technology that was developing at exceptional speeds in order to meet new industrial and corporate requirements.

With in-person events no longer happening, the events were scheduled on virtual meeting platforms that, although they were already available, did

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not have the functionality required to mimic a physical event. Elements such as the marketing and group photos had to be arranged to look natural and, therefore, utilizing the skills of graphic designers and software experts had never been required to this extent previously.

Although the technical challenges were formidable, the scheduling of the events was also a serious issue. For physical events, all of the attendees are available at a particular location at the same time. Therefore, logistics involved the efficient movement of people from one room or location to another.

With virtual events, however, all of the attendees were in their home countries, which have different time zones. This impacted operational decisions of when to schedule main and subsidiary meetings—should all meetings be arranged at Saudi local time as Saudi Arabia is the host nation, or should they be arranged to meet the needs of more powerful stakeholders?

Discussion Questions

1. Why is it important to fill the roles of the event management committee with experienced and knowledgeable individuals?

2. How did the expectations of the outline draft and implementation of the event change over time?

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3. How does a Gantt chart aid in the integration of various information streams, especially in an event that needs altering within a short time frame?

4. How did information gathering and environmental searching aid the G20 summit in organizing and establishing a successful virtual event?

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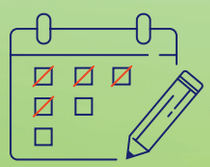
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Planning an Event

As part of the planning for the Aramco team-building event, you must now create an event management committee to ensure that all of the tasks identified in earlier event planning stages are completed effectively. Your manager has asked you to produce an event management folder that includes:

1. an overview of the event management committee, including the roles and responsibilities of each committee member
2. an overview of the main stages of the planning process, including the stages already completed
3. key SMART objectives for the event
4. the main work breakdown structures involved in the event
5. a Gantt chart
6. the sources of information required for the planning and budgeting of the event
7. a venue checklist that will be used to assess the shortlisted venues.

This folder will be used by all stakeholders involved in the planning and delivery of the event, including external stakeholders. The layout of the folder must be professional and understandable by non-specialists.



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PART 2

Chapter 5 Event Marketing and Sponsorships

Chapter 6 Event Financing, Budgeting, & Revenue Maximization

Chapter 7 Events and Sustainability

Chapter 8 Event Logistics, Operations, and Evaluation

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Riyadh Season fireworks.

CHAPTER 5

EVENT MARKETING AND SPONSORSHIPS

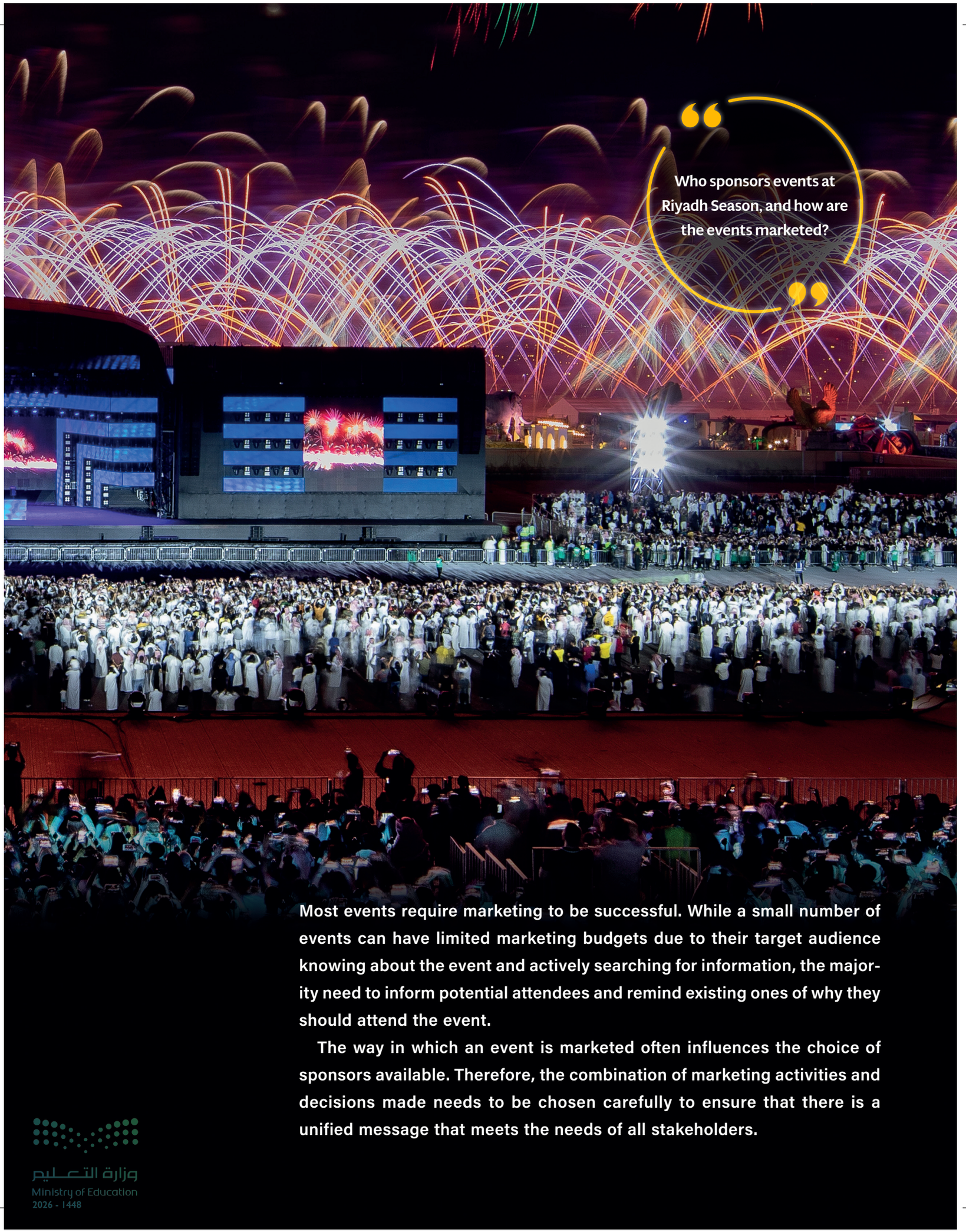
CHAPTER LESSONS

5.1 Planning Event Marketing

5.2 Event Sponsorship

5.3 Securing, Managing, and Evaluating Sponsorship

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Who sponsors events at Riyadh Season, and how are the events marketed?

Most events require marketing to be successful. While a small number of events can have limited marketing budgets due to their target audience knowing about the event and actively searching for information, the majority need to inform potential attendees and remind existing ones of why they should attend the event.

The way in which an event is marketed often influences the choice of sponsors available. Therefore, the combination of marketing activities and decisions made needs to be chosen carefully to ensure that there is a unified message that meets the needs of all stakeholders.

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Link to digital lesson
www.ien.edu.sa

5.1 PLANNING EVENT MARKETING

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

5.1.1 Explain the marketing mix in relation to event management.

5.1.2 Describe the factors that influence the marketing mix of an event.

5.1.3 Analyze the planning and organizing of event marketing activities.

5.1.4 Evaluate the importance of having a marketing plan for an event.

KEY TERMS

Marketing reach
Marketing channels
Marketing synergies
Digital marketing
Branding
Slogan
Market segmentation

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LO 5.1.1

Event Management and the Marketing Mix

It is important to understand why marketing is so closely linked to event management. Event managers must review the marketing opportunities available and select marketing strategies that will meet the objectives of the event. They often use new and innovative technologies that maximize **marketing reach** (the size of the audience that has seen your advertising content) and minimize the marketing spend.

Marketing

Before the marketing mix is explored, it is first necessary to have a sound definition of marketing itself. As explained elsewhere in the Business Pathway, marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Marketing is often thought of as the advertising and/or selling of goods and services. However, advertising and selling are just two of the many marketing activities, so it is more useful to think of marketing in a broader sense, as the process of creating and maintaining a good commercial exchange relationship between the company, organization, or individual that is doing the marketing and the people or companies that receive their messages.

Event marketing activities include:

- identifying the particular wants and needs of a target market of potential attendees and participants
- satisfying those attendees and participants better than competitors
- completing market research to analyze stakeholders' needs
- making strategic decisions about factors such as event design, event promotion, and the pricing of tickets and other paid-for elements.

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Event Promotion

As part of an event's marketing strategy, event promotion involves communicating the image and content of the event program to potential attendees. Broadly, the aim of a promotional strategy is to ensure that the consumer makes a decision to attend and then follows up with the action of actually attending the event. It is essential to turn intention into action, and this is often the biggest obstacle of an event's promotional campaign.

Digital innovations such as smartphone applications and radio frequency identification (RFID) cards are likely to change the face of event marketing in the future. It is therefore clear that staying abreast of current and new trends in marketing and consumer behavior is essential for an event manager.

The Event Marketing Mix

The event marketing mix is a combination of factors which ensure an event is positioned and priced well, promoted effectively, and distributed through different **marketing channels** (platforms through which businesses connect and communicate with their target audience) efficiently to deliver a successful outcome.

The considerations of product, price, promotion, and place ("the four Ps") need to be finalized at an operational level, ready for implementation by the marketing team, and overseen by an event manager.

Extensive planning and research are often necessary to identify the audience, key messages, communication channels, and media opportunities to generate interest. Creating an effective marketing mix and outcome for an event requires strong communication skills, knowledge, and experience.

CHECKPOINT

Why does an event marketing manager need to consider the marketing mix?

LO 5.1.2

Factors That Influence the Marketing Mix

The marketing mix of an event can be influenced by many factors—some of which are within the control of an event marketing manager, others which are not. One of the major factors that influence the marketing mix (see Figure 5-1) will be the budget. Once the budget has been set, however, there are many other factors that can influence the marketing mix, and these will be explained below.

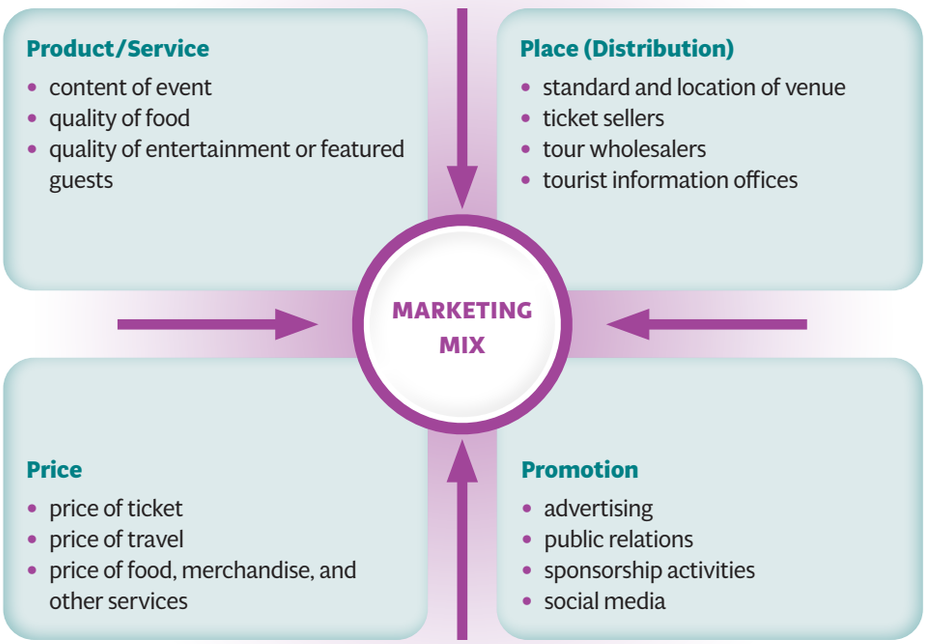


Figure 5-1
The Marketing Mix for an Event

Other than budget, the main influence on the marketing mix is usually the product or service being offered, in this case, an event. The event therefore must meet the needs and expectations of the target audience, which includes not only spectators, but active participants, guests, sponsor partners, and other stakeholders. The perception of the audience is crucial for developing a brand image—these perceptions often steer the topic of conversation, which may then directly influence the brand image.

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What kinds of refreshments would be appropriate at a business conference? Why?

Product/Service

Like any other product or service, an event will have to offer a range of potential benefits to the event audience, which may include:

- a novel experience
- entertainment
- a learning experience
- an exciting outcome
- the opportunity to meet others
- the chance to purchase items
- refreshments or dining
- an inexpensive way to get out of the house
- the chance to experience something unique.

An effective event manager must understand that the main motivating factor for an event, such as caring about an international sporting event, will not influence the decision-making of all attendees. Some people are not interested in sports but will attend as there may be secondary motivators involved, which could include: the desire to be seen at an event, the opportunity to create new business contacts, or the chance to participate in an overall suite of activities of which this is a minor part.

There are elements of the event that cannot be controlled, and people attending an event can see the event as a package of benefits—it could be a convenient location to meet friends or somewhere to enjoy a period of good weather. Where there are potential benefits, there are always drawbacks; the event may have features that are not desirable, such as crowding, high temperatures, or long waiting times.

It is essential when marketing an event to align its benefits and ambience to the needs of the audience. This guides the design of the event and the promotional materials and activities required to add value to the main benefit offered, such as the program of activities or speakers at a conference. The ambience, food, lighting, and many other features form part of the added value. If the added value is not seen as satisfactory, the target audience may not think the event as a whole is worth attending. Depending on the type of event, elements such as transportation, seating, shelter, and nearby tourism attractions are other potential features. All these detailed elements need to be finalized so that attendees, participants, exhibitors, and other stakeholders are provided with the information required to make an informed decision.

Price

It can be difficult to set an appropriate price for an event. Price can depend on the size of the potential audience and the selected venue. If the ticket price for a culture festival is too high, for example, and the featured attractions are not as popular as expected, then a half-empty venue will result in huge costs that cannot be covered. The pricing of food and beverage items is also an important consideration because audience members will become annoyed if prices are excessive. Decisions must therefore be made in a timely manner regarding "early bird" purchases, last-minute discounting, and special prices for groups. "Early bird" refers to exclusive advance

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access to certain benefits before they are made available to the general public, such as ticket pre-sales, discounted admission, or pre-ordered food and drinks.

Promotion

Promotional activities need to be chosen carefully and timed effectively. There are many forms of promotion, including personal selling, brochures, posters, banners, websites, social media, news articles, radio and television advertising, press releases, and sponsorship activities.

Promotion can be a costly exercise, with radio and television advertising being two of the most expensive. In Saudi Arabia, the most cost-effective method of promotion for many events is via social media platforms. Some events are also promoted by tourism bodies and tourism information offices at minimal cost if there are marketing synergies between the objectives of the tourism board and the event. **Marketing synergies** occur when the combined value and performance of two advertising campaigns is greater than the sum of each individual campaign. Building positive relationships with potential media sponsors and promotional partners (as discussed in Lesson 5.2) can be an extremely effective asset in promotional activity for an event.

Place (Distribution)

The place when referring to events refers to the location of the event. Choosing the right place is key to maximizing attendance, and two main criteria for selecting the most appropriate place are:

- *The venue itself*—Is it suitable? Will it meet the aims and objectives of the event?
- *The location of the venue*—Is it accessible for both the target audience and the logistics partners?

Place also refers to where the tickets for an event are distributed from. Tickets for an event can be distributed directly, as part of package tours, through online ticket sellers (who take a commission), or at the venue. Many events now rely upon e-tickets (or free entry through online registration), verified via a unique QR code scanned upon arrival on a smartphone or handheld tablet device. In many cases, the event product

is produced, distributed, and consumed at the venue. The effectiveness of the channels through which an event is promoted and sold is a crucial aspect of its success. If tickets are only able to be bought at locations which are difficult and/or expensive to get to, then demand may well be lower.

CHECKPOINT

What are generally the two most important factors that influence the marketing mix?

LO 5.1.3

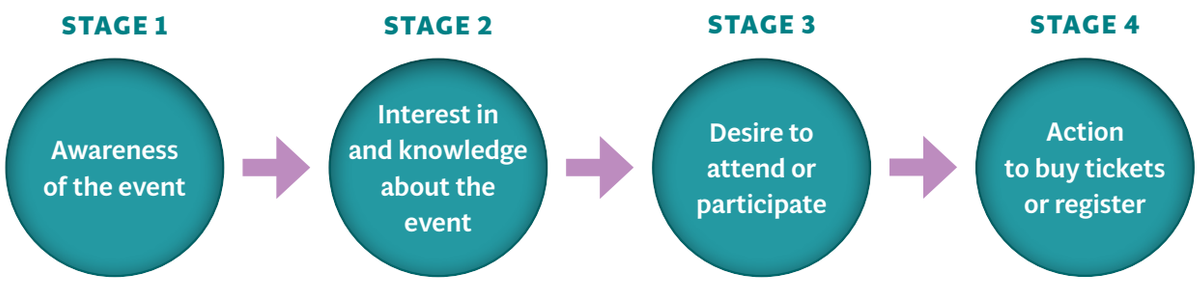
Planning and Organizing Event Marketing Activities

Most smaller community events rely on free editorial publicity in the local media; however, other forms of promotional activity include direct marketing, sales promotion, personal selling, and **digital marketing**, which is advertising delivered through channels such as search engines, websites, social media, email, and smartphone applications.

A common theme of the above methods is that at a basic level, these methods are low-cost and within the skill level of most unskilled or untrained event managers.

Advertising is one of the most effective ways of raising awareness of an event or event management business. However, from an event marketing point of view, the aim is to achieve more than awareness (see Figure 5-2).

Figure 5-2
Stages in Buyer Behavior From an Event Management Perspective



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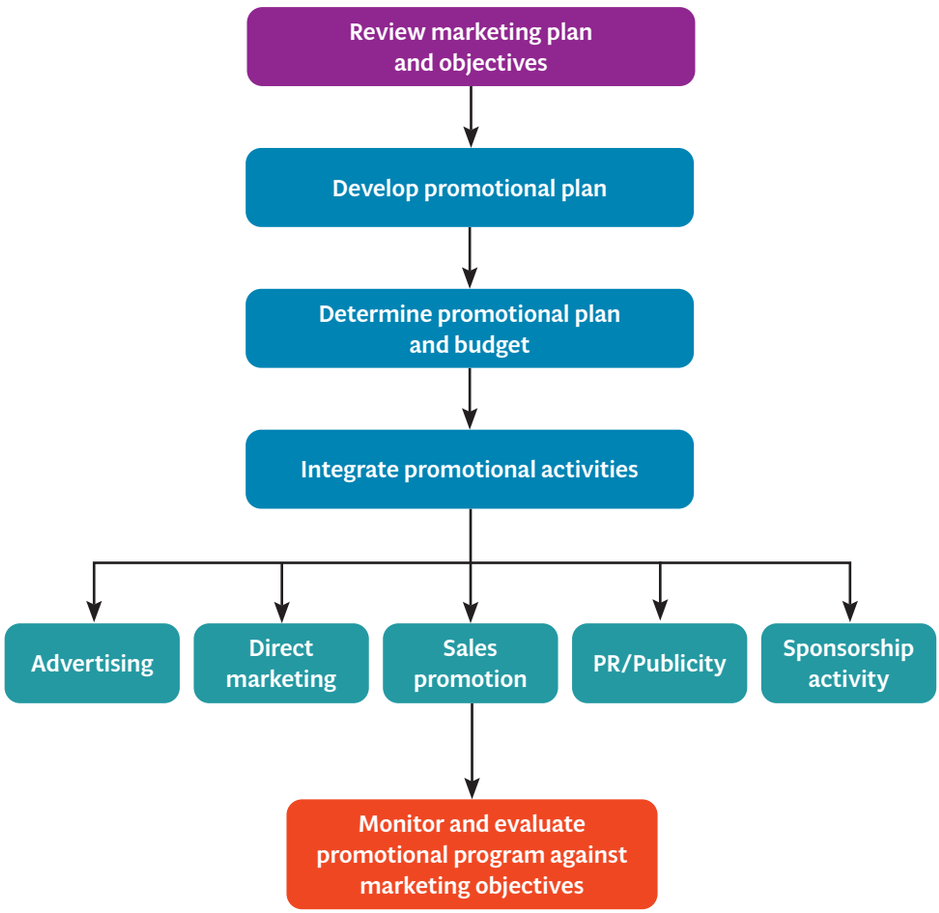
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Awareness and interest need to be converted into ticket sales or attendee registrations, and if relevant, such as a recurring event, loyalty to the brand.

Planning and Organization

Larger events, however, need marketing activities to be planned carefully by trained event managers. Event promotion involves planning and scheduling marketing and promotional activities according to the overall marketing plan and marketing objectives. It is vital to identify relevant market information and use it to inform short-term promotional planning. The market analysis may be based on marketing reports, sales reports, financial statistics, marketplace trends, and competitive activity. A carefully crafted, integrated approach to communication with stakeholders and sponsors is also needed to ensure that the marketing objectives are achieved in the established time frames (as illustrated in Figure 5-3).

Figure 5-3
Marketing Communications Mix



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When the market research is complete, the marketing department is in a better position to decide how to promote a particular event, whether that be a golf tournament, a sustainable technology exhibition, or an art exhibition. A number of activities are used for the marketing and promotion of event products and services, but not all of these will be applicable to every type of event. Indeed, one key skill is the ability to determine which promotional activities are most appropriate based on the current marketing focus and other relevant information.

Image and Branding

The first step for most events is the development of a name, logo, and image for the event. This includes the color scheme and graphics that will appear on all event materials, ranging from registration forms to tickets to merchandise. The image and logo are closely linked and need to be agreed on well in advance. Together, they are referred to as **branding**.

Why is it desirable to display the event's branding and logo prominently at the venue?



Jockeys competing in the Saudi Cup at the King Abdulaziz Racetrack.

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The branding must meet the needs of all stakeholders including sponsors, where relevant (see Lessons 5.2 and 5.3), as well as appeal to the event audience, particularly if the design forms the basis for merchandise such as T-shirts and caps. A **slogan** consisting of a short and striking or memorable phrase is sometimes developed as part of the image for an event and incorporated wherever possible. The result should be a consistent theme and color scheme for all promotional materials. In most cases, the color scheme is also carried through to the décor, including signs, fencing, flags, table settings, banners, and posters.

Customer Identification

Planning is a cyclical process in which target market segments (attendees) are identified, an event is developed to suit their needs, and the event is competitively positioned. The aim is to develop a perception on the part of the attendees that the event is desirable—indeed, more desirable than the products and services of competing events and attractions. Horse races and craft fairs, for example, attract completely different target markets.

Market segmentation is the process of dividing a large group of consumers into subgroups based on their specific characteristics and common needs. Some groups may enjoy taking part in competitions as part of a community activity. Others may enjoy spectating. Yet others may visit a community festival just for the excitement and the atmosphere. It is essential to analyze the different motivations of the event audience and to develop a profile for each of these groups. Attendee profiles form the basis for all marketing plans and activities. Different marketing approaches would be required for each of these market segments.

Goal-setting and Objectives

Setting goals and objectives at the outset, based on information gathered on organizational and/or marketing objectives, is key in any promotional plan. It will not only provide the context for developing the strategy but will also provide the ability to measure the success of the plan at its conclusion.

Goal-setting is an effective way of ensuring that all internal parties have a clear understanding of the "big picture" and desired outcome for the organization, division, or event. As explained in Lesson 4.2, it is important for goals to be SMART.

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Event Management Skills

Planning Event Marketing Activities

You have been allocated the task of developing a marketing strategy for an open day at your school. You must ensure that the event marketing reflects the ethos of the school and that the key promotional messages appeal to both prospective students and their parents.

DEVELOP YOUR SKILLS

Explain the key message that you would use to generate interest and attract parents and students to attend.

CHECKPOINT

When organizing event marketing, why is it important to follow a planning process?

LO 5.1.4

Event Marketing Plans

Once all of the planning and organizing of an event's marketing activities has been completed, the information must be entered into a marketing plan.

Scheduling and Organizing

Having developed specific marketing objectives, action plans, and corresponding budgets, the event manager can be more confident that the event will attract an audience and meet customer expectations. Success must be monitored to identify whether the marketing plan is working, and modifications made to the plan if necessary. Ongoing inputs into

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the planning process should encompass competitive activity, marketing reports, marketplace trends, and sales reports.

All of this can be monitored by checking progress against the SMART objectives created and laid out in the event marketing plan.

Legal and Ethical Issues

Legal and ethical considerations must always be incorporated into the planning process. A public relations program or activity that is illegal or unethical risks major reputational damage to the event organizer, and possibly its sponsors, and it leaves the organization open to litigation or charges from authorities.

Legal issues that need to be considered include attendee, participant and staff protection, copyright, child protection, and privacy laws and guidelines. Ethical considerations for marketing activities cover the appropriate use of images and text, and the sensitivities or cultural concerns of particular groups in the community.

Events plans are therefore effective for allowing different stakeholders to understand the different elements of the marketing plan and to ensure that all areas have been actioned—normally, a more detailed checklist will accompany the master marketing plan for this purpose. Once the sub-committee responsible for an area has completed their required tasks, the master marketing plan can be updated so the event manager is able to chart the progress of the event.

Advertising

Paid communications using one or more types of media to reach potential customers can be extremely expensive, particularly radio and television advertising. It is therefore essential to accurately identify the market and target of the advertising to make sure that it is as cost-effective as possible.

For example, advertising might attract graduates and young entrepreneurs in the region to attend a local business networking workshop. Sample presentations and video clips from previous events by the same organizers would create interest and help potential attendees to decide whether the event is worth attending.



Why might advertisers need to use different means to reach different members of the same family?

In the events industry, expectations and anticipation are part of the product. Anything that can be done to enhance these will add to the product benefit, and therefore anything that can be done to increase the likelihood of success, including a detailed and well-maintained marketing plan, should be encouraged (see Figure 5-4 for a basic example).

Event Marketing Plan: Summer Culture Festival

Target Stakeholders

Target for participants

- Five famous Saudi authors
- Ardah performers
- Traditional Arabic storytellers
- Cavalry display
- 80% of featured artists from Saudi Arabia, 20% international

Target for vendors

- 25 regional food vendors selling local produce
- 20 vendors selling traditional wares
- Official merchandise vendor on site

Figure 5-4
Simplified Marketing Plan for a Summer Culture Festival

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Target audience for attendees

- 20-35 years old
- Male and female, young families
- Tourists visiting Saudi Arabia
- Total capacity of 30,000 attendees

Marketing Objectives

- Achieve 80% attendance through ticket purchases
- Attract two or three corporate sponsors
- Achieve SAR 30,000 publicity value in print media write-up

Action Plan

- Conduct market research in February (pre-event)
- Plan launch and obtain budget approval by March 31
- Prepare promotional brief and objectives by April 4
- Employ PR company to achieve publicity objectives by April 12
- Finalize promotional campaign plans by April 29
- Approve promotional materials, including advertising, invitations, and guest list, by April 30
- Issue invitations and press releases by May 10
- Implement promotional campaign as per schedule
- Launch advertising campaign on May 15
- Follow-up RSVPs with personal calls by May 25
- Culture festival dates: May 28–31
- Conduct market research (post-event) in June
- Media coverage final report due July 3

Event Marketing Budget

- Public relations campaign: SAR 950,000
- Advertising campaign: SAR 2,500,000
- E-ticket vendor service: SAR 100,000
- Marketing staff and administration: SAR 600,000

Monitoring and Evaluation

- Media monitoring and social media analysis
- Market research conducted pre- and post-event
- Follow-up web-survey of audience attendees and participating artists

CHECKPOINT

Why is an event marketing plan important?

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5.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. An important event marketing activity is:
   - **a.** organizing the labor required
   - **b.** creating budgets and spreadsheets
   - **c.** completing market research to analyze attendee needs
   - **d.** managing suppliers
2. Which of the following is NOT a part of the marketing mix?
   - **a.** product
   - **b.** price
   - **c.** print
   - **d.** promotion

Think Critically

3. Why is understanding the customer essential when organizing event marketing activities?

_____

_____

_____

4. How might a marketing plan be used when planning an event?

_____

_____

_____

Link to digital lesson
www.ien.edu.sa

5.2 EVENT SPONSORSHIP

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

5.2.1 Explain what sponsorship is.

5.2.2 Analyze different types of sponsorship available for an event.

5.2.3 Evaluate the value of sponsorship to various stakeholders.

KEY TERMS

Sponsorship
Sponsee
In-kind sponsorship
Broadcast rights

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LO 5.2.1

What Is Sponsorship?

A significant proportion of events—whether minor, major, or mega—depend upon sponsorship to some degree, from a one-off conference in a small town supported by local businesses to a global sporting tournament with a range of internationally-recognized corporate sponsors. Sponsorship is everywhere in everyday life. Whenever somebody in Saudi Arabia visits a technology fair, attends a culture festival, or watches a tennis match on television, it is highly likely they are being exposed to event sponsorship, and receiving its benefits, in some form.

Due to this prevalence, and the clear bearing it has on the potential success of an event, sponsorship coordination is a key aspect of event management that those working in the industry should have a firm understanding of.

Sponsorship is the activity of an entity providing support to a particular cause—in this case, an event—in exchange for preferential marketing benefits and association with that cause. The entity providing support in exchange for benefits is known as the sponsor. The cause that receives the support is known as the **sponsee**. For instance, a tire manufacturer might act as a sponsor for a motorsport event, the sponsee.

The most obvious form of sponsorship is direct financial backing. However, as is highlighted throughout the following sections, the support provided by a sponsor can take a variety of forms. For instance, sponsorship can be enacted through contributing valuable resources or services integral to running an event, such as technical infrastructure, telecommunication equipment, expertise, clothing, food and beverages, and even personnel. Some of these are illustrated in Figure 5-5.

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Figure 5-5
Some of the Forms of Support That Can Be Provided by a Sponsor

The Sponsorship Process

To fully understand its implications and manage it effectively, event managers should regard sponsorship as an ongoing process rather than simply a single act. As with any other event management process, sponsorship involves a series of stages, from planning and implementation to evaluation and review. Event managers need to be engaged with sponsorship co-ordination at every stage of the project. The key steps integral to the implementation of successful event sponsorship are examined further in Lesson 5.3.

The Sponsorship Relationship

Central to the sponsorship process is a reciprocal relationship between the sponsee and the sponsor. While sponsorship is a commercial arrangement, there is a wider implication of endorsement and association in linking the reputations, ethos, and values of the sponsor and sponsee to some extent (as illustrated in Figure 5-6). Both the sponsor and sponsee involved in the deal stand to benefit from the association, and the onus is on both to make the relationship succeed. Equally, both parties can experience undesirable consequences if the relationship is poorly managed, if their goals do not broadly align, or if an event receives negative press.

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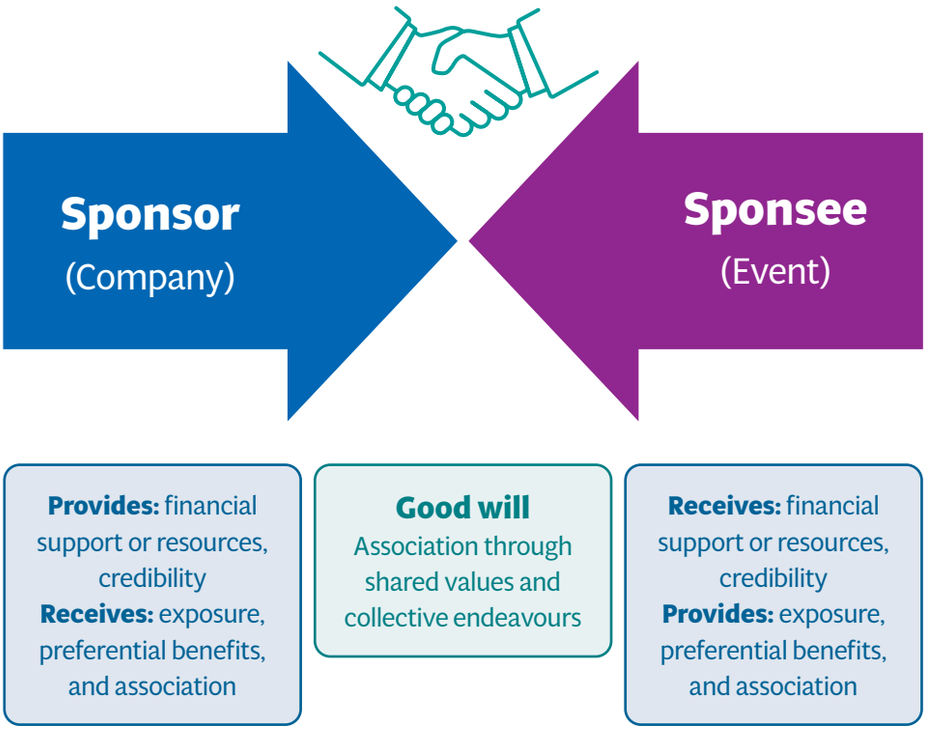


Figure 5-6
The Relationship Between the Event Sponsor and the Sponsee

The extent of this association can vary considerably, depending on the specific terms and duration of the agreement. While it can be tied to a single, one-off event, a sponsorship arrangement often forms a central part of an ongoing, mid-to-long-term partnership between the sponsor and the sponsee, in which the two parties align their wider marketing strategies to some degree. Indeed, it is this implied bond of association that makes sponsorship distinct from advertising. A company may use an event to advertise its products or services. It may also wish to appear associated with the event through this advertising presence. However, advertising in itself remains an internal activity of the company and the relationship with the event organizers is purely commercial. However, in sponsorship, the bond of affiliation is much stronger. Some key differences between sponsorship and advertising are outlined in Figure 5-7.

Of course, event managers should not underestimate the value of offering other organizations the opportunity to advertise their products and services at the event. This can provide a lucrative source of revenue to the event holders and an effective marketing platform for the businesses who are advertising their products and services. However, the point here

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Figure 5-7
Key Differences Between Sponsorship and Advertising at an Event

SPONSORSHIP VERSUS ADVERTISING	
SPONSORSHIP	**ADVERTISING**
Official endorsement	Not officially affiliated
Strong bond of association	Weak bond of association
Implied shared values	Purely commercial
Preferential exposure	Non-exclusive exposure

is simply that the relationship, degree of involvement, and level of access to exposure in event sponsorship is distinct, and more intensive in many respects, compared to advertising.

Another key aspect of sponsorship is the sense of "good will"—or positive sentiment—generated among stakeholders through the wider benefits the sponsorship arrangement provides. Proponents of this notion suggest that audiences and attendees are more receptive or tolerant towards marketing messages from official sponsors because they understand that this financial input or business support has enabled the event to take place. A well-known and reputable sponsor can add credibility and prestige to an event, providing participants, exhibitors, and attendees with reassurance that the event will be managed and executed to a certain standard. It is for this reason that sponsorship is referred to by some analysts as "affinity marketing".

As noted in Lesson 5.3, it is critical that event managers work hard to maintain strong and productive sponsorship relations. This is particularly apparent when the event is an ongoing and recurring feature in the calendar, such as an annual festival. A positive long-term sponsorship deal can ensure the future viability of an event for many years to come.

CHECKPOINT

Why should sponsorship be seen as a process and relationship, rather than a single act?

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LO 5.2.2

Types of Sponsorship

As demonstrated earlier, sponsorship can be provided in any number of ways. However, these typically fall into four key categories of sponsorship, as highlighted in Figure 5-8, and outlined in this section.

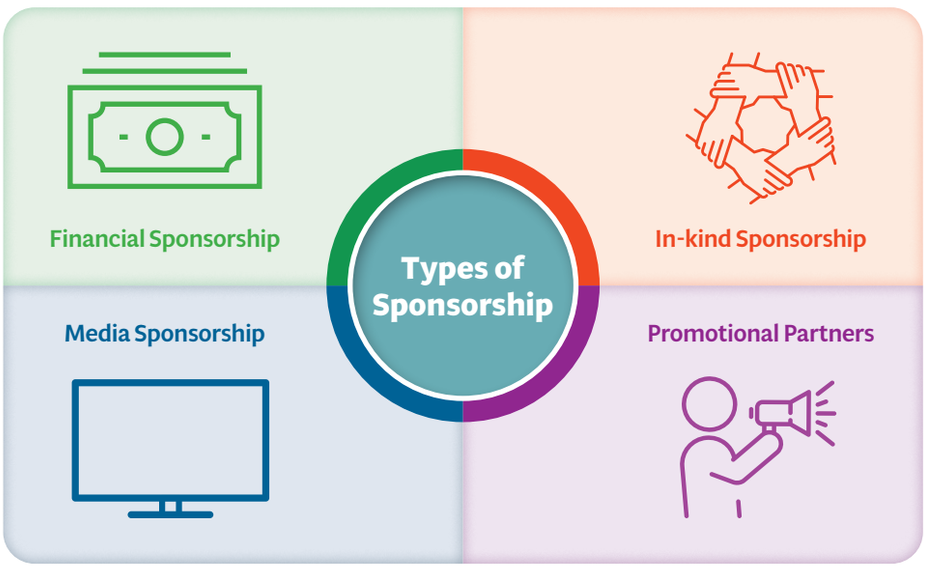


Figure 5-8
The Key Types of Sponsorship

Financial Sponsorship

One of the key forms of sponsorship an organization can offer to an event is financial sponsorship, which is given in return for special promotional privileges or exclusivities associated with the event. This often includes prominent display of logos in event marketing. The level of funding and specific benefits offered depend on various factors, not least the status or reputation of the event and its sponsors. Financial sponsorship deals for popular, established events can be extremely lucrative. The funding provided by a sponsor should be incorporated into the event's budget, helping to maintain the good health of the balance sheet.

One benefit of financial input over other forms of sponsorship is that it gives event managers the means and flexibility to allocate funds as

necessary to specific aspects of the event in need of investment. On a practical level, the guarantee of funding early on in the process can help event organizers to plan more effectively and make more cost-effective decisions in advance. However, there may be some stipulations from the sponsor on how and where the money is spent.

Financial sponsorship offers a degree of economic security to the event, which in turn can provide assurance and confidence to other investors or lenders providing finance. Furthermore, unlike some forms of funding, such as a corporate bank loan, financial sponsorship does not need to be repaid by the event organizer as a monetary return.

In-kind Sponsorship

Rather than paying to sponsor a particular event or part of an event, a sponsor may provide its goods or services free of charge as part of the sponsorship arrangement. This type of arrangement is known as **in-kind sponsorship**. For example, air travel could be sponsored by an airline company, accommodation provided by a hotel company, and so on. A value is placed on this contribution and this value must be reflected in the event budget even though there is no cash contribution. In-kind sponsorship can be as beneficial to success as direct financial input, especially in the logistical aspects of an event. However, by nature its value to a specific event is limited to the types and relevance of the products or services the sponsor has to offer. Therefore, with this form of sponsorship, it is particularly important that there is good compatibility between the event and the in-kind value being offered.

Media Sponsorship

As their name suggests, media sponsors give special access to their existing media channels to promote or share coverage of an event. Traditionally, media sponsors have included publishers of printed media (including magazines, newspapers, leaflets, and other promotional materials), and television and radio networks. Over the last few decades, however, this has broadened out considerably to incorporate a wide range of audiovisual media, including streaming or pay-per-view services, digital networks, social media, websites, video platforms, and other application-based media.

An extremely lucrative area of media sponsorship is **broadcast rights**, in which the media sponsor is given exclusive access to broadcast coverage of the event, whether it be a sporting final, a culture festival, or a technology conference and has their branding prominently highlighted for maximum exposure. A media sponsor who has the broadcast rights is granted permission to broadcast full, live coverage, compared to other reporting outlets that may only be permitted to share limited highlights or clips after the event. Traditionally, the extent of exclusivity for a particular media sponsor has been segmented according to region or type of media outlet. Networks in each country compete intensely for broadcast rights of a particular event with a guaranteed global reach. Securing these rights is valuable to the media outlet on the expectation that it will attract large audiences and hence can generate healthy advertising revenues.

Promotional Partners

Another important and growing aspect of event sponsorship is the role of promotional partners. In some respects, promotional partners are



Who sponsored the last major sports event that you saw or attended? How did you know?

LIV Golf Invitational—Jeddah, 2022.

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similar to media sponsors in that they provide an outlet or platform for publicizing and sharing the event among audiences. However, rather than being part of an organization—whether a small media company or global multimedia network—a promotional partner is an independent individual, or small group of individuals, who uses their personal leverage and reach as an "influencer" on social media channels to promote and support the event. Some influencers attract millions of worldwide followers. Even though these influencers often get paid very rewarding sums for being associated with a particular event, a perception of independence and authenticity can make the endorsement resonate with their followers as much or more as an officially presented corporate sponsorship campaign.

Sponsorship Packages

In reality, there is a wide variety of sponsorship arrangements, with many deals incorporating elements from more than one of the four categories outlined above. For example, a sponsor may provide both financial support and access to its equipment, services, and supply network. For small events, there is often only one type of sponsorship or one sponsor. Larger events, however, may have sponsorship packages developed to meet the needs of different types of sponsors, with several levels of sponsorship.

Principal Sponsor

The principal sponsor will be the one most associated with the event and will have their marketing visible at all times. If the event is televised or filmed for marketing purposes, they will often have their logo prominently displayed and have a short marketing or campaign slogan attached to ensure that their brand cannot be ignored.

The event hosts are often encouraged to mention the sponsor's name and to thank or acknowledge the major contributions of the principal sponsor as much as possible when making speeches or being interviewed.

Major Sponsor

While an event normally only has one principal sponsor, major events will often have a number of larger, possibly international, sponsors who are also prominently displayed. While these may not benefit from the explicit mentions of a principal sponsor, their advertising will be placed

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in visible locations and will feature in the main marketing and promotional materials.

These major sponsors must complement the principal sponsor and not be a potential threat to the principal. For example, a beverage brand may be the principal sponsor of an event. They will not allow a competitor to advertise or even sell their products at the event, as this will minimize the marketing return on investment. They may also not allow products that are not compatible with the principal's brand or ideals.

Minor Sponsor

A minor sponsor would provide value-for-money packages, such as sponsoring specific elements of an event, such as a meal or an award. While these minor sponsors would still gain marketing exposure, it would be limited and often be aimed at their specific target audience.

Naming Rights

The primary or principal sponsor of an event is often able to obtain naming rights. For example, a sponsor may be able to lend their name to an award or prize, such as a literary award or a "player of the match" prize in sports. In some cases, sponsors negotiate naming rights for event venues or facilities, which may lead to sports stadia being named after private companies.

These are generally long-term strategic agreements with associated sponsor benefits such as tickets, hospitality, parking, and more. The exposure of the sponsor's name in all media communications in relation to the facility is a key element of this negotiation.

CHECKPOINT

Why might an event have different types of sponsors?

LO 5.2.3

The Wider Value of Sponsorship to Various Stakeholders

From the perspective of the event manager, a fundamental value of sponsorship is facilitation: the funding, services, or expertise provided as a result of sponsorship is often critical to make the event possible. However, as discussed, a key value of sponsorship to all stakeholders is association—a sponsorship relationship may be more successful and long-lasting when there is natural synergy and shared values between the company or organization sponsoring the event, and the event itself—such as integrity, quality, exclusivity, or green credentials. Some of the shared values that event organizers and potential sponsors may choose as a basis for sponsorship are highlighted in Figure 5-9.

Figure 5-9
Shared Values That Event Organizers (Sponsees) and Potential Sponsors May Choose as a Basis for Sponsorship



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A key objective for any sponsor is to increase brand awareness through exposure at the event. But another, perhaps more important point is to be perceived in a positive light through its association with the event.

Brands and events might wish to align with each other for a range of reasons. The following are examples of the range of reasons that brands might align with one another:

- The organizer of a prestigious and exclusive horse-racing event may wish to align with luxury, high-end brands with a focus on quality and exclusivity, such as watchmakers, or luxury executive automobile manufacturers.
- An event that prides itself on its green credentials would be likely to align with businesses that promote green and sustainable initiatives, such as a renewable energy supplier, products with eco-friendly packaging, or electric cars.
- A technology exhibition is likely to attract innovative, high-tech companies as sponsors.

Sponsorship can be an effective way for a brand to reposition itself to appeal to a new audience, through association. For example, an established company that is perceived as unfashionable or outmoded may attempt to alter its image by aligning itself with an upcoming arts festival or an innovative high-tech event that is popular among a younger generation. An event manager can take advantage of this opportunity to leverage more favorable terms from the deal.

However, the event manager must remember that sponsorship is likely to be most effective and mutually beneficial when the two parties have shared or compatible values. A particular deal may appear lucrative or offer favorable terms, but a poor fit can have negative consequences. Event organizers should weigh up the benefits of receiving funding against the wider associations of that particular sponsor. For example, in terms of image it would be inadvisable for an independent food festival promoting healthy, local produce to be sponsored by a global brand selling unhealthy, processed snacks and drinks, even if the funding made the event financially viable.

While they should be compatible, it is not necessary for the sponsor to operate in the exact same sector in order to add value. In fact, it may be advantageous to the event organizers to bring in expertise from another area. What matters is that the sponsor offers value that is complementary to the event. For example, a festival might be sponsored by a telecommunications company that can support the event, not simply through funding, but by providing its technological infrastructure and support.

An event might have several different sponsors, each enjoying exclusivity over a specific domain. Take the Olympics, for example. Many national teams have an official clothing brand, official soft-drink supplier, official telecommunications supplier, and so on.

Value for Other Stakeholders

Lesson 5.2 has highlighted the value that both sponsees and sponsors can get out of a successful sponsorship deal. However, there are other stakeholders of an event who might receive benefits from such a sponsorship arrangement. First and foremost, as is discussed further in Lesson 5.3, a sponsorship deal can benefit attendees of the event (both participants and spectators) by making it possible for the event to happen in the first place. This is the notion of "good will" addressed earlier. The attendees can also benefit from the reassurance of reliability and reputation that sponsorship can bring. The endorsement of one high-level sponsor may also act as an impetus or as leverage for attracting other sponsors or businesses to take a commercial interest in the event, which can benefit all parties with a vested interest in the event's success.

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Planning Matters

Sponsorship Management

When planning events, it is important to focus on cash flow: events can be expensive to set up, and managing expenses is a key criterion for an event manager. One way in which cash outflows can be minimized is by maximizing the value of sponsorship packages.

Care must be taken, however, when choosing sponsors. It is important to select sponsors and the packages available carefully, and not just focus on the SAR value of the package. Planning can help to avoid:

- potential reputational and financial damage to the event sponsor through inappropriate sponsorship deals
- confused messaging from competing sponsors.

What do you think?

When planning the sponsorship of an event, what criteria are crucial to consider when choosing sponsorship partners?

CHECKPOINT

What value does sponsorship provide for various stakeholders?

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5.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate for each of the following:

1. Which of the following is NOT a category of sponsorship?
   - **a.** in-kind
   - **b.** advertising
   - **c.** media
   - **d.** financial
2. Which of the following is NOT a benefit of sponsorship for a sponsor?
   - **a.** naming rights
   - **b.** increased sales
   - **c.** high costs
   - **d.** increased brand recognition

Think Critically

3. Do you agree that sponsorship is a form of endorsement? Give reasons for your answer.

4. "Financial viability is the most important value that sponsorship can bring to an event." Explain whether or not you agree with this statement, giving reasons for your answer.

Link to digital lesson
www.ien.edu.sa

SECURING, MANAGING, AND EVALUATING SPONSORSHIP

5.3

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

5.3.1 Explain how to determine the sponsorship requirements of an event.

5.3.2 Analyze the sources of sponsorship available for an event.

5.3.3 Evaluate the importance of monitoring and evaluating activities related to sponsors.

KEY TERMS

Fit
Return on investment (ROI)
Corporate social responsibility (CSR)
Sign-off

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LO 5.3.1

Determining Sponsorship Requirements

It has been noted that sponsorship deals are often an essential requirement for an event to be financially viable. This is because they minimize both the cost and the risk of financial exposure for the event organizer. The **fit** (shared interests) between the sponsor and the event concept is a primary consideration, as the first question a potential sponsor usually asks is what return they will get on their investment.

Certain factors will make an event more attractive to sponsors. For example, many large-scale domestic and international football matches are hosted at the King Fahd International Stadium in Riyadh, which has a capacity of more than 70,000 spectators, and it has previously hosted most matches and the final of the Arab Gulf Cup in 1998, 2002, and 2014, as well as other international fixtures such as the semi-final of the Spanish Super Cup in January 2022. High-profile sports events like these are an attractive prospect for sponsors, especially if they are televised.

This lesson will investigate how to determine sponsorship requirements, source and negotiate with potential sponsors, and manage sponsorship arrangements during event execution. Remember, there will often be more than one sponsor at an event, so the level of negotiation and cooperation necessary to manage multiple sponsors (who sometimes have conflicting interests) is often underestimated.

Sponsorship Strategy

Most large organizations that sponsor events have long-term strategic plans for sponsorship deals that are closely linked with their marketing plans. The most common primary concern is the **return on investment (ROI)** that the sponsor will gain—the value of the investment versus its cost. However, many sponsors are keen to demonstrate their **corporate social responsibility (CSR)** and will thus join environmental and social policies with the business's economic goals in order to boost their brand

name, identity, or awareness.

Inexperienced event organizers for small events may assume that large companies will be generous with sponsorship, as the financial commitment required is often very low. The first step often suggested by an event's marketing committee is to contact corporations in their local area. Unfortunately, most companies already have well-established marketing and sponsorship plans, with specific objectives to be achieved as part of sponsorship deals, which are often a joint marketing effort by the sponsor and the event organizer.

Remember, if a donation is made to an event by a business without specific requirements (no logo, publicity, and so on), this is known as philanthropy. When seeking assistance for an event, it is important to identify whether the request is for a donation or a sponsorship arrangement.

As has been emphasized throughout this chapter, the association of sponsorship is great news for all when the event is a success. However, it is equally clear that any hint of poor media exposure (for example, cheating in sports, or crowd safety issues) is likely to make the sponsor very concerned and unlikely to carry on sponsoring future events. Therefore, planning a sponsorship program is not a quick process; it requires a targeted approach with specific outcomes for both the sponsor and the event organization. Sponsorship arrangements can, in fact, make or break an event. The longevity of these arrangements is essential for the success of both the event organizer and the sponsor. Frequent changes, particularly with respect to event and stadium naming rights, simply confuse consumers and weaken their confidence in the event's management.

Determining Sponsorship Requirements

There are three stages to determining sponsorship requirements for an event. Firstly, the event organizer must understand what they require from a sponsor. The process of determining requirements may include:

- establishing the amount of financial or other support needed
- identifying the items, activities, or projects that may have sponsor appeal
- identifying potential sponsors for a particular activity that fit with the organization's profile.

Secondly, the organizer must identify the potential sponsorship components. There are a number of sponsorship opportunities that an organizer may be able to offer, which may appeal to different sponsors, as highlighted earlier in Lesson 5.2. Event organizers may create a "sponsorship prospectus" that lists the variety of components available, as shown in Figure 5-10.

Figure 5-10
A Sponsorship Prospectus



Why do companies pay to sponsor sports events?

King Fahd International Stadium, Riyadh.

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Finally, the needs of potential sponsors must also be identified in order to spark their interest in the opportunity (see Figure 5-11).

GENERAL CORPORATE AND SOCIAL OBJECTIVES

- Events can promote community involvement, promoting the organization's image, and linking the company's image to success.

PRODUCT OR BRAND-RELATED OBJECTIVES

- Sponsors may choose a specific event to promote a particular product. Often, the brand is sampled at the event, hopefully leading to higher brand awareness and strengthening brand preference.

PRODUCT SALES OBJECTIVES

- Specific objectives may be SMART and may relate to direct increases in sales of merchandise during and following the event.
- Data capture is a significant benefit to sponsors when contact information is taken as it can be used at a future date for direct mail purposes.

MEDIA COVERAGE

- Media coverage can be gained throughout an event. Outdoor advertising, publicity activities, branded clothing, and extensive signage can all raise brand awareness.

CORPORATE HOSPITALITY

- These are often in the form of private areas within a venue (corporate boxes) and are a key element of sponsorship.
- Guests are generally current or prospective clients, or in some cases key staff who are being rewarded for good performance.

Figure 5-11
Needs of Potential Sponsors

Once the sponsor's motives have been clarified, it is then a matter of developing measurable objectives so that when the event is over, the benefits of the sponsorship arrangement can be demonstrated.

CHECKPOINT

Why are sponsors needed for events?

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LO 5.3.2

Securing and Managing Sponsorship

A sponsorship proposal should outline the benefits to the sponsor and associated costs. Once a sponsor indicates interest in the proposal, a period of negotiation generally ensues. It is important to make timelines for sponsorship negotiation clear, as well as the types of sponsorship available.

Sponsors of smaller events may only require an agreement for a single event, partly due to the financial implications but also because such events are held infrequently.

Sponsors of major and recurring events may want to create long-lasting relationships for many years, enabling them to plan further ahead as part of an ongoing marketing strategy. For this reason, frequent contact should be scheduled with the potential sponsor to maintain their interest in the proposal. The sponsorship agreement would conclude with the signing of a written contract that includes full details of the commitment made by both parties.

What types of events may be sponsored during Riyadh Season?



Winter Wonderland amusement park during Riyadh Season.

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One prominent example of a recurring series of events is the annual Riyadh Season. Riyadh Season has a range of different sponsors which are ranked according to the amount of sponsorship money they have invested and the type of sponsorship they offer. For example, Aramco is one of the official premium partners; then there are the official media partners and official strategic partners, followed by the official main partners.

Prospecting

Before contacting a company and approaching it for sponsorship, event organizers should first research whether that company has a history of sponsorship and, if so, whether it has an existing policy or procedure for sponsorship activity. Taking this step can save event organizers much time in planning their approach for prospecting. Larger corporate organizations often have a formal application process with specific requirements and guidelines. If the specific event does not match these requirements, organizers can focus efforts on other opportunities and hone their sponsorship securement strategy accordingly to improve chances of success.

Aramco is a company which sponsors high-profile events, but of course it uses a set of criteria to select the events that it wants to be associated with. The Aramco website (https://www.aramco.com) provides invaluable information on its sponsorship criteria. According to its sponsorship page, "Saudi Aramco takes great pride in sponsoring selected events, organizations, and projects that are in alignment with the Company's business and brand strategy and objectives. We are always seeking strategic and long-term partnerships." It also emphasizes the company's "highly selective evaluation process and eligibility criteria" that successful sponsees must follow in order to qualify. To be considered by Aramco for sponsorship, the minimum criteria are:

- positive exposure for the Saudi Aramco brand
- ability to reach target audiences and build relationships
- opportunity to create value
- tangible benefits anticipated from the partnership
- potential for long-term, sustainable partnership.

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ROSHN is another Saudi organization with a dedicated sponsorship program. ROSHN is an official community partner of the Riyadh Marathon and Jeddah Half Marathon, helping to support the sporting and well-being aims of Saudi Vision 2030, as part of the Saudi Sport for All Federation.

Of course, a large organization with a formal sponsorship application process is likely to attract many applicants, so competition for its support will be intense. However, the eligibility criteria outline by Aramco provides a useful checklist that could be applied to other sponsorship opportunities. More broadly, simply searching "sponsorship opportunities Saudi Arabia" using an online search engine brings up millions of results, highlighting the extensive marketplace for sponsorship. Additionally, there is a wide range of services and resources online that provide event managers with tools, contacts, and advice for securing sponsorship.

Another approach to securing sponsorship is to put out an open call for potential sponsors. This approach might be particularly suited for a very localized event within a relatively small catchment area, appealing to local small businesses. This is especially the case when the event is a not-for-profit event in which businesses are likely to receive goodwill in supporting a worthwhile social cause. However, for a larger event with a commercial leaning, there is an onus on the event organizers to prove that their event is "worthy" of investment. A brand-new event without an existing reputation is likely to be regarded as a higher risk

Why might Aramco wish to be aligned with a motorsport event?



Billboards promoting Aramco as a sponsor on a Formula 1 racetrack.

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than an established annual event with a track record for success. An unknown quality such as this will have to offer a particularly valuable proposition or exclusivity element in order to gain support of backers. However, securing one reputable sponsor could be a gateway for attracting others.

However big the company being approached for sponsorship, remember that no organization will simply give its support lightly—there are many events competing for limited sponsorship and so, to be successful, an event organizer will need to demonstrate with absolute confidence that their event will provide better value or return on investment than competing options, and that it is a good fit for the brand to be associated with.

CHECKPOINT

Why is it important to have a strategy for securing sponsorship?

LO 5.3.3

Monitoring and Evaluating Sponsorship Activities

As this chapter has highlighted, sponsorship often plays a crucial part in an event, and therefore sponsorship relations need to be managed extremely carefully by the event manager throughout the entire process, leading up to the event and beyond.

Common Issues

Common issues that can sometimes arise include incompatibility between sponsors, or a sense of inequity in the profile achieved by other sponsors. One sponsor, for example, may feel that its company profile has been overshadowed by another that achieved more media coverage or had signage of superior quality.

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It is also important that logos are managed with care by the event coordinator with regard to correct reproduction in terms of color and style, as there have been many occasions when a whole production run of T-shirts, banners, and posters has had to be discarded due to sponsor complaints. When sponsor logos are used in any public arena, it is essential that the sponsor provides their sign-off. **Sign-off** refers to the process of giving official approval to something, such as a key aspect of a plan.

Incompatibility between sponsors is another common issue—although no two sponsors from the same category would be approached, some organizations are major conglomerates with many products and brands which are not immediately obvious. Careful research must be done before any negotiations take place.

Monitoring Arrangements

An ongoing evaluation of the sponsorship arrangements is essential. Sponsors can be demanding and often expect outcomes beyond their original brief. Balancing expectations against agreements can be managed well if sponsorship documentation is maintained throughout.

Sponsorship documentation may include:

- an agreed contract with detailed specifications
- activity reports and schedules
- financial records
- minutes of meetings
- records of correspondence and agreements.

Any hint of failure in the media can cause major problems. This can result from the cancellation of acts, ticketing problems, accidents on-site, and other unforeseen problems that can crop up. For this reason, a risk management plan in relation to sponsorship is essential, with contingencies in place for every eventuality.

Sponsorship Evaluation

Evaluation is an essential component of the sponsorship arrangement. For a contract to be renewed, there must be demonstrable gains made by the sponsoring organization. These are measured by the sponsorship objectives discussed earlier. Figure 5-12 shows the process for sponsorship

planning and evaluation. Unless evaluation in its various forms is carried out, it is impossible to demonstrate the success (or otherwise) of the sponsorship arrangement after the event.



Figure 5-12
The Sponsorship Planning and Evaluation Process

From the sponsee's perspective—that is, the event organizer—there are a range of possible measures for sponsorship evaluation, including:

- profitability of the event
- assessment of the logistical advantages resulting from in-kind resources provided by a sponsor
- attendee figures and demographics
- feedback from attendees (from dedicated surveys or social media analysis)
- interest from new potential sponsors looking to be associated with the next event
- positive feedback from the existing sponsors after the event, and further commitment from them to continue their sponsorship of future events.

Indeed, satisfaction from sponsors, other business partners, or stakeholders is a key metric of success for an event organizer. It is therefore critical that the event organizer has an acute awareness of their sponsors'

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specific objectives and requirements, to ensure the ongoing longevity of the relationship. From the sponsor's perspective, the ongoing value of the sponsorship agreement might be evaluated on factors such as:

- the value of "free" editorial media exposure, engagement on social media platforms and other digital metrics
- increased product sales during and post-event
- an analysis of corporate image (this requires pre- and post-event surveys).

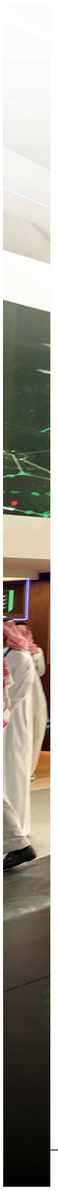
The results of metrics such as these can be used to provide reliable and valid statistical information for stakeholder reports, which may answer questions such as:

- Are sponsors satisfied?
- Are sponsors getting value for their investment?
- Is the sponsor relationship managed well?

Sponsors can withdraw funding if they do not see value for their investment or if they are badly managed. Ongoing attention must be paid to this important aspect of event management, with a proactive approach being taken to managing these important stakeholder relationships.

At Saudi Arabia's first World Defense Show in March 2022, for example, the aim of the event was to showcase the latest technological developments in the area of defense. Its sponsors included Saudi corporations, international corporations in the defense industry, and international corporations outside of the defense industry.

The event attracted a wide range of exhibitors from small start-ups to massive multinationals, and government representatives and industry leaders were also present. As a result, the event attracted a lot of international media attention and a great deal of attention from the defense industry. Such industry and media attention would doubtless have formed an important criterion for evaluating the effectiveness of the sponsorship arrangements.



CHECKPOINT

Why is it important to monitor sponsorship agreements?

Event Management Skills

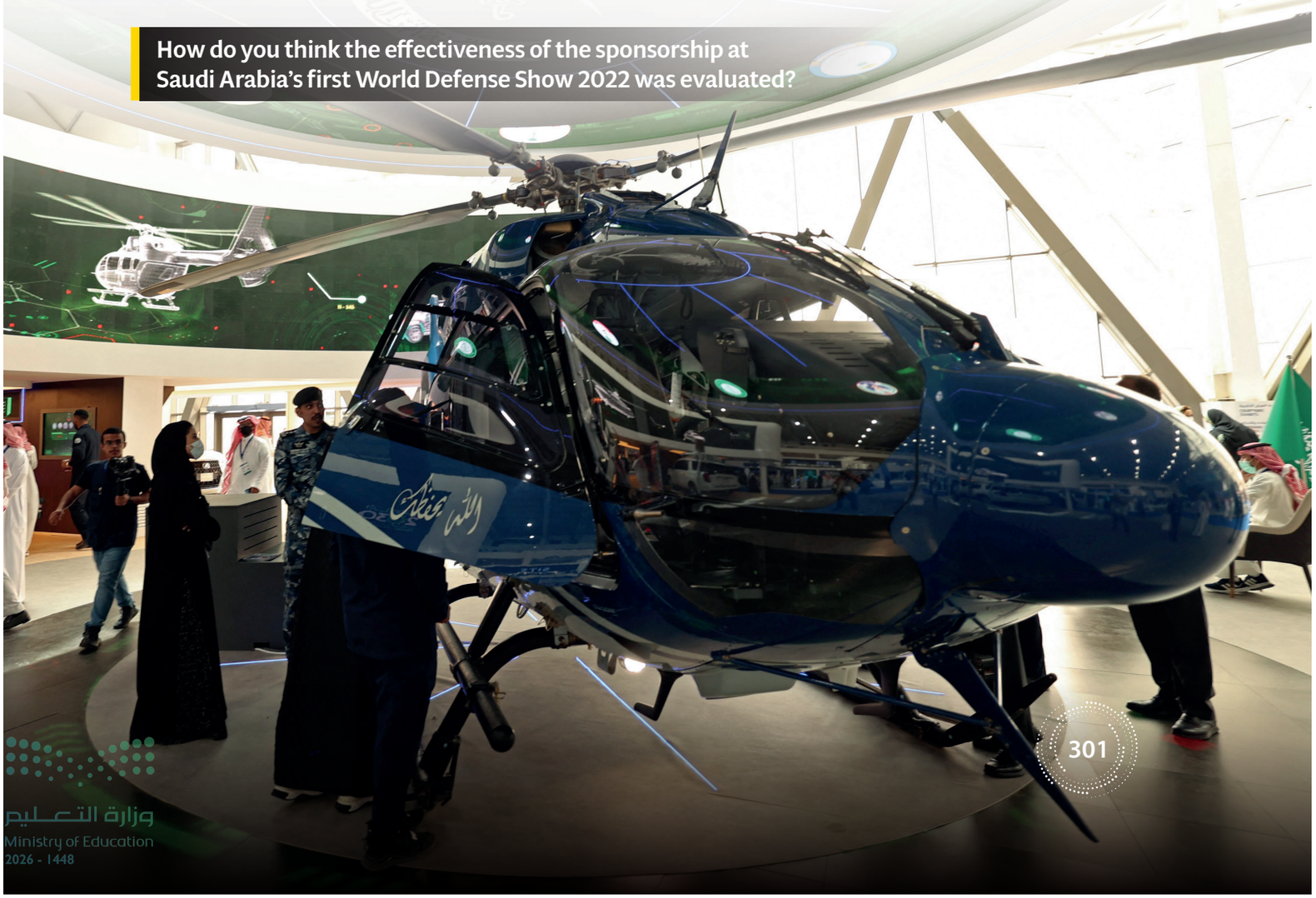
Identifying Sponsorship Opportunities

You have been appointed as a sponsorship manager for a popular cultural event. There will be many exhibitors and a range of other organizations—including sponsors, cultural organizations, and food suppliers—that wish to be associated with the event.

DEVELOP YOUR SKILLS

Identify a potential sponsor for your event and write a proposal aimed at the sponsor, potential sponsorship opportunities, costs, and benefits.

How do you think the effectiveness of the sponsorship at Saudi Arabia's first World Defense Show 2022 was evaluated?



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5.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate for each of the following:

1. Sponsorship requirements include:
   - **a.** assessing the financial resources required
   - **b.** identifying the type of customers
   - **c.** identifying and engaging competing brands
   - **d.** analysing corporate image
2. Which of the following is NOT a measure of sponsorship evaluation for an event organizer?
   - **a.** profitability of the event
   - **b.** ideas for a new event
   - **c.** feedback from current sponsors
   - **d.** interest from new sponsors following the event

Think Critically

3. Why are there different levels of sponsorship opportunities?

_____

_____

_____

_____

4. Why might poor monitoring and evaluation of sponsorships damage future sponsorship opportunities?

_____

_____

_____

_____

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CHAPTER 5
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Evaluate how the marketing mix may be used by an event manager.

2. Explain one factor that may influence the marketing mix of an event.

3. Give one reason why an event marketing plan should be evaluated.

4. Analyze the main benefit of one types of sponsorship.

5. Identify one benefit of a sponsorship arrangement for an event organizer.

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6. Contrast sponsorship with advertising. What makes them different?

_____

_____

_____

7. Identify one metric to measure the success of sponsorship for an event organizer.

_____

_____

_____

8. Explain one benefit of monitoring an event.

_____

_____

_____

DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–15) with the definitions (a–o).

	Term	Your Choice	Definition
1.	Branding		**a.** An arrangement in which a sponsor provides its goods or services free of charge as a part of the sponsorship arrangement, rather than paying money.
2.	Broadcast rights		**b.** The size of the audience that has seen the advertising content.
3.	Corporate social responsibility (CSR)		**c.** Platforms through which businesses connect and communicate with their target audience.
4.	Digital marketing		**d.** A short and striking or memorable phrase.
5.	Fit		**e.** Advantages obtained when the combined value and performance of two advertising campaigns is greater than the sum of each individual campaign.

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6.	In-kind sponsorship		**f.**	Advertising delivered through channels such as search engines, websites, social media, email, and smartphone applications.
7.	Market segmentation		**g.**	The development of a name, logo, and image.
8.	Marketing channels		**h.**	The process of dividing a large group of consumers into subgroups based on their specific characteristics and common needs.
9.	Marketing reach		**i.**	The activity of an entity providing support to a particular cause in exchange for preferential marketing benefits and association with that cause.
10.	Marketing synergies		**j.**	The party that receives support in a sponsorship arrangement.
11.	Return on investment (ROI)		**k.**	An arrangement in which a media sponsor is given exclusive access to broadcast coverage of an event.
12.	Sign-off		**l.**	Shared interests, such as those between an event and a potential sponsor.
13.	Slogan		**m.**	The value of an investment versus its cost.
14.	Sponsee		**n.**	The act of giving official approval to something, such as a key aspect of a plan.
15.	Sponsorship		**o.**	Joining environmental and social policies with a business's economic goals.

APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Choose a major event (e.g. a sporting or cultural event) that you are interested in and that has had lots of publicity in many different types of media. The event does not have to be international but it must have existing sponsorship deals and contracts in place.

Complete the following steps:

1. Briefly explain the type of event and who the target audience is. Make sure that you are specific and the target group(s) can be clearly identified.
2. Identify the key factors (you may use PESTLE here) that influence the marketing mix.

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3. Analyze the main activities utilized by the event marketing team. How suitable were they? Why do you think they were chosen?

4. Explain how the marketing team ensures the correct brand message is shared and promoted.

5. Analyze and evaluate the key sponsorship activities that were utilized within the event.

REFLECTION TASK

Although you are unlikely to have ever managed a large event which required sponsorship at this stage of your life, you will have made marketing decisions in your personal life.

Recall a situation, such as an interview, in which you were required to market yourself to others. Think about how you managed your appearance to show yourself in the best possible light.

1. Consider your own personal marketing mix:
   a. What personal feature(s) were you trying to highlight?
   b. What location was chosen (was it chosen by yourself, or chosen for you)?
   c. What methods did you use to highlight your personal feature(s)?

2. What factors influenced your ability to successfully market yourself?

3. Did you plan the steps of your marketing opportunity or did you make it up as you went along? What was the outcome?

Some students, when they apply for university, may be sponsored by either the government or private businesses.

4. What measurable "outcomes" would the sponsors expect in the future from the students?

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CASE STUDY FIVE

Hajj Hackathon



Jimmy Wales, co-founder of Wikipedia, speaking at Hajj Hackathon.

A Hackathon team working on their project.



Learning Objectives

This case study introduces how an event can be used to fulfill long-term aims that do not take a financial return into consideration for the event sponsor. The case study has following objectives:

- To consider the elements of the marketing mix and the factors that affect marketing decisions.
- To evaluate the benefits of sponsorship for the event host and the event sponsor.
- To evaluate the benefits and appropriacy of using particular types of sponsorship.

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FACTBOX

- Saudi Arabia hosts over 2 million Muslims annually during a six-day pilgrimage.
- Hajj Hackathon is integral to the Saudi Vision 2030 strategy, keeping Hajj safe while supporting the expected increase in pilgrimage figures.
- Focus on areas including crowd management, food, health, finance, traffic control, travel, housing, communications, and waste management.
- All-female team emerged victorious, defying the odds in a male-dominated industry.
- The winning Turjuman team won SAR 1 million in exchange for a 15% equity stake in their company.
- Sponsored by international businesses including Google.

One of the five pillars of Islam requires Muslims to perform Hajj at least once in their lives to the holy city of Makkah, if a Muslim can afford it physically and financially. Annual pilgrimages consistently attract over 2 million annual pilgrims, many of whom come from outside of Saudi Arabia. Moreover, one of the aims of Saudi Vision 2030 is to increase the number of pilgrimages to 30 million annually.

As with any mega event where a large number of individuals arrive in a specific location over a very short period of time, safety is a major concern for visitors and one that officials are keen to monitor. Overcrowding and confusion of visitors have in the past, resulted in pilgrims requiring medical intervention and have even resulted in the loss of life.

Saudi officials decided upon a novel approach to help solve many potential issues, including safety concerns. A hackathon event was organized in 2018 in which over 3,000 software developers, working in small teams, congregated to create ideas and solutions to solve identified issues and streamline the overall experience of pilgrims at future Hajj and Umrah pilgrimages.

A hackathon is an event where groups of people engage in fast-paced, collaborative software engineering for a specific purpose in a short time frame, often 24 or 48 hours. The goal of a hackathon is to solve a specific problem by creating a functioning piece of software or hardware by the end of the event.

The word "hackathon" is derived from "hack"—exploratory programming (not targeting security systems)—and "-thon", as in "marathon". Hajj Hackathon aimed to attract over 3,000 coders, developers, designers, and tech entrepreneurs by creating a competition to create the most innovative tech solutions

to identified problems. These included areas such as travel, transportation, accommodation, waste management, public health and communication issues, crowd control, and traffic management.

Held from August 1 to 3 2018 at the International Exhibition and Convention Center in Jeddah, the 36-hour hackathon was marketed as the largest event of its kind in the Middle East, and was organized by the Saudi Federation for Cybersecurity, Programming, and Drones (SFCPD).

Rather than aiming to make a profit, the event was heavily subsidized, with an advertised event partnership made with Google, one of the world's leading tech companies. To attract the most talented experts around the world, non-Saudi applicants could apply for transportation and accommodation grants as well as an expedited visa process.

The aim of the event was to attract the world's most talented tech entrepreneurs by utilizing the competitive nature of individuals to create long-term solutions to short-term problems.

Long-term partnerships were to be created through equity investment of up to SAR 1,000,000, a key benefit to the event organizers, with additional "money cannot buy" prizes from event sponsors Google to engage the talent.

As a key element of Saudi Vision 2030, a subsidiary goal included marketing Saudi Arabia itself, promoting the long-term benefits of inward investment to major international corporations.

Marketing efforts were designed around the digital ecosphere, using messaging boards and social media to great effect. Marketing communications appealed to the financial, business, and personal goals of individuals, as well as the fact that, as the largest hackathon ever, Saudi Arabia was aiming to win the Guinness World Record for the number of participants at a hackathon.

There were many benefits and positive outcomes from the event. Not only did Hajj Hackathon win the Guinness World Record, but:

- The winning team and the second- and third-placed teams won substantial investments.
- The SFCPD were able to invest in three teams that solved major known issues.
- Future investment opportunities were highlighted as meeting the Saudi Vision 2030 aims.
- Many other teams showcased their skills and created innovative programs and solutions to known problems.

Discussion Questions

1. Briefly explain the marketing mix used by event organizers for Hajj Hackathon.

2. Analyze the main factors that influenced the Hajj Hackathon marketing mix.

3. Why was Google chosen as the headline event sponsor for Hajj Hackathon?

4. What types of sponsorship were used and why?

5. What were the benefits to Google of sponsoring Hajj Hackathon?

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PLANNING AN EVENT

Organizing Marketing and Sponsorship

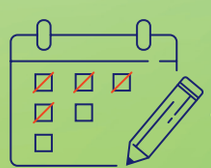
You have been tasked with managing the sponsorship of a new soccer tournament in Saudi Arabia. The tournament will be an annual event held over four weeks, and 16 teams will take part.

Complete the following activities:

1. Identify and explain the key areas of the marketing mix that will be prominent in marketing and promotional materials.
2. Identify and explain the primary event marketing activities that will be used for promoting the tournament.
3. Create a basic marketing mix and plan that could be used for the event.
4. Identify and explain the potential public relations activities that could be used to promote the tournament.
5. Create and justify a promotional action plan.
6. Identify the sponsorship requirements for the event.
7. Identify potential sponsors for each of your sponsorship requirements. Ensure that there are no clashes or conflicts of interest.
8. Create and justify a number of SMART objectives that could be used to evaluate the sponsorship of the event.

This document will be used by the overall planning committee to ensure that budgets and operational aspects of the plan can be created based on the revenue that potential ticket sales and sponsorship opportunities can provide.

The layout of the document must be professional and understandable by non-specialists.



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LEAP Technical Conference 2023 in Riyadh, Saudi Arabia.

CHAPTER 6

EVENT FINANCING, BUDGETING, & REVENUE MAXIMIZATION

CHAPTER LESSONS

6.1 Event Financing

6.2 Budgeting

6.3 Revenue Maximization

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As events need to be financially viable, detailed research must be undertaken into expenses such as venue hiring and staffing, as well as the income that will come from various sources, including ticket sales and sponsorship. This research needs to be particularly extensive in the case of large-scale international events such as the LEAP Technical Conference which is held annually in Riyadh. The conference attracts around 100,000 attendees and brings hundreds of international exhibitors and speakers together with around 1,500 start-ups.

The cash flow within an event is often a concern and needs to be addressed in the planning stage. Whether breakeven or profit is the objective, good financial management will ensure that the event is sustainable over time. Events that fail often do so for financial reasons.

> How might a technology-centered event finance its technological needs?

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6.1 EVENT FINANCING

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

6.1.1 Explain the financial objectives of events.

6.1.2 Analyze the ways in which events can be financed.

6.1.3 Analyze the internal and external factors that can influence event financing requirements.

6.1.4 Discuss the importance of maintaining accurate event financing records.

KEY TERMS

Profit margin
Markup
Inaugural event
Breakeven
Merchandizing

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LO 6.1.1

Event Financial Objectives

Many national events are dependent on funding from government bodies as a main source of income. The Saudi Arabian Grand Prix, for example, costs USD 55 million (SAR 206.25 million) per year to host the event, a sum that is unlikely to be raised by private organizations.

As highlighted in Part 1, event organizations fit into two key categories: for-profit and not-for-profit. A for-profit event is planned with an expected **profit margin** (sales revenue minus cost of sales) to achieve a return on investment. However, a not-for-profit organization has to plan their budget just as carefully as a for-profit business, as it is essential that it covers all or most of its costs.

There are also indirect financial objectives for event stakeholders to consider. Suppliers, for example, expect a **markup** (an amount added to the cost price to determine the selling price), although they may supply charitable and other not-for-profit events with goods and services at cost. There are therefore a number of financial objectives that could be used for an event.

Why do individuals, businesses, and governments finance events?



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Financial Objective: Profit

The type of event being planned often influences its financial objectives. While some events may predict a profit at the actual event, other events are designed to create future value for the organization. Some events do not even plan on making a profit at all.

Short-term Profit

Where the objective of the event is to make a profit, a target needs to be set and both the expenses and the income need to be accounted for correctly in order to reach the expected margin. Events designed to make a short-term profit often rely on visitors spending their money on attractions and other paid-for products and services at the venue.

While short-term profit may be a main objective, secondary objectives may influence the level of profit that is generated: a focus solely on profit may harm the brand or have other negative outcomes.

Long-term Profit

Events which have long-term profit motivators—such as a product launch or an **inaugural event** (the first event in a projected series)—are those where the initial hospitality and event costs are much higher than the revenue from the event. Costs still have to be managed carefully to reduce the chances of overspending; however, brand exposure has a higher priority in the short term and financial returns in the long term are expected to cover the short-term costs.

Breakeven

Just because the objective is not to make a profit does not mean that budgets are not necessary. If anything, they are even more important. An accurate estimate of costs is vital to ensure that the maximum value is generated from each unit of input, with all expenses approved and documented.

Breakeven is the point at which costs and income are equal, and therefore, there is no profit or loss. Events such as these are likely to be organized by councils or governments who wish to promote an area or event within their authority.

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Negative Profit

Some events, especially community events or celebrations (such as marking specific milestones or providing a reward for employees), are not designed to make a profit at all. While negative profit is not specifically a profit objective, it is important to understand that minimizing negative profit (cost) may be an objective.

Financial Objective: Revenue

Revenue objectives are often used as a measure of success, as the figure is often high and can be used for both marketing purposes and as a measure of popularity. Revenue refers to the total amount of sales or other incoming payments, and it does not take into account costs. There are two main revenue objectives.

Revenue Growth

As the name implies, this charts the growth of revenue over a period of time and is often used as a marker to signify the relative success of a repeated event. Most events require revenue growth to be positive (i.e. the amount of incoming money grows every year). Revenue growth can signify the relative popularity or importance of marketing strategies—events with high revenue growth are often seen as successful.

Revenue Maximization

Revenue maximization is a financial objective that focuses on increasing the amount of money coming into the business, without regard for whether the business is actually turning a profit. This can be a financial objective for certain types of events that want to maximize their impact, but for which profit is not a key motive.

Financial Objective: Costs

Having a financial objective of "costs" does not simply mean keeping the cost of an event as low as possible: utilizing the lowest-cost options may indicate that the markup is large; however, this approach depends on whether the quality of a product or service is affected.

When it comes to acquiring inventory for an event, minimizing costs by buying larger amounts may increase the initial cost of purchase, but

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buying in bulk will reduce the unit cost. This does not affect the quality of a product or service and is a good option as long as all units will be sold or utilized.

Minimizing costs by purchasing the lowest-cost option may reduce the initial cost of purchase, but if consumers are unwilling to buy the product at a particular price point, the margin will have to be reduced and waste may be incurred, lowering profits even further.

Financial Objective: Cash Flow

Cash flow (cash received minus cash payments made over a given period of time) refers to the amount of cash or money available to be used in the running of the event. An event may need to have significant investment in the set-up stages, which is cash outflow; this is later matched by large cash inflows from ticket and merchandizing sales.

As the revenue from sales is not available during the investment stages, the financial objective will be ensuring that enough cash is available to meet the daily running needs of the event.

CHECKPOINT

Why is it important to keep a close eye on the costs of events?

LO 6.1.2

Event Financing

Sources of Finance

All events require set-up costs—these can be minimal, such as the cost of providing some snacks for a gathering of friends, or huge, such as a multinational business event that includes the costs of professional speakers, caterers, and artists.



Decisions have to be made on how the events should be paid for, and more importantly, who is responsible for paying any bills. Often, this will depend on the type of event, and potentially also on the component in question. For example, attendees at a festival would likely pay for their own meals, while attendees at a wedding would expect food to be provided free of charge. In the case of a wedding, this is considered a private occasion for the family and friends of the couple that are getting married, and that will have a direct impact on the sources of financing for the event and who pays (or does not pay) for the event venue and its catering and entertainment facilities.

Larger events, which require significant investment, are often a considerable risk as there are many unknown factors—for example, if the event is to take place outdoors, how will the weather affect demand? Are potential attendees interested in the event and will they be able to afford the tickets? Because of this risk, event financing must be carefully considered.



Where would the financing for a wedding come from?

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Savings or Retained Profits

The most common internal source of finance is money earned and saved through previous business activities such as ticket sales or **merchandizing** (the display of goods for sale in a retail outlet). For an individual, this could be money saved from wages or allowances.

As the money is already within the business and does not need to be borrowed, this means there are no loan costs incurred, which means there is less pressure to pay a bank or moneylender back. As the money is owned by the business, they can also do what they want with it—no approval is needed and there are no legal obligations on how the money should be spent.

However, the major disadvantage of retained savings and profit is that there is often a limited amount of retained earnings, which limits the opportunities, size, and scale of the event being planned.

Investments

An owner of an event management company may be able to obtain financing by selling part of the business to an investor or investors. As long as the original owner keeps over 50% of the equity (the ownership stake in the business), full control can be maintained.

Investments can be beneficial as they reduce the short-term costs and financial pressures on a company, as there is no obligation to pay the money back within a certain amount of time.

However, there are long-term costs, as any future profits will have to be shared with the other owners of the business, which reduces the future profit potential.

Sponsorship

Sponsorship is a common method of financing events. The event's popularity and potential for media coverage influence the level of sponsorship available. Larger events, such as the Riyadh Summit, or sporting events such as Formula 1 racing, are seen globally and will be sponsored by multinational organizations that want to be associated with a particular event that targets a specific audience. For example, a key sponsor of Formula 1 in Saudi Arabia is Aramco, which uses these events to raise its international brand profile.

However, sponsorship relies on the brand and integrity of the event in question. Any hint of a potential scandal or impropriety and sponsors are liable to withdraw their funding as they seek to protect their reputations. Therefore, sponsorship can be seen as a risky method.

Deposits

A common method of funding events is to secure deposits from attendees. If an event is scheduled to take place in a year, small deposits, enough to cover the fixed costs of an event when added together, can be requested. If not enough deposits are taken by a certain cut-off time, usually the time when payments have to be made to suppliers, then the deposits can be refunded and there is little risk to the event organizer. Profit is often made when the balance of the payment is made.

Bank Loans

Banks can provide money to borrowers who can provide detailed plans as to how the money will be used, and how and when the bank loan will be repaid. These are often used for medium-term projects such as events, as the event organizer will still retain full control over the event and will have access to money that would not otherwise be available.

However, there is added pressure from bank loans as the bank will require regular repayments; these have to be factored into the loan request, as events often do not generate income until the actual day of the event.

CHECKPOINT

Why do different events use different methods of financing?

LO 6.1.3

Factors Affecting Event Financing Requirements

Planning Event Financing Requirements

During initial budget discussions, internal and external factors need to be considered and clarified when planning event financing. Meeting the organizational objectives and human resource requirements of larger events is a complex process that needs to start at least a year in advance.

Non-profit events rely heavily on volunteers, with only a handful of employees to act as directors. Hundreds of community volunteers may be needed for all aspects of an event, including art and décor installation, running public workshops and tours, and supporting live performances.

Hosting a wedding, however, might be a lot costlier. Soon-to-be married couples often pay a premium for their venue and services; in many cases, venues charge significantly more for a wedding than they would for another type of event.

Why do many venues charge more for weddings than for other events?



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Figure 6-1 highlights some of the internal and external factors that may influence financing requirements.

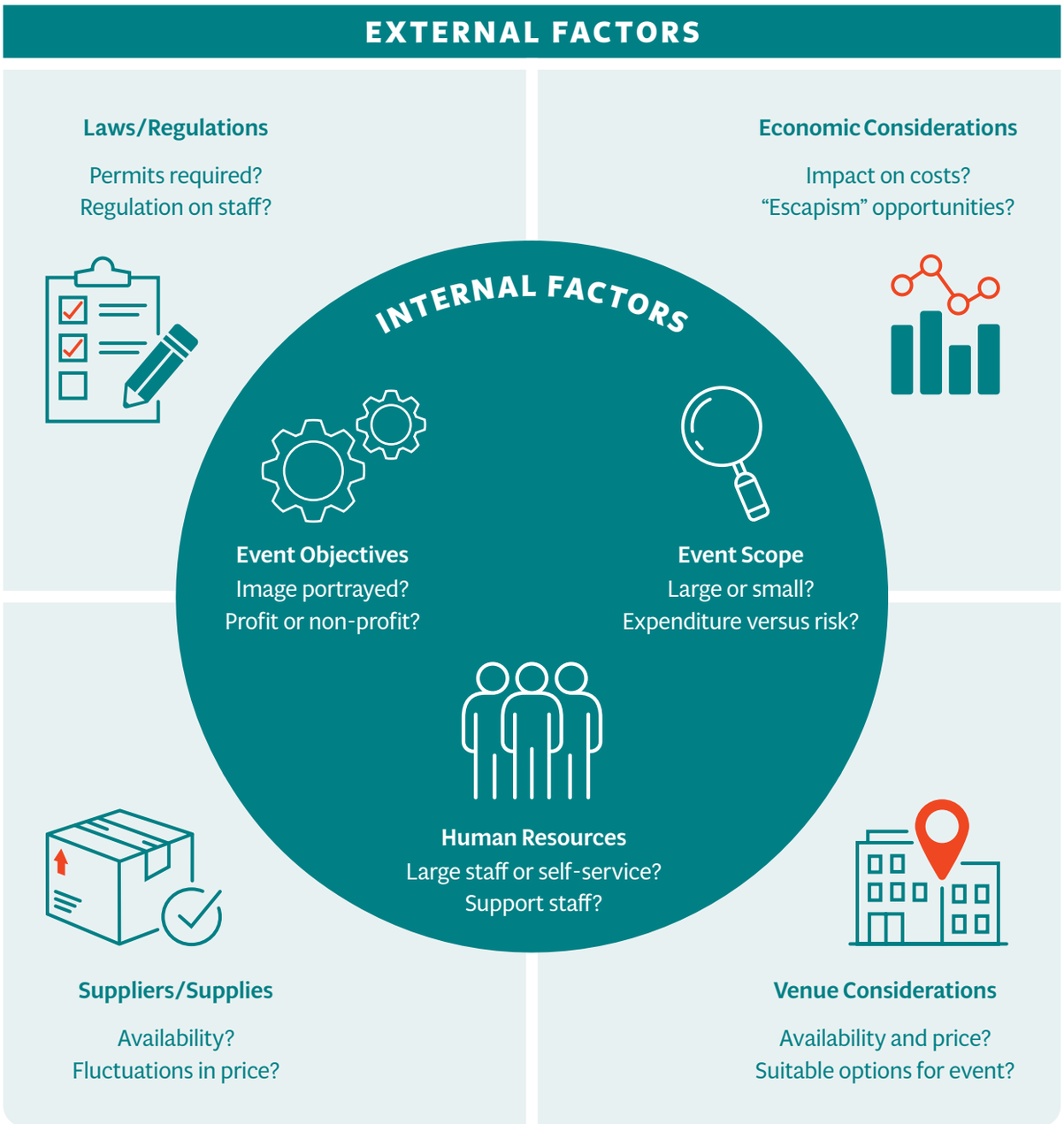


Figure 6-1
Internal and External Factors That May Influence Financing Requirements

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Internal factors

Internal factors influencing financing requirements include:

- *Organizational/event objectives*—The impact on financing will depend on the type of image that should be portrayed, as premium images require premium costs. If the event is not profit-making, financing options may be restricted due to a lack of return.
- *Scope of the event*—Larger events require larger capital expenditure and involve increased financial risk, but may benefit from economies of scale. (These will be explained in detail in Lesson 6.3.)
- *Human resource requirements*—For example, if the event will have self-service, it will require minimal staffing, whereas a need for waiter service will increase staffing costs. An event manager will also need to consider the need for other types of support staff, such as entertainers, etc.

External factors

External factors influencing financing requirements include:

- *Laws or regulations*—Regulations and laws may require expensive permits. They may also mandate certain staffing levels, which increases expenses.
- *Change in economic conditions*—Increased economic conditions may mean that expectations (and therefore costs) increase, while the opposite is not always true, as events can sometimes be considered escapism opportunities.
- *Supplier and supplies availability and cost*—Popular suppliers are often able to charge a premium due to increased competition for their time. The availability of raw materials can fluctuate depending on the season and this may increase the financial requirements.
- *Venue availability and cost*—Similar to suppliers, suitable venues may be limited and may not even be available at the required times, leading to increased financial pressures.

Management Fees

Event managers do not work for free. A professional event manager hired for a specific event or function may charge in the region of 10-15% of total costs to plan and oversee an event. However, event managers will work out the tasks involved, allocate roles, and determine pay rates, which will likely be more accurate than the estimates of an amateur.

Where some events might have a low budget, they might still require considerable time and effort in terms of organization, and the lower end of the range (10%) would not cover management costs or be profitable. In this case, or the case of smaller projects, clients can be billed on a per-hour basis. In a fiercely competitive environment, there may be situations in which the event planner may look at the business as a short-term opportunity with long-term gain.

When management fees are charged, the client is still responsible for all pre-event payments to venues and subcontractors. As the clients financing the event are ultimately responsible for all contracts, it is essential that contractual relationships and responsibilities are made clear at all stages of the event planning.

Contingencies

Most event budgets include a contingency for unexpected expenses. This can range from 5% of the costs (if the event organizer is confident that the costs are controllable) to 10% (if there are a number of unknown variables or the costs are uncertain) or more.

While these contingencies are unallocated, it is essential to have them available, as very few projects ever run smoothly and according to the original plan.

CHECKPOINT

Why is planning the financial requirements of an event difficult?

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LO 6.1.4

Maintaining Financial Records

Cash Flow Management

Most people manage to exert some level of control over their daily lives. Money comes in and money goes out. The concept is simple, and people budget to make sure that expenses are not higher than income. Effective cash flow management is essential to ensuring there is always enough money available to pay infrequent, larger bills such as those for urgent repairs that may be needed to a vehicle or a computer.

Running a financially viable event business is far from easy given the ever-increasing challenges of the current business environment, which include competition, economic uncertainty, increased government regulation, and continuous change. These challenges mean it is imperative that event managers are able to maintain accurate financial records to ensure financial viability, which is the key to the success and longevity of any business.

The Importance of Financial Planning

Both for-profit and not-for-profit organizations need to record financial information. For-profit organizations expect income to exceed expenses to make a profit; this is usually the primary measure of success. Not-for-profit organizations, however, often aim to break even, or simply meet expenses.

It is important to record financial data for many reasons.

Monitoring Event Costs

It is important to estimate how much the event will cost, as well as to keep track of the actual expenses incurred. With every event, money changing hands must be properly documented and, in most cases, the financial records should be audited (an official financial inspection). Expenses, or costs, include fees, hiring costs, advertising, insurance, and so on.

Monitoring Revenue Streams

Revenue is usually raised by selling tickets or charging admission or registration fees. Merchandise sales also contribute to revenue. Merchandizing items, such as clothing, food, and beverage sales, may be sold by the event organizer directly or under an arrangement with retailers, whereby the event organizer earns a percentage of any sales.

Calculating Ticket and Merchandizing Sales

This relates to whether a large venue, large audience, and low price, or a small venue, small audience, and high price approach is chosen. This will allow an event manager to understand the progress toward breakeven and will also enable them to make a decision on the future of the event.

Monitoring Cash Flow

Cash flow planning is an essential part of the event planning process to ensure that there is cash available to meet the needs of the event. Events are fairly unique in that, for many, revenue comes in on the day of, or close to, the event. This means that all costs, such as salaries, office expenses, and fees, have to be met up-front from existing funds.

Major concerts and popular events may have ticket sales long before the event is staged; this puts the company in the enviable position of being able to pay for its expenses from revenue while also earning interest on this money until the remaining bills become due. Very few events fit this category.

Implementing Fraud and Control Systems

All businesses are accountable and systems need to be put in place to ensure that money is accounted for. Systems and procedures are needed so that every transaction is recorded and all expenditures approved, including the payment of invoices, cash payments, tax, and so on.

Cash management systems for the day of the event are often lacking, and it is not uncommon for registers to be left open, for staff to take handfuls of change without replacing them with notes, and for bags of cash to be left in unsafe locations. Control systems are therefore not just for fraud but are also routine management systems.

Meeting Legal, Zakat, and Tax Obligations

A fully qualified accountant will ensure that the event or organization maintains accurate records and meets its legal obligations. This reduces the risk of fines and future legal issues stemming from poor financial management.

CHECKPOINT

Why should event planners ensure there are effective financial management policies in place?

Event Management Skills

Financial Planning

A large, outdoor cultural event is being held in the month of Shawwal, and 150,000 guests are expected to visit the area over a period of two weeks. Many of the activities and events will be in outdoor marquees or open to the wind and rain.

Concern has been raised that this event falls in the rainy season in Saudi Arabia, and provisions must be made for emergency rain covers and umbrellas to protect attendees from the elements. These have been sold at previous events and the sales margins are high. Negative event reviews have focused on a lack of wet weather protection.

DEVELOP YOUR SKILLS

Explain how you would decide how much of a provision for emergency rain covers and umbrellas would need to be included in the budget. What would happen with unsold stock?

6.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT a financial objective?
   - **a.** profit
   - **b.** revenue
   - **c.** cash flow
   - **d.** regulations
2. An example of an internal factor influencing financing requirements is:
   - **a.** economic conditions
   - **b.** human resource requirements
   - **c.** supplier availability
   - **d.** venue cost

Think Critically

3. Why is having a contingency fund essential for an event manager?

_____

_____

_____

4. How does monitoring cash flow help in the financial planning of an event?

_____

_____

_____

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6.2 BUDGETING

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

6.2.1 Explain the importance of a budget for event planning purposes.

6.2.2 Describe budgetary issues that could impact an event.

6.2.3 Discuss the importance of effective budgets and cash flow management for events.

KEY TERMS

Quote
Margin of safety
Cost–benefit analysis
Panic payment
Cash surplus
Deficit
Contingency fund

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LO 6.2.1

The Importance of Event Budgets

Financial Planning

Financial planning and good financial control are important aspects of the event management process. Even when a small personal event is being organized, the organizer needs to know how much can be spent. Good financial control is important to the success of events, even those not intended to be profit-making.

Planned events may focus on two areas of budgeting: they can be cost- or revenue-oriented. Usually, however, events require both of these things, with a careful assessment of potential income, expenditure, and profit, as well as a target surplus or breakeven point, depending on the type of event.

Planning and Preparation

Budgets often require a great deal of information to be collected, and many new techniques to be learned, which might not be obvious at the start. However, a budget is extremely important to the success of the event, and time and effort must be put into the careful preparation of them. This can help avoid common mistakes made by inexperienced event managers (see Figure 6-2).

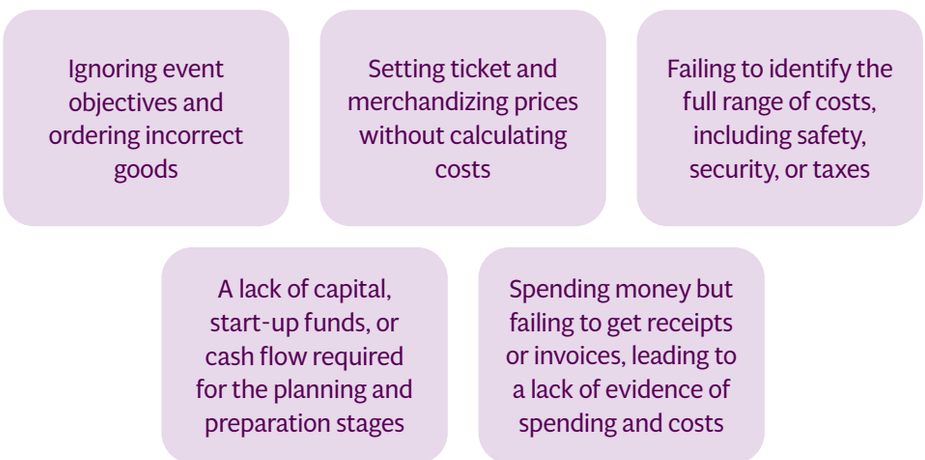


Figure 6-2
Common Budgeting Mistakes

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Meeting Financial Objectives

The budget for an event may be as simple as a list of revenues and costs, or it may be vastly complicated. Either way, it has to be determined with the objectives of the event in mind. It would not be suitable to create a budget in which a large profit is forecast if the event is supposed to be for public entertainment and only intended to generate a small surplus or to break even, because making a large profit might result in having to charge too high a ticket price. So, event managers need to ask themselves the following questions:

- What is the financial objective? Is the event intended to make money or simply to cover its costs?
- If the objective is to cover costs, what is the total amount that can be spent, specified either by the clients or by the organizing committee?

Making Pricing Decisions

For paid events, the ticket price issue is also a frequent source of debate, sometimes even before any attempt has been made to identify costs. This is a very common mistake, partly because organizers wrongly see it as the most important issue.

Making the price of a ticket cheap does not guarantee visitors. This decision is often based on an uneducated opinion, not on a carefully budgeted assessment of the costs—it does not necessarily reflect what the target market would be prepared to pay.

Therefore, costs need to be listed first and accurately. This can be done by obtaining quotes for as many aspects of the activity as possible—where it is not possible to obtain actual prices. A **quote** is a document issued by a business to a potential customer outlining the estimated price of a sale before the customer has committed to the purchase. It is often good practice to get more than one quote. The criteria should be determined so that quotations can be made on a like-for-like basis. This will involve deciding, for example, whether it is more important to have the cheapest quotation, or the best quality of goods or services. From there, the expenditure can be assessed, and then, and only then, should a ticket price be estimated, bearing in mind the projected attendance figures.

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Breaking Even

Breakeven is a key issue and sometimes not well understood. For example, say the total costs of an event add up to SAR 5,000, and the venue will accommodate 100 people. If 100 tickets are sold at SAR 50, the costs will, in theory, be covered. However, if only 99 out of the 100 tickets are sold, a loss will be made. Therefore, a realistic breakeven point must be considered with a reasonable **margin of safety** (a number of sales over a company's breakeven point).

In the case of the example cited above, a realistic margin of safety might be SAR 1,000, which would require tickets to be sold at SAR 60, not SAR 50. That way, only 84 tickets would need to be sold in order for the event to reach its breakeven point—and if all tickets were sold, the event organizers would make a profit of SAR 1,000.

A breakeven chart can be used to help calculate the profitability of an event. An example of a breakeven chart is shown in Figure 6-3.

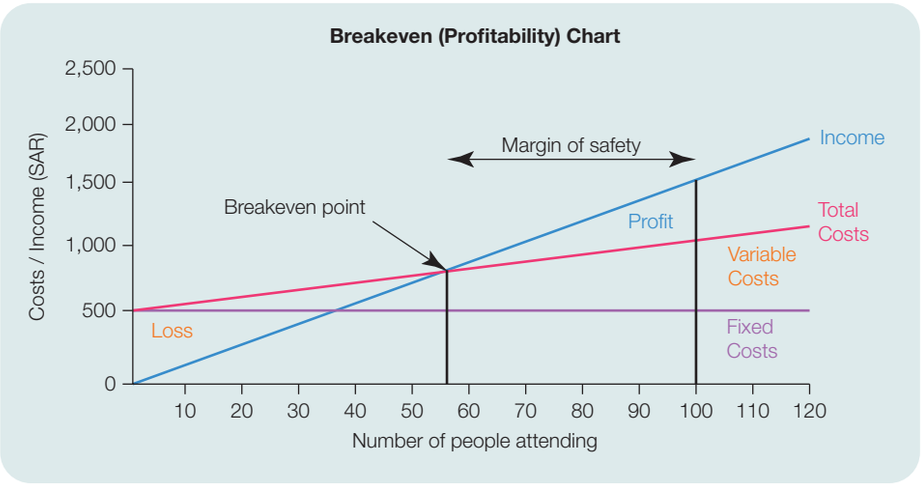


Figure 6-3
Breakeven Chart

Considering Ancillary Costs

Inexperienced event managers often fail to consider ancillary costs, such as insurance or taxes. Usually, when a profit is made at an event, it must be taxed—therefore, it is important to check with the Zakat, Tax, and Customs Authority to see what taxes need to be considered.

Insurance is also needed in cases where the event organizer could be held responsible for an accident or injury. Under Saudi Labor Law, every employer is responsible for their employees and for the accidents that

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occur while working. The law determines the amount of compensation to be paid in each case according to the situation, and the role of the work injury insurance policy is to cover this financial liability.

Preliminary Budgets

A preliminary budget can be created using a general budget form (see Figure 6-4), which can help an event planner to understand what is required within a budget and what information may be missing or incomplete.

For profit-generating events, it may also show that once all costs have been identified, the initial entry fee or ticket price proposal may not suffice. Most importantly, a preliminary budget will highlight the margin of safety, and this can be used to gauge the level of risk in the proposed event.

When calculating total costs, it is essential to include every cost that might be involved. It is important to ensure that all the costs have been checked and that the list is genuinely complete.

Detailed Budgets

"Budgetary control", a common financial term, is not often used for events, as this term may lead to a narrow focus on costs or expenditure, while in event management, revenue generation and seeing the whole picture is equally important.

If the objective of an event is quality rather than profitability, then an overly narrow focus on costs might well damage the success of the event, for example by encouraging the event manager to buy cheap materials rather than high-quality ones. Therefore, certain types of events are more revenue- than cost-led.

Budgets are a management tool through which responsibility for various activities (e.g. sales, or the control of costs) can be planned. They are a method of controlling expenses and costs because they help to establish clear lines of responsibility regarding who can or cannot spend money.

The budget is both a forecast of what is intended to happen and a record of what is happening (or of what happened after the event)—it acts as a means of comparing the forecast with the reality and sets targets that the organizers can strive to achieve (see Figure 6-4).

(SUMMARY) EVENT BUDGET

Event: _____

Date of Event: _____ **Date of this budget:** _____

Attendance (Paying guests)	**Forecast:**	**Actual:**
	_____	_____

Income/Revenue:	**Budget SAR:**	**Actual SAR:**
Ticket Sales	_____	_____
Catering	_____	_____
Income from concession stand rental	_____	_____
Other (Specify) _____	_____	_____
Total Income	**SAR** _____	**SAR** _____

Expenditure:	**Budget SAR:**	**Actual SAR:**
Venue Hire	_____	_____
Staff/Labor	_____	_____
Advertising	_____	_____
Printing/Posters/Tickets	_____	_____
Signs/Place Cards/Menus/Programmes	_____	_____
Custom T-Shirts/Uniform/Badges	_____	_____
Equipment Hire	_____	_____
Food	_____	_____
Drink	_____	_____
Entertainment	_____	_____
Decorations	_____	_____
Linen/Linen Hire	_____	_____
Prizes/Complimentary Items	_____	_____
Floristry/Plants	_____	_____
Security/Crowd Control/Guides/Info Point	_____	_____
Refuse Removal/Cleaning	_____	_____
Power/Heating/Lighting/Air Conditioning	_____	_____
Ticket Distribution/Stationery/Postage	_____	_____
Licence/Licence application	_____	_____
Audio Visual/Sound	_____	_____
Phones/Mobiles/Radio Links	_____	_____
Photographer/Video Company/Press Kit	_____	_____
Other items	_____	_____
Total Costs	**SAR** _____	**SAR** _____
Surplus (Profit)/Deficit (Loss)	**SAR** _____	**SAR** _____

Figure 6-4
General Budget Form

A budget is a detailed forecast of what should be happening financially, and therefore it helps with planning. A budget, however, must not be the only controlling factor: it is a financial guide, not a strict map. The budget should result in better coordination between the organizers of an event and should reduce the chances of overspending.

Forecasting may often be difficult for events because of their unique nature, and it may be simply an approximate estimate. On the other hand, some events may have occurred before in similar circumstances, and so a new budget can be created with a little adjustment from the actual outcome of the last event.

CHECKPOINT

Why are budgets important documents for event planners?

LO 6.2.2

Budgetary Issues That Impact Events

Financial Limitations

Money is not an infinite resource. An event will have many different components, each of which will require financing, and this can add up to an unsustainable figure. For this reason, budgets will define the scale, scope, and opulence of an event.

Budgets in general are defined by two factors: how much capital or investment is available for the planning and preparation of an event, and in the case of a profit-generating event, how much return is expected.



How might a closely controlled budget affect the level and quality of entertainment at an event?

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Most events that do not aim to make a profit are sponsored; local authorities may provide financial assistance to cultural events or those designed to highlight and bring longer-term benefits to the community; paid sponsorships from businesses may also be used to supplement this income; however, the amount of sponsorship depends upon the size of the event and the potential marketing reach.

Budgeting is therefore a method of controlling expenses and costs, so that there is not over-enthusiastic spending. A **cost–benefit analysis** (a decision-making tool that helps decide which actions are worth pursuing) may be completed to assess the return multiplier of the total event project. Without careful and experienced budgeting, it is possible to fail to exploit an opportunity to make money or generate revenue from some aspect of the event.

Ticketing and Pricing

For events that are designed to be self-funding or profit-making through the sales of tickets and merchandizing, the set ticket prices must not only cover costs but also provide the required margin of safety.

It is important that ticket prices are based on meticulous research which is as up to date as possible; however, a decision must be made on what price to charge relatively early in the process, as marketing activities must include the price of the ticket. Most events will have an upper limit on the number of visitors allowed, as venues have a natural limit on how many people the venue can accommodate while ensuring the safety of all attendees.

Marketing and Promotional Restrictions

A common method of promoting events is to use famous personalities, such as sportspeople or social media influencers. A celebrity may be requested to open a carnival or present the winners of a sports competition with their prize. However, most celebrities charge a hefty fee for appearing. If this has not been budgeted for, it might result in an event that should have been profitable making a loss instead.

For cost reasons, online promotional activities have become ever more popular. Social media sites, tourism and business websites, and online

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forums are often inexpensive to use yet allow marketers to target the selected customer audience.

While the use of websites may be low-cost, the design and creation of marketing material can still be expensive. Depending on the status of the event, costs may be cut in this area, as common IT tools can be used to create promotional material; however, unless skilled volunteers can be found, there is a good chance that the material will not be of a quality that reflects the aims and objectives of the event.

Entertainment Restrictions

Suppliers, when asked to provide products or services, will often provide a quote or an estimate for whatever they supply. The more popular an entertainer is, the higher the cost they are likely to charge.

For this reason, many events need to carefully calculate the opportunity costs (the value or benefit given up of an option not chosen) of each entertainment supplier.

- Is one (relatively) well-known entertainer worth the amount charged?
- How many entertainers or activities are expected?
- How is the value calculated?

Therefore, many quotes must be requested from different suppliers to ensure that the best value or return is generated from the limited entertainment budget. Event planners must calculate the opportunity cost of each entertainer chosen. That is to say, they must estimate the value of the next best option not chosen.

Cash Flow Restrictions

Budgets calculate what finances will be available at what stage. Often, suppliers will request a non-refundable deposit to secure their services. While this deposit secures the attendance of a supplier, it reduces the size of the pot of cash available for use.

As mentioned in earlier lessons, events often have poor cash flow, as most of the income will flow into the event on or very close to the event date itself. This can impact the planned event, for example by making it difficult for the event organizer to pay the deposits necessary to book the venue, secure the services of suppliers, etc.

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Cost Uncertainty

While events are often planned far into the future, budgets are often planned at the beginning of the process. Funding allocations may be made based on quotes gathered at the beginning of the process. Quotes, however, are often only guaranteed or valid for short periods of time, as prices may change. External factors, such as scarcity or inflation, may push the prices of a supplier upwards—for this reason, well-researched options that were in budget at the beginning of an event planning process may no longer be available within budget by the time the event takes place. This can impact the event as either substitutes will need to be found, funding for other aspects of the event will need to be reduced, or more income will need to be gathered or generated. While a budget may stop a **panic payment** (an uncosted, inflated payment or premium price paid outside of budgeted amounts), the cost of not being able to afford a key element of an event may have long-reaching consequences.

CHECKPOINT

Why is it important to plan financially for emergencies?

LO 6.2.3

Effective Budgets and Cash Flow Management

Effective Budgets

Effective budgets allow for the efficient management of revenue and expenses. They help create financial stability by tracking expenses and creating a plan. This plan ensures that bills are paid on time, cash flow remains positive, and the event can meet organizational goals and objectives.

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Effective budgets will identify what capital is available, the source it comes from, and when it will be available. They will estimate expenditures and anticipate revenues, often providing a range of options from worst-case to best-case scenarios.

The larger the event, the larger the budget likely to be required. However, larger events may also offer greater opportunities for revenue generation. For example, Riyadh Season holds a soccer tournament known as the Riyadh Season Cup. This one-match tournament held in 2022 was attended by Paris Saint-Germain, one of the best soccer clubs in the world. Ambitious sports events of this nature are expensive to host, but can also create impressive opportunities for revenue generation through the sale of tickets, merchandise, and food.

Spending Plans

Effective budgets are essential for many reasons—however, first and foremost, budgets are essential to limit financial overspend. Realistic budgets are a key tool for guiding the event as they provide essential information

How can effective budgets help ensure successful events?



The award ceremony for the 2022 Riyadh Season Cup

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for operating within financial parameters, managing unexpected challenges, and (if required) making a profit. Effective budgets will not be static documents but should be dynamic and flexible, able to react and adapt to changes to internal plans and to the wider external environment.

Cash Flow

A cash budget relates to the sources of funds and the use of funds on a monthly basis. The closing bank balance of one month is the opening balance of the next month. The opening bank balance plus all cash receipts (inflows) indicates the cash available for the event at the end of each month. Payments are made from the cash available, and most events have a policy of maintaining a certain level of **cash surplus** (cash that exceeds the cash required) at the bank. They generally look to avoid a **deficit**, which is a loss caused when more money is spent than received.

Problem Solving

Budgets also enable event managers to carry out problem-solving activities such as:

- identifying alternative uses for surplus funds
- looking for the cause of a cash deficit (such as slow ticket sales)
- seeking new ways of generating funds through different business activities
- organizing overdraft facilities to assist the event through deficit periods when more money is spent than received.

A budget is a working document. When compared with the actual figures, it provides objective data to management for decision-making. It is similar to what happens on an individual level: people watch their bank balances, looking at the money coming in and the money going out in the form of various payments, leaving us with a surplus or deficit.

Contingencies

Any effective budget will always include a **contingency fund** (a sum of money allocated for use in an emergency or to cover unforeseen expenses). Events by their very nature have a high level of uncertainty in costs and timescales as they are planned in advance. Unpredictable risk must also be factored in: how the weather will affect an event; what other

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options are available at the same time; and whether the event will be popular.

Contingency funds ensure that there is an unallocated amount of capital available to rectify situations that have gone wrong and help events to run smoothly. They help to avoid an event going into debt or borrowing money at high rates of interest to meet unexpected expenses. This is essential for cash flow management and ensures that any unforeseen expenses can be covered.

Monitoring Actual Against Budgeted Financial Activities

Financial record-keeping is the key to monitoring financial activities. Financial records are necessary for the business so that cash flow can be managed, and in simple terms, they are essential to knowing how the business is performing. Benchmarks are a valuable way in which to monitor finances for an event project.

Planning Matters

Budgeting

Budgeting is an effective learning tool for repeated events. Budgets allow for historical data to be used when planning or choosing future events to manage.

You have been asked to provide a quote for a celebratory party for the employees, suppliers and customers of a major organization, to be held in eight months' time. The main factors that your quote must consider include:

- identifying a venue to fit 500 guests
- standard, local food and drink requirements
- entertainment as an important and key element.

What do you think?

What internal and external factors must be taken into account when creating a budget that will be used to write the quote?

CHECKPOINT

Why is effective budgeting important for events?

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6.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Event budgets are useful for:
   - **a.** making pricing decisions
   - **b.** selecting color themes
   - **c.** guaranteeing visitors or guests
   - **d.** ensuring the entertainment will be suitable
2. Which of the following is NOT impacted by budgetary issues?
   - **a.** pricing decisions
   - **b.** promotional decisions
   - **c.** entertainment decisions
   - **d.** organizational objectives

Think Critically

3. Why should a preliminary budget be created before a detailed budget?

_____

_____

_____

4. Why should event budgets plan for the worst and hope for the best outcomes?

_____

_____

_____

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Link to digital lesson
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6.3 REVENUE MAXIMIZATION

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

6.3.1 Identify ways in which revenue can be maximized at an event.

6.3.2 Explain the importance of revenue maximization at different events.

6.3.3 Discuss whether revenue maximization should be a primary goal for events.

KEY TERMS

Corporate hospitality
Captive audience
Pester power
Economies of scale



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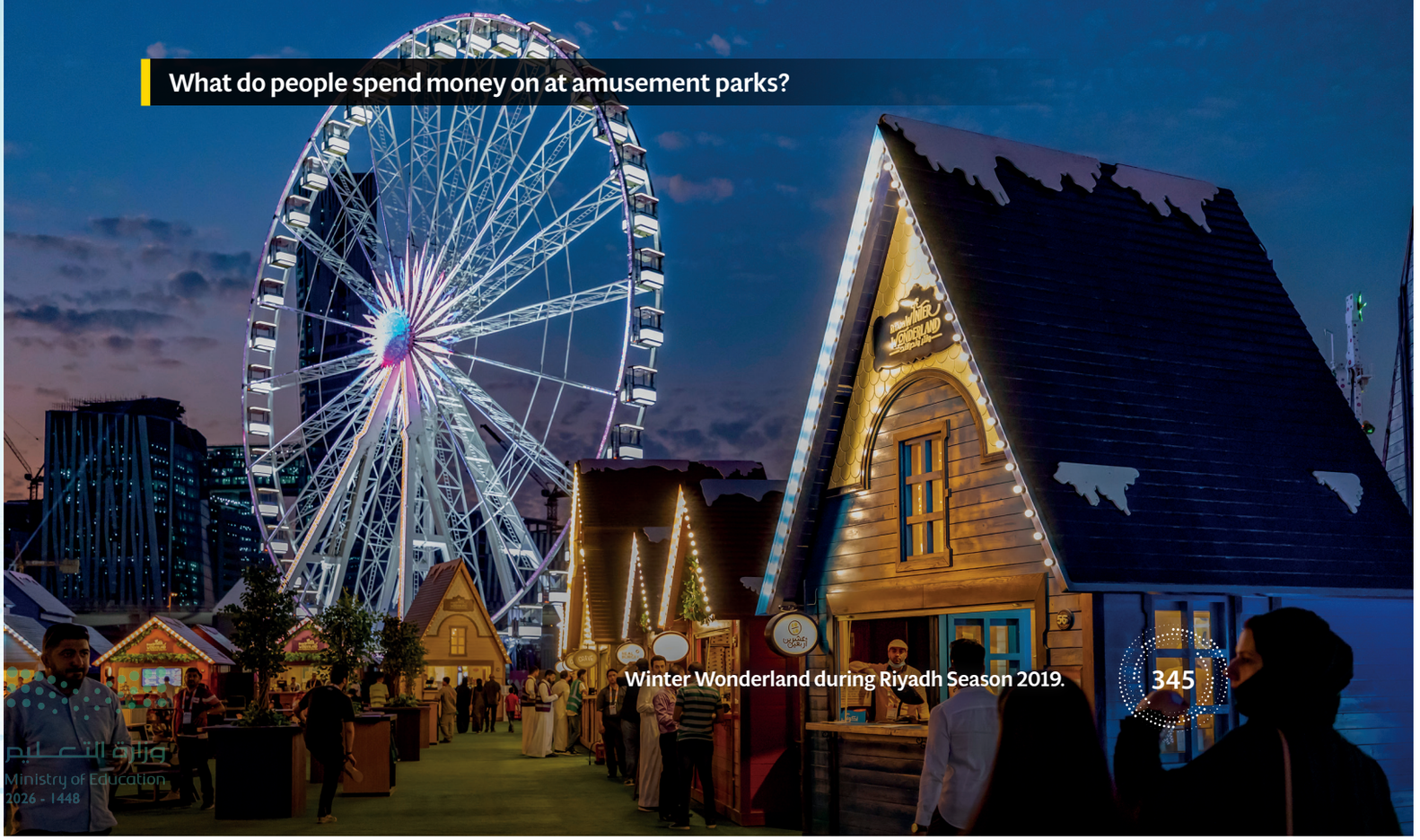
LO 6.3.1

Methods of Revenue Maximization

Many events are designed to act as revenue-generating operations. Most revenue-generating events have more than one objective, and the primary objective may not even be focused on revenue—revenue can be a by-product of the primary aim. Some non-revenue objectives of events can include the celebration of an important religious event (such as Eid al-Fitr), promoting tourism (such as the NEOM Beach Games), or catering to special interest groups (such as the Riyadh International Book Fair).

People need a reason to attend an event—if the sole reason is to generate revenue to make a corporation or organization wealthier, then interest in the event might be low, potentially leading to the event being considered a failure. Therefore, in order to generate revenue, the needs of attendees must be catered for. Once the prospective attendee is invested in the idea of the event and has bought a ticket or confirmed attendance, they are likely to spend money on various other elements, which aids the objective of revenue generation and potential maximization.

What do people spend money on at amusement parks?



Winter Wonderland during Riyadh Season 2019.

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In the case of Winter Wonderland, which is open as part of Riyadh Season every year, there are many elements on which attendees can spend their money. Winter Wonderland is an amusement park which covers a large area in the King Abdullah Financial District and offers visitors games and rides, the largest ice skating rink in the Middle East (to fit with the winter theme), theatrical performances, illusionist acts, and exhibitions. Naturally, catering is provided for attendees to purchase food and beverages while they are enjoying the entertainments.

Corporate Hospitality

Major event stadia, such as the King Fahd International Stadium, will have different levels of seating and hospitality available. The majority of visitors to the event will be seated in the thousands of seats surrounding the field. Each visitor is allocated a specific seat, and this is where the person must sit and watch the event.

Corporate hospitality (entertainment organized by a company for its staff, clients, or stakeholders), however, is often used by businesses as a marketing tool to promote themselves or their brand identity to valued customers, suppliers, or clients, as well as to reward staff. Corporate hospitality will often include:

- luxurious seats and surroundings
- the opportunity to move freely within areas that are not open to the wider public
- complimentary food and beverages for visitors
- a premium view of the event.

Major stadia will have a number of suites at premium locations overlooking the arena. These suites are often sold or rented to organizations wishing to provide entertainment to key stakeholders. While the entertainment may be free for these guests, businesses will pay large amounts to the venue to secure this corporate hospitality. The amount charged by the venue for suites and facilities will depend on many factors, such as the location of the suite and the requirements (and budget) of the client.

Concessions

It is not only corporate guests who require and will pay for food and drink at events. Concession stands are usually available, where people can buy food, drink, or other items. Concessions are a useful method of maximizing revenue, as events are usually seen as special occasions and people are often happy to spend more money than usual on entertainment, food, and drink.

For this reason, the prices of products are often inflated, particularly as events often have a **captive audience** (a group of people who, due to the circumstances, are unable to avoid speeches, advertisements, or high prices). Many events share the following features:

- They have tickets that limit the ability to enter and exit the venue at will.
- They are far from other locations, meaning it is unrealistic to purchase food elsewhere.
- They restrict what people are allowed to bring to the venue, forcing visitors to buy the products on sale.

Souvenirs and/or Branded Merchandise

Visitors to special events often like to purchase reminders of the event, such as clothing, mugs, programs, or other memorabilia. As attending an event such as the FIFA World Cup may be a once-in-a-lifetime experience, people are happy to purchase merchandise that is "exclusive" to the event, sometimes as a means of showing off to their friends and colleagues.

As branded merchandise may be specific to the event, and therefore limited edition, prices, and hence revenue, are often higher than usual. This is a common method of maximizing revenue, as while individual items may be relatively expensive, they are often low-value and therefore within the budgets of most visitors.

Broadcast Rights

While small, local, or relatively unknown events often provide access for free to any media organizations that show an interest, they may also have to offer incentives such as corporate hospitality or free tickets to attract media attention.

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However, once an event has become well-known and/or famous, different television, radio, and online media organizations will compete to gain exclusive broadcast rights. As mentioned in Chapter 5, these are an extremely lucrative area of media sponsorship.

In order to maximize the revenue generated from an event, the organizers will often use a type of auction (a public sale where the goods or services are sold to the highest bidder) to sell the broadcast rights. These rights will usually be a part of the overall media sponsorship deal and can aid the cash inflows of an event, reducing financial risk. They also tend to increase the marketing reach due to the broadcaster having a financial motive to make the event as successful as possible in order to maximize their own revenues.

Ancillary Services

There are also many other ways in which events can part guests from their money and maximize revenue. Services such as photography booths at various key locations inaccessible to the general public (for example, sitting in an F1 car at the starting grid), car parking or transportation services, games, and entertainment can all be used to maximize revenue.



Why would TV, radio, and online broadcasters pay to film an event?

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When people visit events, the events are often a form of escapism, and people expect to have to spend more money than usual. A clever technique used to maximize revenue is to utilize **pester power** (children's ability to persuade parents). This is when products and services are marketed specifically to children, who, although they consume the product, are not the customer. The actual customer, the person who pays the money, is the parent.

CHECKPOINT

Why do events want to maximize revenue?

LO 6.3.2

The Importance of Revenue Maximization

Businesses, as explained in Lesson 1, can choose to either maximize or grow revenue. Revenue growth is often used as organizations and events develop sustainable and gradual brand identity and market share. However, revenue maximization can be used to grow events very quickly, as the focus is not always on maximizing or even making a profit.

There are a number of reasons why revenue maximization is important for an event.

Recouping Sunk Costs

Events are often planned over a long period of time and there are many sunk costs. Sunk costs include the wages and salaries paid for preparatory work, payments for insurance and government licenses, and deposits for venues and entertainment.

Maximizing the revenue opportunities within an event by providing many opportunities to raise income means that there is more likelihood of the event breaking even. Once an event has broken even, profit can be

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made. More importantly, breaking even means that no capital has been lost by the event organizer.

Increasing the Customer Base

Revenue maximization is a simple way to increase a customer base. As profit is not the key consideration, an event can offer low prices to attract customers who may not normally spend money on their products. Gaining new customers by focusing on revenue rather than profit, means the chances of long-term profitability may be increased, as market share is gained at a rapid rate. Once customers associate a product with a particular brand, they are more likely to remain loyal and keep on buying that product.

Market Dominance

Established events that want to remain market leaders may also choose revenue maximization. Low prices at events where effective budgets have also kept costs low mean that competitors who have higher fixed costs may be forced out of business, allowing the event to become the dominant event in the industry and the market leader. Once an event is a market leader, the objective can then be changed from revenue maximization to another objective.

Increasing Profit

However, most events are designed to make a profit for the organizers, and increased revenues can mean increased profits. Many events have very large fixed costs that must be covered before any profit is made. Most products or services sold will be able to cover the associated variable costs plus make a contribution to fixed costs. Once the contribution to fixed costs equals the total fixed costs incurred in the event, a profit begins to be made. Therefore, if there is a large range of revenue-generating opportunities, then even though the actual contribution from each sale is low, the overall profit may be increased.

CHECKPOINT

Why might a large event choose to maximize revenue over profit?

LO 6.3.3

Revenue Maximization as a Primary Goal

There are many ways in which revenue can be maximized, and a number of benefits of this have been identified—however, revenue maximization is not always a suitable primary objective for all events. It is important to first focus on what the overall goal of the event is and how revenue matches that objective.

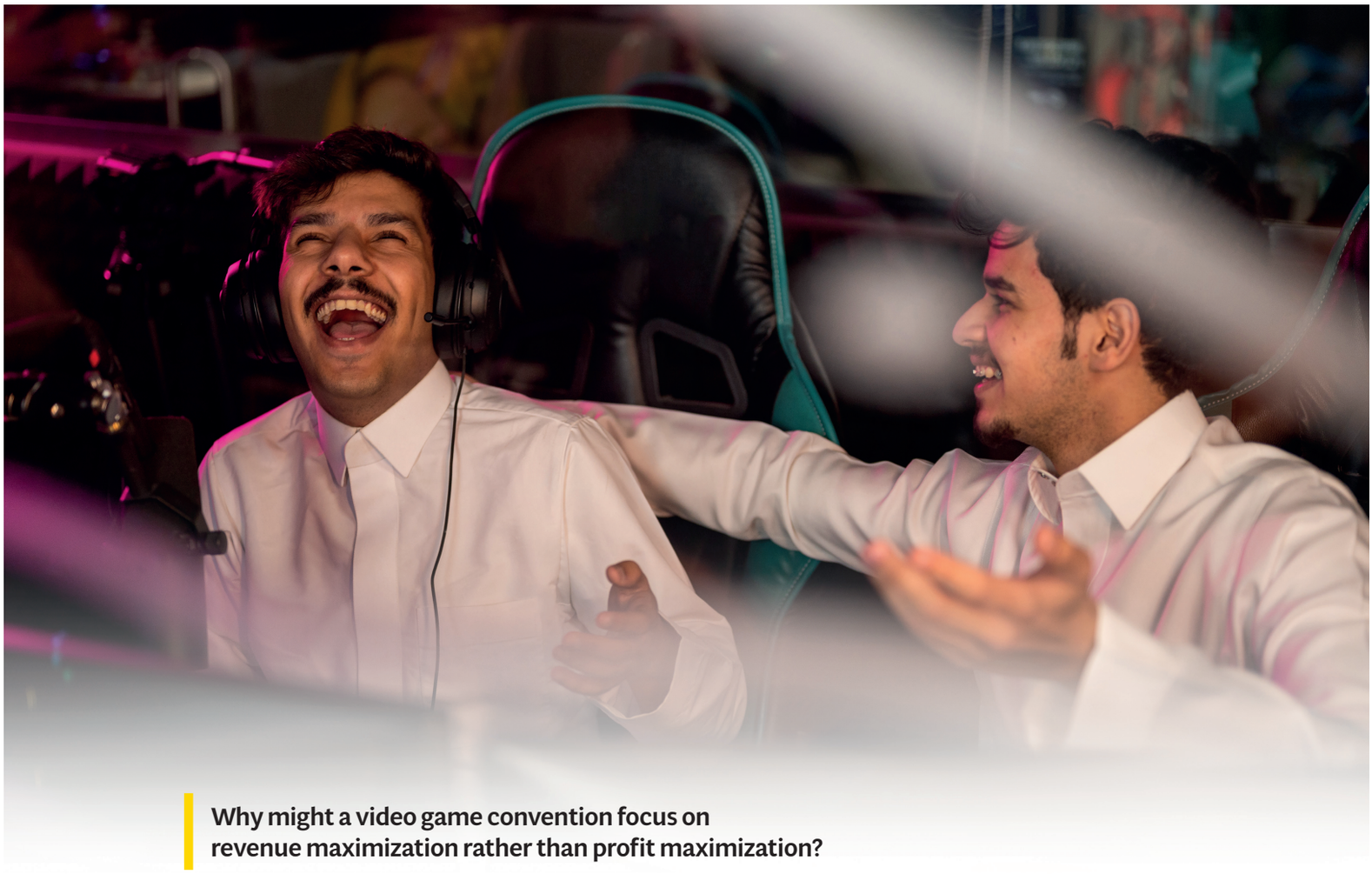
The Benefits of Revenue Maximization as a Primary Goal

There are many reasons why organizations and events have revenue maximization as a primary goal, and while not all benefits will be suitable for all events, some benefits will be relevant some of the time. The benefits of revenue maximization are, however, usually short term.

Quick Growth

When revenue maximization is an objective, the price of the product or service is often low. Many customers are price conscious, and therefore a lower price will attract more customers. As more customers are attracted, the market share of the event will grow, and this will allow the organization to benefit from **economies of scale** (the cost advantage experienced by a firm when it increases its level of output). As the event becomes more popular, it will also attract the attention of media outlets, who will want to secure exclusive rights to broadcast the event.

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Why might a video game convention focus on revenue maximization rather than profit maximization?

Exposure

A popular and successful event will be able to attract many people to the actual venue—however, many more people will not be able to travel to the venue for reasons ranging from affordability to the scarcity of tickets.

As media attention increases, the event may be highlighted as a major selling point for a network—in some cases, the channel will pay to broadcast the event and then charge their customers a small fee to watch on their platform. In order to attract the maximum number of viewers, the broadcasters will market the event heavily. This boosts the broadcasters' viewing figures, while also boosting the popularity of the event. This popularity can then be used to increase the entry fees and broadcast rights fees for subsequent years.

Increasing Brand Awareness

As exposure increases, so does brand awareness. This leads to audiences becoming brand loyal, as fans wish to be associated with a particular lifestyle or sports event. This brand awareness can then be used as an

advantage against competitors. Moreover, with increased brand awareness come greater sponsorship opportunities.

Sponsorship, and the amount paid for the right to sponsor an event, depends on the number of potential customers who are likely to see the event. If the event is televised, it may well have a worldwide audience which can spread the sponsor's brand name very quickly and help it become associated with a particular sports or cultural activity.

The Drawbacks of Revenue Maximization as a Primary Goal

While there are many benefits of revenue maximization as a primary goal, there are equally as many drawbacks to using this method. If revenue maximization is used in the long term, there will be a number of potential negative effects on the brand.

Lack of Profit

While an event that focuses on revenue maximization may generate a profit, that profit is likely to be very small in comparison to other potential investments. Investors in an event will want to see a significant return on their investment. After all, why would an organization invest and risk a large amount of capital for little or no return?

Harm to Long-Term Sustainability

If revenue maximization is used for the medium or long term, it may lead the business to a dangerous point where attendees expect the price of the event to remain fixed at a certain low point. When prices are raised in order to focus on profit generation or maximization, attendees may feel that the price of the event now exceeds the value they had been conditioned to place upon it. This may lead to people seeking out more competitively priced alternatives, resulting in an erosion of market share for the original event.

Cash Flow Issues

Revenue maximization by its nature focuses on maximizing market share at the expense of profit. Without profit, events do not have the necessary funds to grow or develop their core ideas and elements.

Take, for example, an event that generated very little profit after the first iteration. While the brand reputation may have improved and the market share may have increased, visitors to the next event will expect improvements—each iteration of the event must be bigger and better than the one that preceded it. Without any large positive cash flows, the event will have little capital to invest and may end up failing to meet the developing needs of its audience.

Event Management Skills

Revenue Generation

Event managers must be able to decide not only what activities and entertainment should be included in an event, but also how their choices, including financial decisions, affect the overall aims of an event.

Successful event managers build up an awareness of what financial targets are required and how best to meet them.

DEVELOP YOUR SKILLS

Explain what research you would carry out in order to determine whether to use revenue maximization as a financial goal. If it is chosen, when should the financial goal be altered to meet the planned event outcome?

CHECKPOINT

Why might a business choose revenue maximization as a primary goal?

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6.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Revenue can be maximized by:
   - **a.** increasing the selling price of products and services
   - **b.** giving away free products and services
   - **c.** setting very low prices for products with potentially high demand
   - **d.** increasing costs
2. Which of the following is NOT a benefit of revenue maximization?
   - **a.** recouping sunk costs
   - **b.** market domination
   - **c.** increasing the customer base
   - **d.** increasing profit potential

Think Critically

3. Why do some events need to have a non-financial objective as a primary goal?

_____

_____

_____

4. Why does revenue maximization usually only have short-term value?

_____

_____

_____

CHAPTER 6
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Analyze one financial objective of an event.

2. Explain one external factor that may influence event financing requirements.

3. Describe one disadvantage of not keeping financial records.

4. Explain how a budget helps an event to break even.

5. Explain why quotes are not valid for long periods of time.

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6. Describe one reason a contingency may be required.

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_____

_____

7. Analyze one method of revenue maximization.

_____

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_____

8. Identify one reason revenue maximization may be important.

_____

_____

_____

9. Suggest one other financial goal an event could have instead of profit maximization.

_____

_____

_____

DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–16) with the definitions (a–p).

	Term	Your Choice	Definition
1.	Breakeven		**a.** Sales revenue minus cost of sales.
2.	Captive audience		**b.** The display of goods for sale in a retail outlet.
3.	Cash surplus		**c.** The point at which costs and income are equal.
4.	Contingency fund		**d.** An amount added to the cost price to determine the selling price.
5.	Corporate hospitality		**e.** The first event in a projected series.
6.	Cost–benefit analysis		**f.** A document issued by a business to a potential customer outlining the estimated price of a sale before the customer has committed to the purchase.

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7.	Deficit		**g.**	An un-costed, inflated payment or a premium price paid outside of budgeted amounts.
8.	Economies of scale		**h.**	Cash that exceeds the cash required.
9.	Inaugural event		**i.**	A loss caused when more money is spent than received.
10.	Margin of safety		**j.**	A sum of money allocated for use in an emergency or to cover unforeseen expenses.
11.	Markup		**k.**	A decision-making tool that helps decide which actions are worth pursuing.
12.	Merchandizing		**l.**	Entertainment organized by a company for its staff, clients, or stakeholders.
13.	Panic payment		**m.**	Children's ability to persuade parents.
14.	Pester power		**n.**	The cost advantage experienced by a firm when it increases its level of output.
15.	Profit margin		**o.**	A group of people who, due to the circumstances, are unable to avoid speeches, advertisements, or high prices.
16.	Quote		**p.**	A number of sales over a company's breakeven point.

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APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Using the event chosen in Chapter 5, investigate the financial elements of the event and use your research to complete the following tasks.

1. Briefly explain the financial objectives of the event. Although these may not be explicitly mentioned, use your research to create a reasonable estimation of an answer.
2. Identify and explain the main methods used to finance the event. Remember to consider short- and long-term aspects of financing.
3. Identify and explain any key factors that may have influenced the event financing requirements.
4. Discuss whether you think that accurate financial records were maintained. Give reasons for your answer.
5. Focusing on the budgetary requirements of the event, answer the following questions:
   a. In which areas of the event was most money invested?
   b. Why were these areas chosen?
   c. Identify any reasons why a surplus may have been required for this event.
6. Identify whether any areas of the event focused on revenue maximization.
7. Explain whether you think revenue maximization would have been a suitable goal.

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REFLECTION TASK

At this stage in your life, there is a reasonable chance that you have had to manage a budget and find ways of gaining funds to maintain your lifestyle.

1. Consider your own personal finances:
   - **a.** In what different ways can people your age gain necessary funds to finance their lifestyles?
   - **b.** How do you manage your own budget?
   - **c.** What factors influence how you spend your budgeted income?

2. Reflect on the last large event that you attended that aimed to generate revenue:
   - **a.** In what ways did the event tempt you to spend your money?
   - **b.** Were the products or services low-cost or high-cost? Why?
   - **c.** Did you feel that you got value for money? Would you visit the event again in the future? Why?

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CASE STUDY SIX

Riyadh Season



Falcons and Hunting Exhibition during Riyadh Season.

Traditional performance in the Nabd al-Riyadh zone.



Learning Objectives

The case study will introduce how event management committees determine the financial objectives and requirements of events, and how budgeting is used to meet those requirements. This task has the following objectives:

- To analyze the ways in which events are financed and the factors that can influence event financing.
- To understand the importance of budgeting and cash flow management leading up to events.
- To understand the reasons why revenue maximization may be chosen as a financial objective.

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FACTBOX

- The Season is a series of events and other attractions held annually in Riyadh between October and March.
- It offers experiences and events from around the world.
- In 2022, there were 15 zones, each with different experiences and activities.
- Boulevard World showcased the Sphere, Area 15, and the world's largest man-made lake with 11 ports.
- The Season featured a continent tour that took attendees on a journey around some of the world's richest cultures, civilizations, and cuisines.

Riyadh Season is a state-sponsored annual entertainment and sports festival funded by the General Entertainment Authority (GEA), which is responsible for the development, advancement, and expansion of Saudi Arabia's growing entertainment sector. It is the largest of 11 countrywide seasons held within the Kingdom, and is a city-wide celebration of Riyadh itself as well as Saudi Arabia and its people.

Riyadh Season aims to attract a wide range of visitors, with 8,500 attractions and activities in the 2022/2023 Season, including events such as music concerts, a falcon and hunting exhibition, and the Riyadh Car Exhibition. Many events at Riyadh Season require tickets to be booked and paid for. This helps the events to generate a return while also limiting attendee numbers in order to ensure safety.

The Saudi Seasons are one of the many initiatives that Saudi Arabia has taken to boost tourism and economic activity. Along with the other Seasons, Riyadh Season forms a key element of fulfilling the Saudi Vision 2030 financial aim of retaining 25% of the $22 billion (SAR 750 billion) Saudis spend on travel and tourism outside of the country every year by enticing locals to spend on local travel and entertainment. It has the added bonus of providing jobs for Saudi nationals and developing local business opportunities. As many of the events are free of charge, the huge costs of setting up Riyadh Season are borne by the GEA and its partners.

For events where tickets are required, it is possible to use ticketing platforms to book tickets for various combinations of shows, events, and services. This provides much-needed cash flow in the run-up to the events for those organizations that provide the entertainment required to attract visitors.

As Riyadh Season is state sponsored and has long-term objectives centered on Saudi Vision 2030, the budget is generous and is less important than

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it would be at a purely commercial event. Due to its strong economy, Saudi Arabia is able to invest significant amounts of capital into events which are designed to boost the Kingdom's long-term financial security. Since the entertainment industry aims to spend $1 trillion (SAR 3.75 trillion) over a ten-year period, budgeting is less of a concern than the benefits gained from the events.

First held in 2019, Riyadh Season generated SAR 1 billion in revenue and 10 million visitors in two months; however, by this stage, it had not even made a profit. Riyadh Season was so successful that the initial duration had to be extended to three months as demand was exceptional. Within this three-month period, the Season generated "direct and indirect" revenue of SAR 6 billion from a SAR 3.1 billion spend on events.

Within a period of three years, Riyadh had developed from a place where entertainment consisted of little more than coffee shops, to having amusement parks, zoos, festivals, and safaris. Businesses are keen to invest in Saudi Arabia, and therefore the Saudi Vision 2030 objectives are on track to be met.

Discussion Questions

1. Evaluate the likely financial objectives of Riyadh Season.

_____

_____

_____

_____

2. Briefly explain the main external factors that may have influenced the financing of Riyadh Season.

_____

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3. Discuss why a budget is not necessary for a series of events such as this.

4. Why did Riyadh Season focus on revenue, not profit maximization, as the main financial consideration?

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Creating a Financing Plan

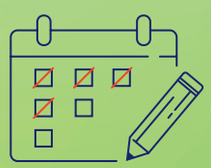
The new soccer tournament is fast becoming a reality. The sponsorship elements of the budget that you drafted in Chapter 5 were well-received and you have now been asked to create a budget, incorporate all of the incoming and outgoing payments, and identify areas where revenue can be maximized effectively without harming the image of the tournament.

Complete the following activities:

1. Create an overall financial objective for the tournament—remember to make the objective SMART.
2. Identify and explain the three key cash inflows and outflows relevant to the tournament.
3. Identify and explain any factors that may influence event financing requirements. Consider the PESTLE factors in this section.
4. Explain what records may be kept and why the records are important.
5. Discuss the need for clear and effective budgets and cash flow management.
6. Explain whether revenue maximization would be a suitable objective at this stage in its development.

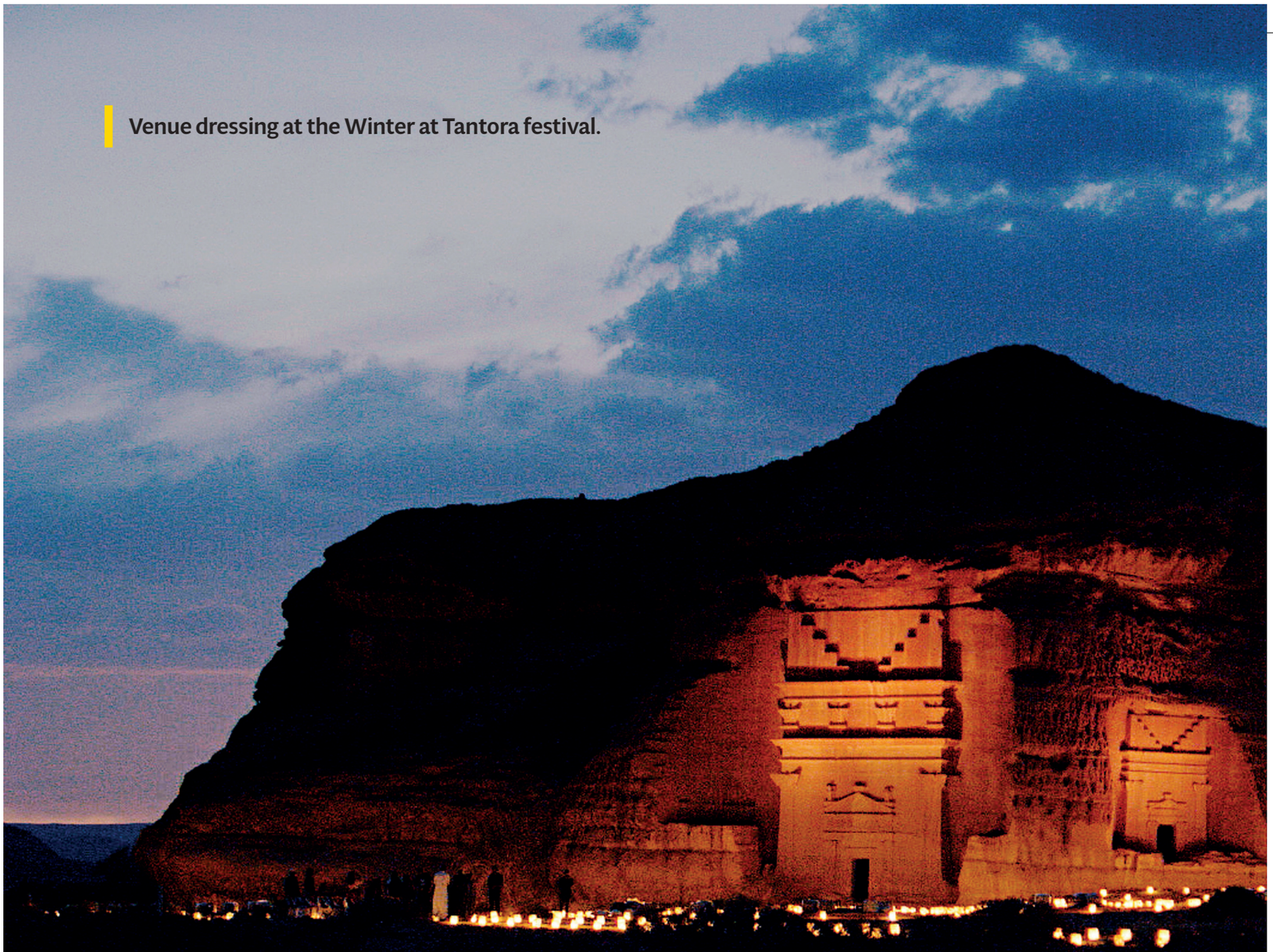
The document or presentation that you create will be used to gain financial approval for the event. The potential event sponsors are concerned that there may be very little return on their investment, and they need to be convinced that their investment will not be wasted.

The layout of the document must be professional and understandable by non-specialists.



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Venue dressing at the Winter at Tantora festival.

CHAPTER 7

EVENTS AND SUSTAINABILITY

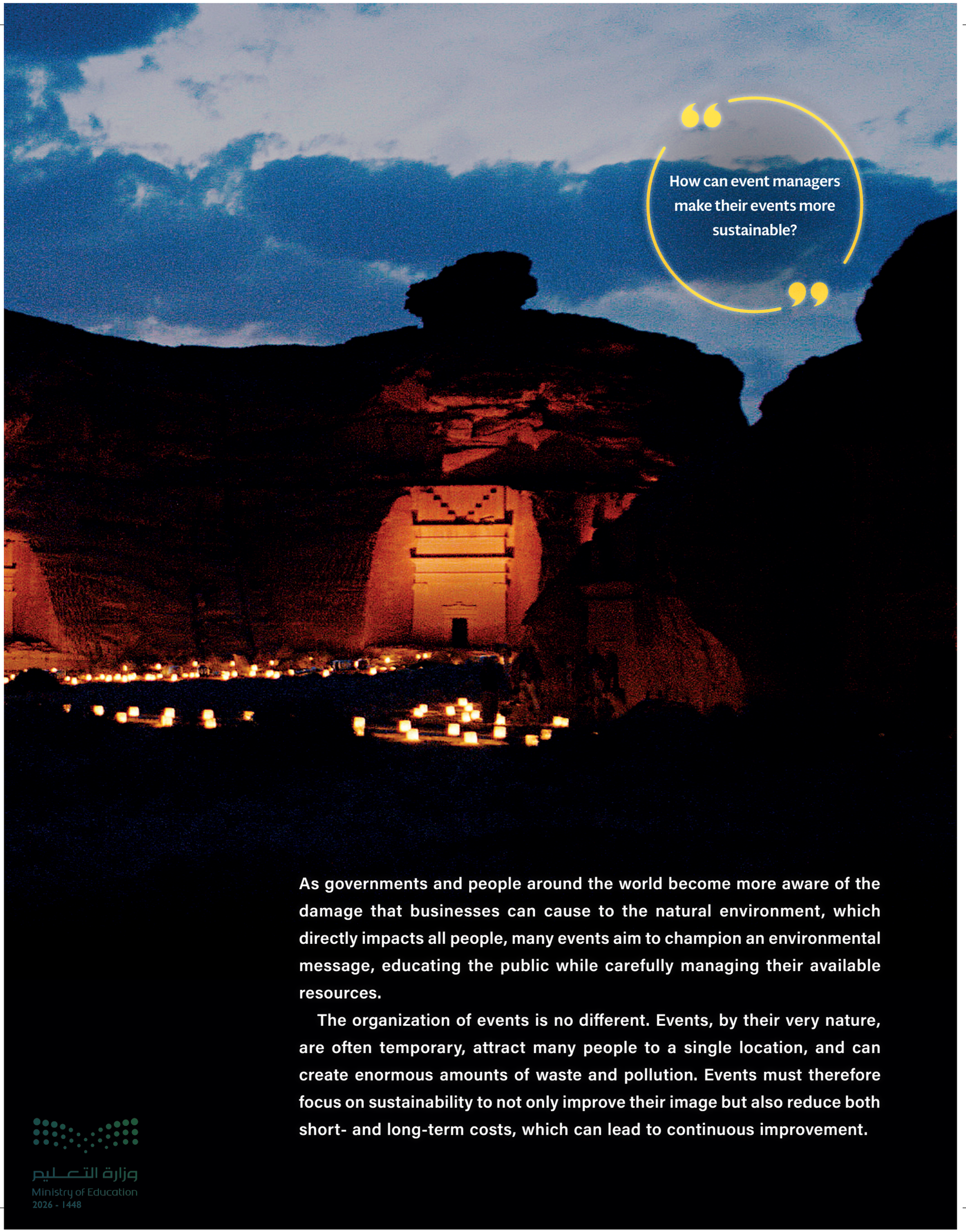
CHAPTER LESSONS

7.1 Sustainability

7.2 The Influence of Sustainability on Event Operations and Planning

7.3 Best Practices and the Measurement of Sustainable Practices

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How can event managers make their events more sustainable?

As governments and people around the world become more aware of the damage that businesses can cause to the natural environment, which directly impacts all people, many events aim to champion an environmental message, educating the public while carefully managing their available resources.

The organization of events is no different. Events, by their very nature, are often temporary, attract many people to a single location, and can create enormous amounts of waste and pollution. Events must therefore focus on sustainability to not only improve their image but also reduce both short- and long-term costs, which can lead to continuous improvement.

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7.1 SUSTAINABILITY

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

7.1.1 Identify and explain the meaning of sustainability.

7.1.2 Discuss the internal and external factors that influence the relative importance of sustainability for an event.

KEY TERMS

Sustainability
Sustainable practices
Triple bottom line
Feasibility study
Third-party supplier

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LO 7.1.1

What Is Sustainability?

Events often have an impact on their surroundings. While there are many positive outcomes of events, such as increased tourism, revenue, and jobs, there could also be a number of negative outcomes when organizers focus solely on the economic aspects of the event.

One key consideration that has been brought into increasingly sharp focus in recent years is that of sustainability. **Sustainability** is a comprehensive approach that aims to meet the needs of the present without compromising the ability of future generations to meet their own needs, encompassing environmental, social, and economic dimensions.

Sustainability has implications for all economic and social activity, and the events industry is no exception. Environmental issues are an important consideration for major and mega events, and planning documents must clearly highlight the **sustainable practices** (ways of organizing and running an event that help protect the environment) that are used.

The Triple Bottom Line

Organizations in recent years have either chosen to or been forced by stakeholders to consider not only the economic benefits but also the



Why do some event caterers use bamboo instead of cheaper plastic utensils?

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social and environmental impacts of business activities, including events. This triple focus on economic, social, and environmental impacts, the three pillars of sustainability, is known as the **triple bottom line**.

The triple bottom line is an important measure of sustainability, and it helps ensure the long-term supply of people (workers and customers), natural resources and, of course, profit. It is a sustainability-based accounting method that measures the impact of the organization or event on the surrounding environment.

Sustainability and Saudi Arabia

Saudi Arabia, through Saudi Vision 2030, is taking sustainability very seriously, with a long-term target of reaching net zero emissions by 2060. Sustainable growth and sustainability is therefore at the heart of everything the Kingdom does.

Since the start of Saudi Vision 2030, Saudi Arabia has announced a raft of new sustainability policies and programs. Many of these have a direct impact on businesses operating in the Kingdom, and as such affect the events industry.

In 2021, for example, the new Saudi Arabian Environmental Law superseded the General Environmental Law that existed previously, broadening the scope of obligations of business activities and strengthening the



How does the use of plastics impact the natural environment and your own health?

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penalties for non-compliance. This law included expanded license and permit requirements, including for environmental activities or activities that impact the environment, as well as requiring record-keeping of pollution prevention plans and procedures in certain activities.

A key responsibility for event managers and organizers is to keep up to date with the relevant laws and ensure that their events are planned and executed in a way that complies with this—with the aim both of avoiding costly penalties and helping the Kingdom meet its ambitious sustainability goals.

Sustainability in Events

Sustainable events aim to minimize the impact they have on the natural environment and their immediate surroundings, and to maximize their social benefits. They do this by:

- limiting their use of scarce resources, such as water and non-renewable energy
- minimizing the generation and use of non-recyclable waste, such as single-use plastics
- disposing of waste responsibly in order to minimize the pollution of the natural environment.

The overriding, long-term goal of sustainability is to preserve the Earth for future generations. This is a clear environmental and moral reason for ensuring sustainability. There are also more immediate, short-term reasons for making an event sustainable, which may include:

- the need to comply with laws and regulations, and reduce the chances of fines or sanctions
- the need to maintain a public image and reduce the chance of negative media coverage, as environmental issues are becoming ever more prominent in society.

There are a wide range of sustainable business practices that can be implemented in the events industry. These will be explored in greater depth in Lesson 7.3. However, some of these practices include:

- using environmentally friendly materials to reduce the use of plastic and paper

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- serving locally produced, organic food to minimize the carbon footprint involved in the production and transportation of food
- implementing a low- or even zero-waste policy.

To help businesses achieve their sustainability aims, there are many government and international agencies that support and fund sustainable business practices. The International Organization for Standardization's (ISO) 20121 Event Sustainability Management System is an international standard developed to manage sustainability issues. It offers guidance on sustainable practices to help manage an event and control its social, economic, and environmental impact by offering waste and energy checklists, supply chain analysis, and common legal procedures.

CHECKPOINT

Why is sustainability an important factor to consider for events?

LO 7.1.2

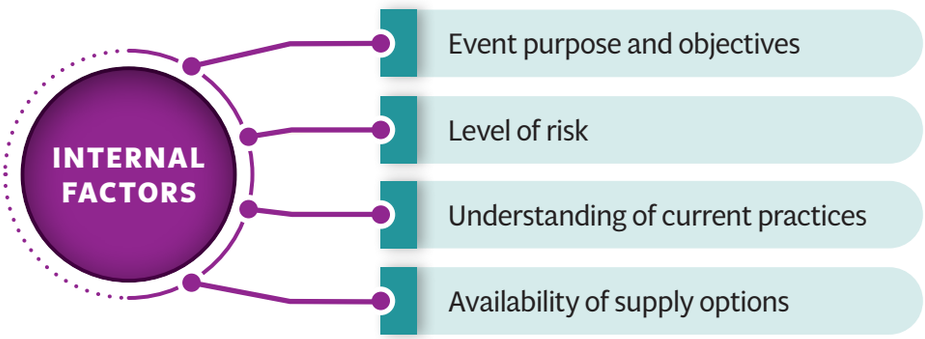
Factors That Influence the Sustainability of Events

There are many different factors that can influence the sustainability of an event, and which can come into play at various different stages of the event management life cycle. These factors, which can be divided into internal and external, can impact both the relative importance of sustainability for the event in question, and the feasibility of making the event sustainable. It is therefore important to identify both the level of sustainability required and any challenges the event might face in meeting the necessary standard.

The former can be determined through discussion with key event stakeholders, by assessing the importance of sustainability to the target audience, and of course by consulting the relevant legal regulations. In order to identify the latter, it may be necessary to carry out a **feasibility study** (an assessment of the practicality of a proposed project plan) including a clear focus on sustainability.

Internal Factors

Internal factors are those which are inherent to the event itself. They can include core characteristics of the event, such as its purpose and objectives, or staffing-related issues, such as the level of experience or understanding of the team organizing the event. The main internal factors influencing the importance of sustainability are shown below.



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Event Purpose and Objectives

The importance of sustainability for a given event can vary considerably depending on event's purpose and objectives. For example, for a small or personal event such as a wedding or a product launch by a small business, costs may be very important. If sustainable options are more expensive and not a legal requirement, then cheaper, less sustainable options may be chosen to reduce cash outflow on elements that guests may not notice or care about.

A major or mega event, on the other hand, may wish to have the most sustainable methods available in order to maintain a positive public profile. This is particularly true of government-sponsored mega events, as these must demonstrably match the aims of the government, such as Saudi Vision 2030, and they may well be used as a showpiece for a larger goal.

Level of Risk

Level of risk is a key factor that should be considered in determining the feasibility of sustainability for an event. In some cases, sustainable practices may create a level of financial risk which may prove too much to bear due to the additional costs involved. In such a situation, the event organizer or host may prefer to limit investment in sustainable practices to the minimum required by law, in order to reduce the risk of the event losing money.

Understanding of Current Practices

Another factor that can limit the feasibility of sustainability is the level of experience and knowledge of the team organizing and running the event. If those working on an event are not fully trained and aware of current sustainable practices, it is possible that mistakes will be made and practices that are considered normal but unsustainable may be chosen. Therefore, it is important to train staff and coordinate closely with suppliers to understand what is expected.

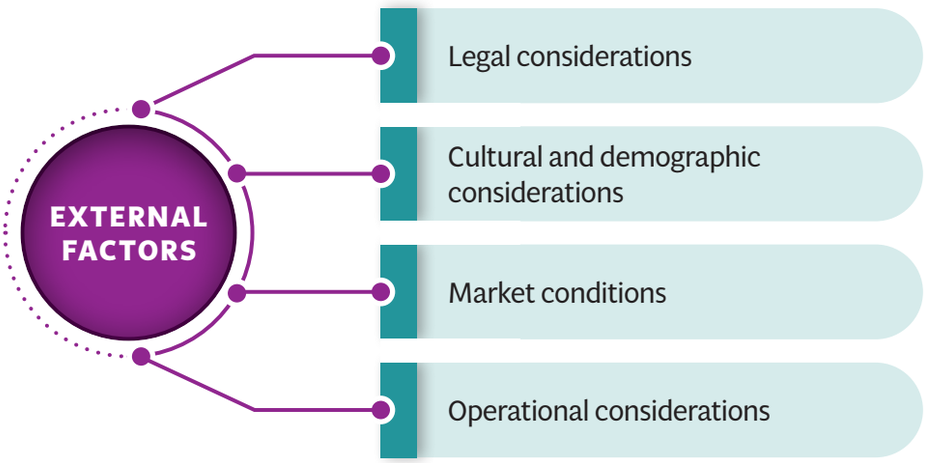
Availability of Supply Options

For some events, sustainable supply options may simply not be available, either within the time frame or the financial budget. Events might need to

use a **third-party supplier** (a company that provides services for another company) whose quote is higher than the budgeted amount or who may not be free on the date or dates needed. Therefore, the choice may be between an unsustainable event or no event at all.

External Factors

External factors are those which relate to the environment in which the event is to take place. Some key external factors influencing the sustainability of an event are shown below.



Legal Considerations

One of the key external factors influencing the importance of sustainability for an event is the legal framework of the country in which the event takes place. For example, Saudi Arabia has clear laws that govern sustainable practices. Fines for those who violate rules, licenses, and permits can range from SAR 100,000 to SAR 30 million, depending on the severity of the violation. In addition to this, violators can face prison sentences, or the suspension of licenses and permits, with public announcements of violators who must rehabilitate the harm caused. Legal considerations therefore have a huge impact on the importance of sustainability, as the costs of failing to adhere to environmental regulations can be enormous.

Cultural and Demographic Considerations

Cultural and demographic considerations are another key factor in determining the importance of sustainability for an event. All events take

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place in a cultural context, and this context must be taken into account when planning the event. This is true of sustainability just as it is of other aspects of events. An event manager must consider the views held on sustainability both by prospective attendees and by people who live in the area in which the event is to take place. Local residents may oppose an event that they feel will have a negative impact on their community, and attendees may feel reluctant to be associated with an event that is known for pollution or poor social awareness.

Moreover, the advent of smartphones means that it is difficult to control the public's perception of an event, as every visitor is potentially able to record and share images of the outcome. If an event is perceived as not having met the required standards of sustainability, this could seriously impact the viability of any future editions of the event.

Market Conditions

While the host or organizer of an event may want to make their event as sustainable as possible, there are external factors that can limit the feasibility of this. One of these factors is market conditions. Sustainable practices can often be more expensive than non-sustainable ones, and in order to balance the budget of the event, it may be necessary to pass on some of these costs to the attendees in the form of higher ticket prices or increased food costs. If the market for the event is price conscious, then these increased costs may not be well-received by the target audience, and attendees' reluctance to pay higher prices might even make the event non-viable.

Operational Considerations

Operational considerations can also impact the feasibility of sustainability for an event. Very often at outdoor events, sustainability can be impacted by elements such as the weather, which can severely affect attendance. For example, if rain is forecast, then to keep attendees comfortable it may be necessary to sell or provide non-sustainable products such as disposable raincoats or low-cost umbrellas that are designed to be single-use.

Conversely, in very hot weather, it may be necessary to air-condition the event venue, such as was the case for the 2022 FIFA World Cup. Temperatures of 100 degrees Fahrenheit and 80% humidity would have made

it very difficult for the international players to perform at their best, so innovative engineering solutions were put in place to combat these conditions. The amount of energy required meant that the process could not be considered sustainable—although without this technology, the event might not have been able to happen in the first place.

Event Management Skills

Planning Sustainable Events

Your event management company has been chosen to manage a large outdoor cultural and food festival in and around Jeddah. The event is planned to be visited by 1 million people over a two-week period. The final stage requires an action plan for environmental sustainability.

The plan must show the steps that would be taken to minimize impacts on the environment, showing:

- what sustainable options can be implemented
- what internal factors must be considered
- how to address the major external influences.

DEVELOP YOUR SKILLS

Explain how you would research the information necessary for the plan to meet its objectives. What key resources would you need to be able to create the plan?

CHECKPOINT

Why are sustainable practices not always considered the most important factor?

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7.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT an element of the triple bottom line?
   - **a.** economic
   - **b.** social
   - **c.** energetic
   - **d.** environmental
2. Which of the following is NOT an example of a sustainable event practice?
   - **a.** reducing the use of plastic
   - **b.** minimizing energy and water usage
   - **c.** introducing a zero-waste policy
   - **d.** serving international food and drink

Think Critically

3. Why should sustainable practices be used when marketing an event?

_____

_____

_____

4. How can market conditions impact the feasibility of making an event sustainable?

_____

_____

_____

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7.2

THE INFLUENCE OF SUSTAINABILITY ON EVENT OPERATIONS AND PLANNING

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

7.2.1 Identify the areas in which sustainability can occur.

7.2.2 Explain the impact of sustainability on event management and planning.

7.2.3 Discuss the importance of sustainable practices for event management.

KEY TERMS

Potable
Carbon footprint
Net zero
Green initiatives

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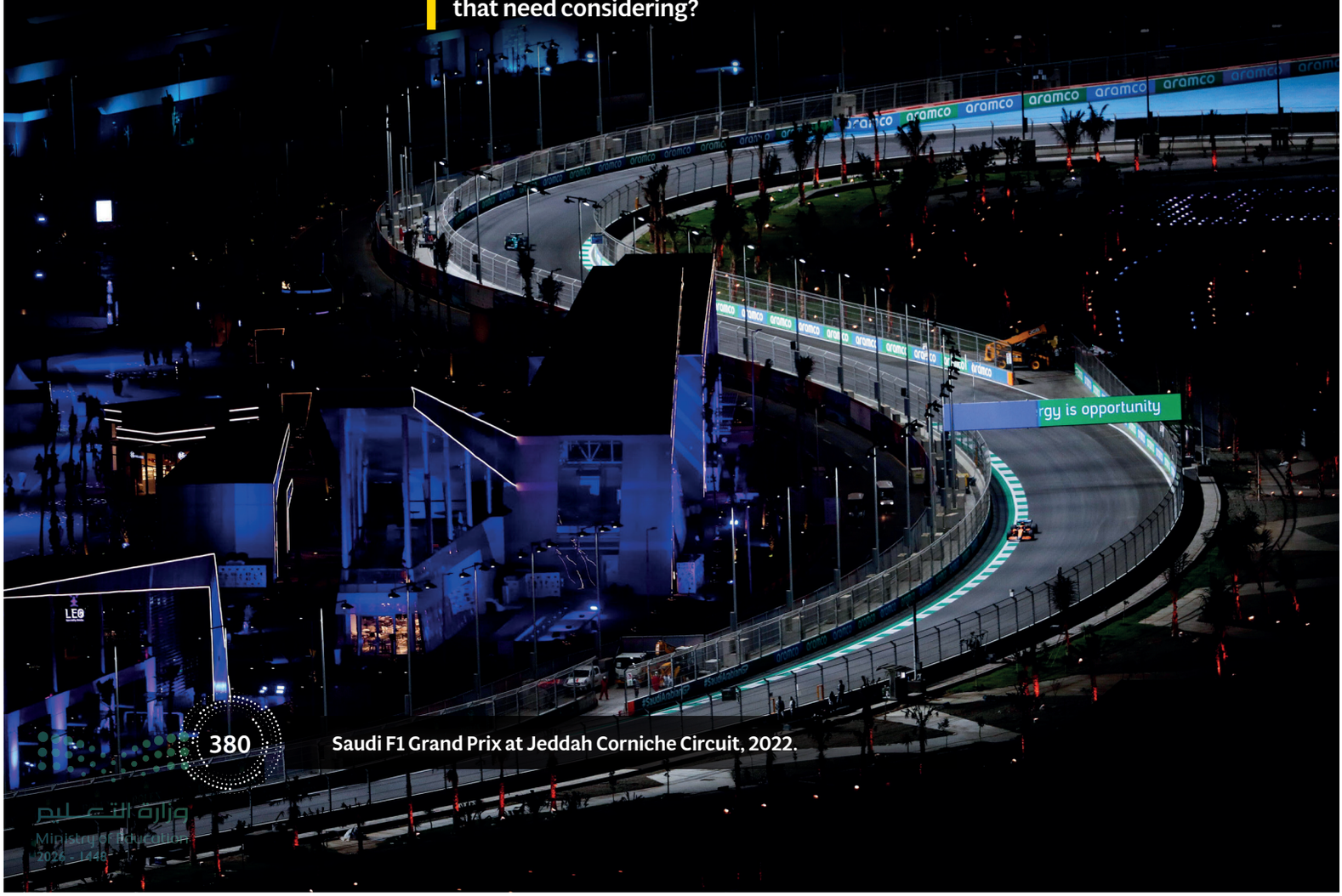
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Key Sustainable Areas

Sustainability should be a focus for all events in all functional areas. It is important, however, to focus on some main general areas. The social, economic and environmental sustainability issues associated with event planning occur in the areas of:

- managing the use of water
- managing the use of energy
- waste management
- relationships with the local community and business operators
- transportation
- the natural environment.

What elements of the Jeddah F1 circuit may have sustainability issues that need considering?



Saudi F1 Grand Prix at Jeddah Corniche Circuit, 2022.

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For many events all or almost all of these sustainability issues will need to be considered. The Saudi Formula 1 Grand Prix is an example of an event where all these sustainability issues are relevant. The event takes place once a year and involves the world's leading drivers racing each other around the fastest street track that exists in Formula 1. Almost 150,000 spectators traveled to the circuit in Jeddah from both Saudi Arabia and all over the world to watch the event live. An event of this nature has obvious sustainability implications for all of the areas listed.

Using a tried-and-tested venue with formalized policies and processes, such as you would find at a hotel or convention center, means that half the job is done. If the site is built for the event from the ground up, such as an outdoor location not normally used as an event space, a great deal more planning is needed.

Managing the Use of Water

An adequate supply of water must be provided at public events, in the quantity and quality appropriate for the intended use. All water for drinking must be **potable** (suitable for human consumption), and all non-potable water must be bacterially safe and clearly labelled as not suitable for drinking.

In previous years, water may have been sold in 500ml plastic bottles; however, as plastic is a non-sustainable product, events now encourage visitors to bring reusable water bottles to save on the amount of plastic used. This is because plastic can take up to 500 years to decompose, releasing dangerous toxins into the ground.

Managing the Use of Energy

Energy production is a key contributor to an event's **carbon footprint** (the amount of greenhouse gas produced by human activity, measured in tons of carbon dioxide). In order to meet the Saudi Vision 2030 goal of being **net zero** (achieving a balance between the carbon emitted into the atmosphere and the carbon removed from it) by 2060, alternative methods of energy production are encouraged.

Saudi Arabia is able to harness its natural wind and solar energy and convert it into electricity, creating a carbon-neutral form of energy generation instead of using polluting diesel generators.

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Relationships with the Local Community and Business Operators

A large influx of visitors to an event obviously has an effect on the local community, including its business operators. While businesses may approve of the temporary increase in custom, it is important to ensure they are not undercut or disadvantaged by any concession stands that may take business away from them.

Similarly, large crowds of visitors often consume lots of food and drink, and waste-disposal services built for smaller communities cannot deal with the level of refuse generated by the event. Plans must be put into place to ensure that the local area is respected and tidied up to minimize any negative impacts on local people.

Waste Management

Public events generate a large amount of waste, including rubbish, wastewater, and sewage. A system for dealing with this waste needs to be devised by event organizers and must include clean-up after the event. Event organizers need to allocate enough resources to ensure that waste is managed during and after the event to prevent unsanitary conditions and environmental harm.

Waste such as refuse and food waste is often the biggest risk in terms of nuisance and offensive conditions; if not stored properly, such as in sealed containers or refuse receptacles, it can lead to vermin infestations and create bad smells which affect the local community. In addition to this, waste should be disposed of appropriately—instead of sending waste to a landfill, plastic and other waste should be sorted for recycling, and food waste can be used to create energy due to the methane gas released through decomposition.



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Transportation

Hajj attracts more than 2 million pilgrims every year within a period of less than a week. The celebrated city of Madinah represents the second most important destination for pilgrims after Makkah. While it would be possible to drive between the two locations, the electrified Haramain High-Speed Railway has been built not only to increase the comfort of pilgrims but also to reduce the environmental damage caused by personal automobiles traveling between the two cities.

The Haramain HSR links the holy cities of Makkah and Madinah via the King Abdullah Economic City and Jeddah. The railway carries around 60 million passengers a year, of which around 3–4 million are people who come for Hajj and Umrah, so it benefits both visitors and the local population as a transportation link.

While city buses in Saudi Arabia currently run on diesel, which is not a sustainable fuel, Saudi Arabia is developing hydrogen fuel cell-based transportation, as well as sustainable jet fuel to reduce emissions from air travel as part of the carbon-free city of NEOM project.

Why is rail a more sustainable method of transportation than diesel-powered buses?



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Damage to the Natural Environment

Sustainable practices aim to support and encourage the implementation of **green initiatives** (initiatives that preserve and improve the environment by using sustainable and environmentally safe practices). See the discussion on the Saudi Green Initiative in Section 7.1.2. Events must ensure that, where possible, product usage is reduced and products are reused or recycled. Between 2020 and the first half of 2021, Saudi Arabia recycled only 5% of its total waste, burying the majority in landfills.

However, in line with the principles of Saudi Vision 2030 and the principle of CCE, Saudi Arabia is now on target to reuse, recycle, and recover all aspects of waste to minimize the harmful impact on the natural environment.

CHECKPOINT

Why is it important to identify specific areas which can be improved by sustainable practices?

LO 7.2.2

The Impact of Sustainability on Event Management and Planning

Sustainable practices are often seen to be a limiting factor when planning events, as shown in Lesson 7.1. While sustainability may create additional constraints, this does not mean that the impact on outcomes is negative.

Increased Efficiency

When planning an event, a manager must decide on the best use of what is available, which includes labor, resources, and capital. Efficiency does not just mean selecting the lowest-cost item available—as in the previous example of the lighting, often the lowest cost does not mean the most efficient. The efficient use of resources results in:

- *Lower long-term cash outflows*—maintenance and running costs are reduced.
- *Increased profits (or reduced costs of operation for non-profit making events)*—this is a key consideration of major stakeholders.
- *Positive marketing opportunities*—your event may be highlighted as a positive case by events promoters and news agencies, boosting the visibility of the event.

How does sustainability affect event managers?



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Increased efficiency is often a byproduct of an effective planning stage, where resources are allocated appropriately to maximize the event outcomes.

Decreased Waste

Waste is a major concern for many large-scale events. Not only does waste create potential negative publicity that could harm the long-term success of a series of events, but there are also many penalties that can be enforced by the relevant government bodies.

There are 17 sustainable development goals as part of Saudi Vision 2030, with the sustainable use of water resources, energy efficiency, and consumption levels as key factors. Events must ensure that waste creation is minimized and that any waste created is either recycled or disposed of in accordance with Saudi law.

Event planners must therefore be aware of any initiatives that are currently available that provide assistance with the efficient use of and disposal of waste.

Enhanced Employee and Visitor Satisfaction

Most events are places where visitors go to enjoy themselves, and an event must therefore have an enjoyable and positive environment. Events where unsustainable practices are being used may lead to a reduction in the satisfaction levels of visitors. Major events rely on their reputation to attract visitors. Social media sites in particular are often used to research events and to make purchasing or attendance decisions. Unfortunately, people tend to post negative messages on openly shared review boards and keep positive comments in closed groups. This means that negative elements are disproportionately shared, which can cast an incomplete and persuasive negative viewpoint of an event.

Employee viewpoints are also important to consider. Many employees at events are both temporary and young. This means that youthful idealism, an awareness of current issues, and the lack of a feeling of belonging to the event can create a negative working environment. Unsustainable practices may directly affect these workers, and this too may feed into the

negative portrayal of an event, as "insider reports" are often used to create sensational news articles designed to attract readers.

Event planners must carefully consider the impact on their image of low-cost yet unsustainable resources, as this can create a negative brand image.

CHECKPOINT

Why does sustainability impact event planning?

LO 7.2.3

The Importance of Sustainable Practices for Event Management

Long-term Sustainability

Sustainability means the ability to maintain or support a process or event continuously over time. Sustainable practices in events aim to prevent the depletion of both natural and physical resources. These practices therefore have key long-term benefits for the societies in which the events take place.

Saudi Arabia provides a clear illustration of the long-term benefits of sustainable practices, particularly given the projected importance of tourism to the Kingdom's economic future. Tourism currently contributes 2% of Saudi Arabia's gross domestic product every year, but the plan is to raise this figure to 10% by 2030. Tourism provides a strong opportunity to diversify the Saudi economy and create jobs; however, the tourism industry could be jeopardized if sustainable practices are not employed.

In order to keep on attracting visitors, as well as to provide the entertainment Saudi citizens demand, Saudi Arabia needs to preserve the unique environmental character of the region and its reputation. For this, environmental sustainability laws and mechanisms need to be strengthened and developed. Natural resources need to be conserved in accordance with practices and standards in place globally. This impacts the types and components of events that are planned.

Why should events be sustainable?



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Short-term Reputation

A public relations program or activity that is illegal or unethical risks major reputational damage to the event organizers and possibly its sponsors, and it leaves the organization open to litigation or charges from authorities. Legal and ethical considerations must always be incorporated into the planning process, and this includes sustainable practices (as described previously).

Event marketing and promotional activities provide an ideal opportunity to embed sustainability considerations, using sustainability as a marketing tool and highlighting the event's positive social and environmental impacts.

Planning Matters

Sustainable Refreshments

Sustainability often requires balancing budgets against legal requirements, marketing considerations, and event outcomes.

You have been tasked with creating the most sustainable food and beverage area possible. The following rules must be followed to meet sustainability requirements:

- no single-use plastics
- 95% of waste recycled
- food waste to be repurposed.

What do you think?

How would your planning ensure that suppliers are aware of these requirements? How would you ensure these requirements are met?

CHECKPOINT

Why is it important for events to be seen as sustainable?

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7.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. What is one benefit of sustainability?
   - **a.** the reduction of short-term costs
   - **b.** the increase of long-term costs
   - **c.** the reduction of long-term costs
   - **d.** quick transportation links
2. Which of the following is a benefit of the efficient use of resources?
   - **a.** increased costs
   - **b.** better marketing opportunities
   - **c.** lower profit
   - **d.** unhappy stakeholders

Think Critically

3. Why should all events aim to be as sustainable as possible?

4. How does the sustainability of an event reflect on the aims of Saudi Vision 2030?

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Link to digital lesson
www.ien.edu.sa

BEST PRACTICES AND THE MEASUREMENT OF SUSTAINABLE PRACTICES

7.3

LEARNING OBJECTIVES

Once you have completed this lesson, you should be able to:

7.3.1 Identify and explain best practices in sustainability.

7.3.2 Analyze the impact of improving sustainable practices for event management.

7.3.3 Discuss the importance of measuring the success of sustainable practices when event planning.

KEY TERMS

Best practices
Streamline
Benchmarking
Baseline
Action plans

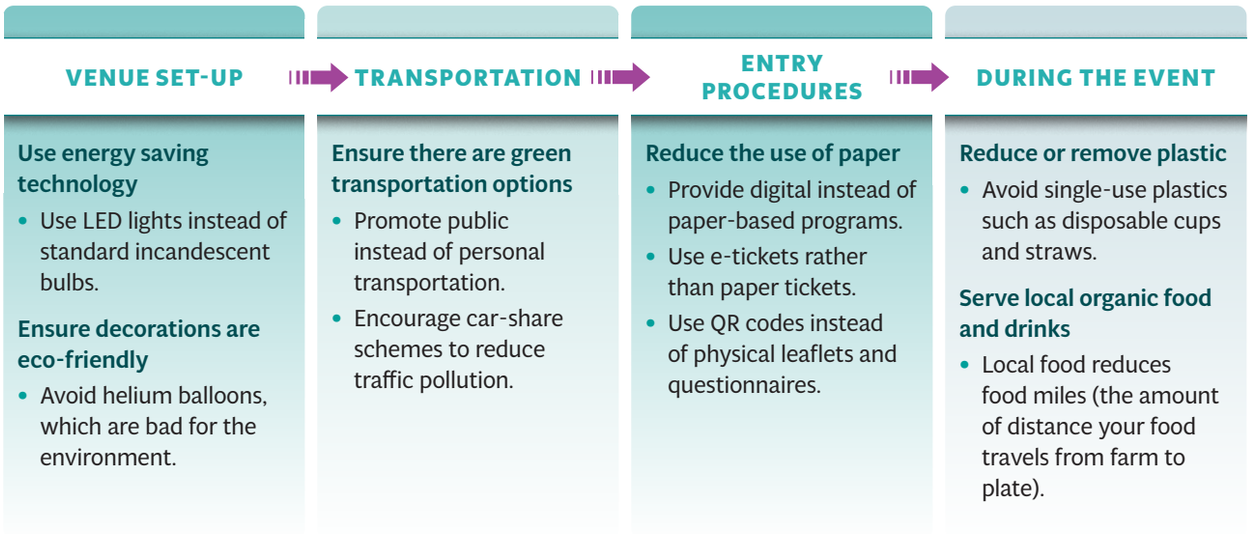
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LO 7.3.1

Best Practices for Event Sustainability

Figure 7-1
Examples of Sustainable Event Practices

There are many ways in which events can become more sustainable. Figure 7.1 shows some examples of sustainable practices that can be implemented at various stages of an event.



Sustainable practices can be incorporated into best practice frameworks when planning events. **Best practices** are working methods officially accepted as being the best. They are important as they can help organizations develop effective processes to **streamline** work—to simplify it so that it is more effective. When work is streamlined, efficiency is improved.

Events often have tight deadlines, especially as event planners work in a fast-paced environment and live in an increasingly mobile-first, digitized society. Delegate and attendee expectations have grown accordingly.

Attendee expectations and needs differ significantly according to their persona, age, and region. To deliver a unique and engaging experience for every attendee, you need to have a reliable event management plan in place. This requires best practices to be used and shared by all members of the event planning and implementation process.

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Additional Examples of Sustainable Practices

Sustainability is a vast and complex field. Almost every decision that is made in the course of planning and staging an event will have implications for sustainability. It would not be possible to cover every sustainable practice in a single chapter; however, below are some further examples of sustainable practices in addition to those included in Figure 7-1.

Recycling

The recycling of paper and plastics is now common throughout many events; however, as mentioned earlier in the chapter, food waste can also be recycled. Saudi Arabia has a fully integrated waste management program, which means that recycling does not take a lot of effort. Using specific bins at events means that most of the sorting is done by attendees, and this reduces the costs of waste management and disposal.

Water-saving Techniques

Many events will require water to be available for attendees and also for suppliers. A disadvantage of traditional taps is that if one is not switched off, then water is likely to be wasted. Digital timed or sensor taps can solve this issue and reduce the cost of water, which could be expensive for events where water has to be transported in. There may even be alternatives to water usage, for example, foaming hand washes do not even need water to clean hands.

Green Web Hosting

Perhaps surprisingly, a full 3.8% of annual carbon emissions derive from Internet use. As the majority of event marketing and planning will be done online, choosing a green service provider can save a significant amount of energy and also be a source of marketing. Some web hosting services even provide "badges" to clients to show they are environmentally friendly.

Reduction of Business Trips

A significant amount of emissions from events are caused by planning trips before the event is held. Meetings with suppliers, venues, clients, and so on can result in a significant amount of travel, which increases costs to the event as well as carbon emissions. While face-to-face meet-

ings may be preferable to telephone calls or written correspondence, COVID-19 improved video conference services immeasurably and proved that face-to-face contact can be done from a distance, eliminating the need for unnecessary travel.

CHECKPOINT

Why should events implement best practices?

LO 7.3.2

Impacts of Sustainable Practices

Utilizing sustainable practices will bring many benefits to an event and its organizers, from cost savings and better cash flow management to increased employee commitment and marketing opportunities. It ensures events are held with respect to the environment and reduces their negative impacts on society.

Meeting Set Sustainable Development Goals

Large events attract millions of guests and generate large amounts of waste. Targets such as reaching net zero and reducing the amount of plastic used will be much easier to meet if all large events implement as many sustainable practices as possible. If an event in Saudi Arabia can implement many or all of the sustainable practices available, the event will be able to contribute to the wider aims of Saudi Vision 2030 and work towards the sustainable development of the Saudi Arabian economy.

Economic Impacts

A focus on sustainability will increase the likelihood of innovative business practices that can increase both the incomes and living standards of citizens as well as boosting national income. As sustainable practices improve, new technologies and jobs will be developed in different fields,

achieving one of Saudi Vision 2030's goals of improving the provision of private sector jobs. Saudi Arabia, through Saudi Vision 2030, is aiming to reduce the percentage of GDP from fossil fuels in order to reduce the carbon footprint of the country, and this requires alternative income streams.

Social Impacts

Sustainable practices impact internal stakeholders, such as employees and suppliers, and can lead to better long-term relationships. As younger generations become accustomed to sustainability being integral to business decisions, greener business practices will become standard and improve the social environment for all Saudi citizens.

The population of Saudi Arabia is predicted to grow by a third by 2050, and the younger generation is increasingly environmentally conscious and aware of the social and economic impacts of humans on the planet. Sustainable practices can help minimize the impact of events on people and societies, helping to develop communities that can thrive in the long term.

Environmental Impacts

An increased focus on events and tourism naturally has an effect on the physical environment. Activities such as construction, energy use, and transportation have a major impact on the Kingdom. Environmental impacts are not just concerned with the natural environment but also the built environment. Issues such as climate change and the need to reduce consumption of natural resources are key elements that sustainable events need to consider in their planning.

Incorporating best practices into events planning will minimize negative effects on the environment through:

- *Waste*—Using bio-degradable or recyclable materials where possible to reduce the amount environmental pollution and of waste sent to landfill.
- *Energy*—Reducing the amount of energy used in the construction, preparation, and delivery of facilities, in addition to the energy used in traveling to the event and the energy used at the event itself. An increase in the use of renewable energy will reduce the national carbon footprint and help the Kingdom to meet sustainable targets.

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- *Transportation*—Utilizing the most environmentally friendly public transportation systems, thereby reducing reduce travel time, congestion, emissions, and health-related issues. This will lead to a reduction in greenhouse gas emissions and will improve the air quality of the surrounding areas.

CHECKPOINT

Why is improving sustainable practices important for an event manager?

LO 7.3.3

The Importance of Measuring the Success of Sustainable Practices

Events choose to use sustainable practices for many reasons—from altruism to keeping within the parameters of national laws to (increasingly) marketing purposes. Excellent record-keeping is therefore essential to measuring the success of an event, as without proof, it is impossible to know whether the goal of the event has been achieved.

Monitoring Performance

Major and mega events will have sustainability targets set during the planning of the event, ranging from energy use to waste management. Monitoring performance and communicating results is essential to motivate everyone involved in an event. This includes internal stakeholders such as event hosts and personnel, as well as external stakeholders such as the local community, the government, and the wider events industry.

Other important reasons for monitoring the success of practices include:

- achieving minimum governmental targets
- minimizing long-term financial costs to the event

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- the ability to highlight the sustainability of an event for marketing purposes
- ensuring that continuous improvement is possible
- providing data for public education.

Before evaluating the importance of measuring the success of sustainable events, it is first important to understand how targets are decided. These targets will be based on benchmarking and legal requirements.

Benchmarking

Benchmarking means setting a standard that similar events can be compared to. Previous events of a similar size and scale are a good guide as to the minimum standards that are expected; targets set from a point of reference can then be used to decide whether targets were either missed, achieved within expectations, or exceeded expectations (see Figure 7-2).

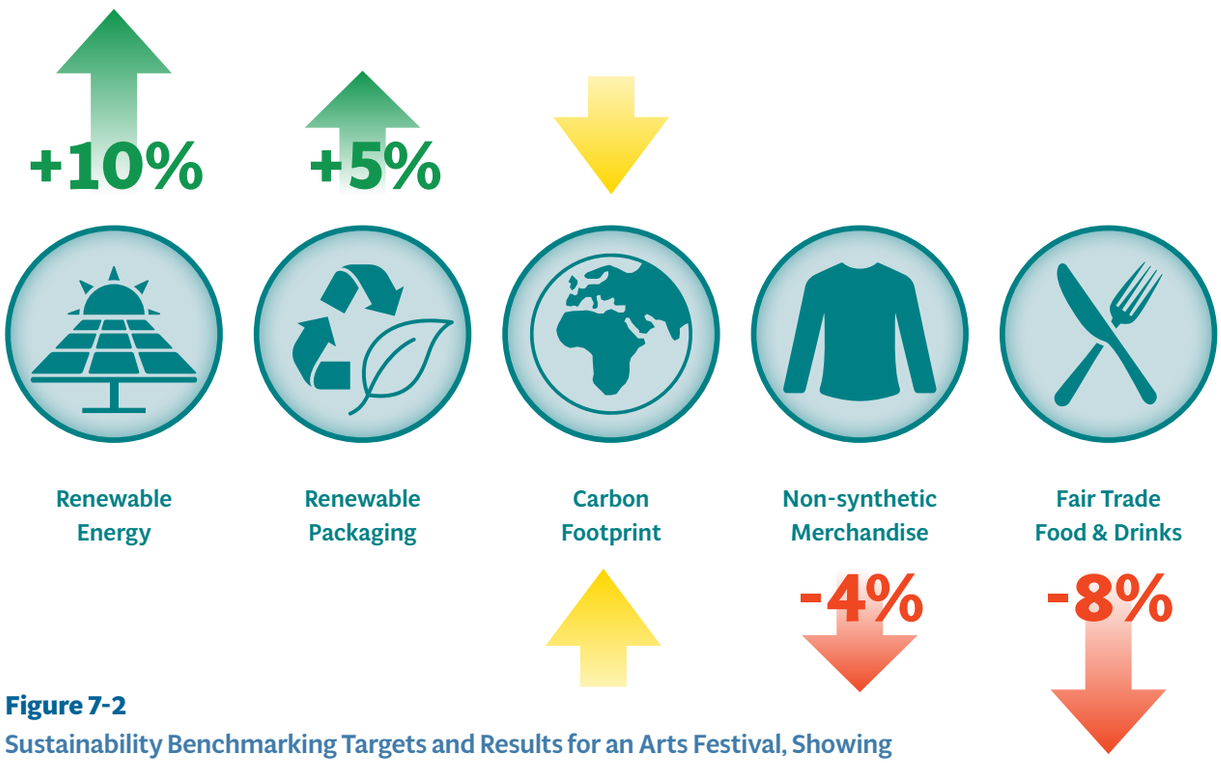


Figure 7-2

Sustainability Benchmarking Targets and Results for an Arts Festival, Showing Percentage Change from Last Year's Event

Which benchmarking targets did this year's arts festival achieve? Which did it exceed? Which did it miss?

In this example, the arts festival exceeded expectations set in its benchmark for use of renewable energy and recyclable packaging. The event also achieved its benchmark expectation for its carbon footprint. However, it failed to reach its target for non-synthetic merchandise and fair trade food and drinks. Depending on the type of event, organizers may choose other benchmarks to gauge success (see the KPIs in Figure 7-3).

Legal Requirements

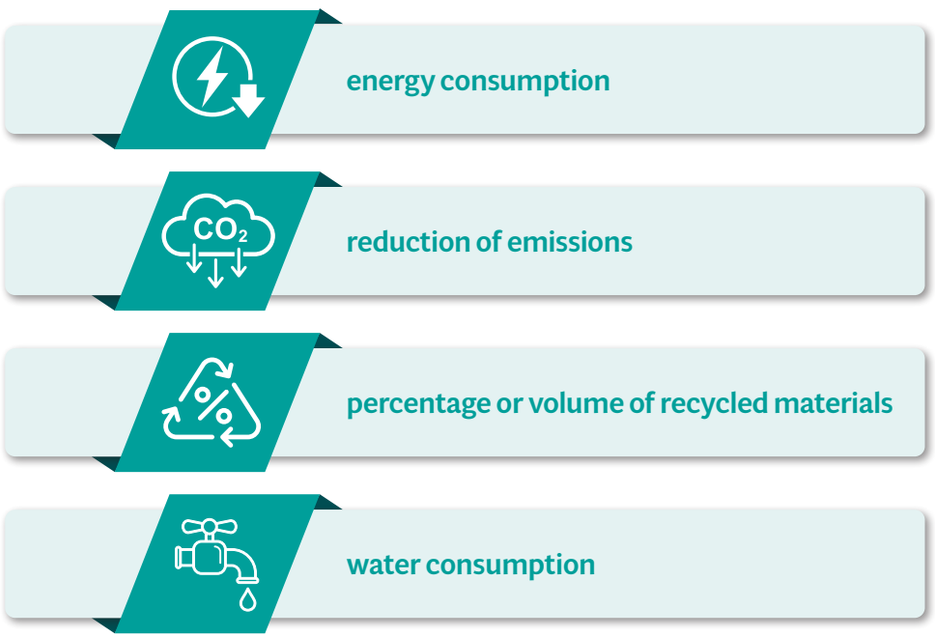
As discussed previously, through Saudi Vision 2030, stringent targets have been set in areas such as waste management, environmental security, and the Global Methane Pledge. While these macro targets are designed for Saudi Arabia as a whole, specific requirements have been created that businesses, including events, must adhere to.

Baselines

When targets have been set, there must be a mechanism for monitoring progress and deciding whether the targets have been achieved. **Baseline** (a starting point on a scale with which other values can be compared) measures must be established to ensure that minimum expectations are clear. These must allow for audits to prove compliance.

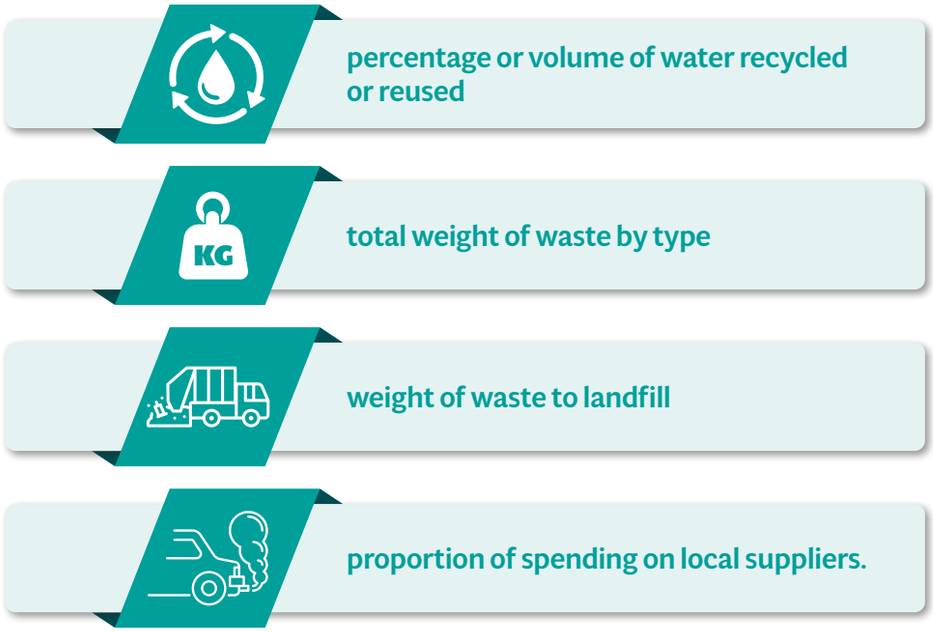
Key Performance Indicators (KPIs) for monitoring sustainability are shown in Figure 7-3:

Figure 7-3
Key Performance Indicators for Monitoring Sustainability



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Event planning must involve close communication with suppliers and stakeholders. This will help the event organizers to integrate simple and cost-effective waste, recycling, and litter management systems into their events. The Ministry of Environment, Water and Agriculture is responsible for the achievement of environmental sustainability in Saudi Arabia. The ministry is also in charge of developing and applying policies that contribute to achieving water and food security, and it can provide guidelines for planning events.

Evaluating the Success of Sustainable Practices

When evaluating success, questions should be asked that aim to not only identify where the event has done well and met or exceeded expectations, but also where the event could do better next time. Toward that end, the following questions could be asked:

- Has the widest possible scope for improvement on environmental performance been considered (including not only recycling but a wide range of measures)?
- Which areas provide the most positive impacts and should therefore be prioritized?
- Are there problems and pitfalls in some areas that can be overcome?

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What methods might a large exhibition or trade fair use to measure its sustainable practices?

Aramco exhibition section at Misk Global Forum—Riyadh, 2019

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- Has the supply chain been considered? How far are consumable supplies traveling?
- Are all stakeholders on board?
- Do contracts with suppliers include environmental guidelines and targets?
- Is there a communications plan?

Once baseline measures have been developed, the data can be compared and monitored. Discrepancies identified then need to be investigated and suitable **action plans** (the specific tasks to be undertaken, by whom, and when) and policies need to be devised to ensure there is a process of continuous improvement.

Progress reports need to be circulated to all relevant departments, and following the event an evaluation report needs to be generated that provides essential evidence for future events and bids for other events.

Event Management Skills

A Sustainability Action Plan

Once a bid to host an event has been won, the final stage involves developing an action plan for environmental sustainability. The first part of this plan shows the steps that will be taken to minimize impacts on the environment. The second part of the plan shows how you will communicate with suppliers, stakeholders, and the workforce, as well as the audience, to ensure that everyone is aware of these initiatives. The last part of the plan shows how you will monitor and report on environmental performance.

DEVELOP YOUR SKILLS

Outline the organizational systems and procedures that relate to environmental and resource sustainability policies that need to be implemented for a mega event, showing how the policy targets would be monitored.

CHECKPOINT

Why is it important to measure the success of sustainable practices?

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7.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. An example of best practices in events is:
   - **a.** minimizing short-term costs
   - **b.** providing paper and plastic single-use disposable items
   - **c.** investing in LED lighting
   - **d.** having lots of meetings that involve travel
2. Which of the following is NOT an impact of sustainable policies?
   - **a.** meeting sustainable development goals
   - **b.** reduction in fossil fuel use
   - **c.** increase in transportation
   - **d.** better long-term relationships

Think Critically

3. Why should events use benchmarking when planning future events?

_____

_____

_____

4. Why is it important for events to focus on continuous improvement?

_____

_____

_____

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CHAPTER 7
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

1. Explain one element of the triple bottom line.

2. Describe one barrier to sustainable implementation.

3. Describe one factor that may influence the importance of sustainability for an event.

4. Analyze one environmental sustainability issue associated with event planning.

5. Analyze how sustainability can lead to increased efficiency.

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6. Explain one reason why long-term sustainability is important in events.

7. Describe one example of best practice at events.

8. Explain one impact of sustainable practices.

9. Evaluate one method of monitoring performance.

DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–14) with the definitions (a–n).

	Term	Your Choice	Definition
1.	Action plans		a. Economic, social, and environmental impacts of business activities.
2.	Baseline		b. Ways of organizing and running an event that help protect the environment.
3.	Benchmarking		c. A company that provides services for another company.
4.	Best practices		d. An assessment of the practicality of a proposed project plan.
5.	Carbon footprint		e. A social goal that relates to protecting the natural environment in order to ensure the continued survival of the ecosystems which support life on earth.

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6.	Feasibility study		**f.**	Suitable for human consumption.
7.	Green initiatives		**g.**	Achieving a balance between the carbon emitted into the atmosphere and the carbon removed from it.
8.	Net zero		**h.**	Initiatives that preserve and improve the environment by using sustainable and environmentally safe practices.
9.	Potable		**i.**	The amount of greenhouse gas produced by human activity, measured in tons of carbon dioxide.
10.	Streamline		**j.**	Setting a standard that similar events can be compared to.
11.	Sustainability		**k.**	Simplify something, e.g. a work process, to make it more effective.
12.	Sustainable practices		**l.**	The specific tasks to be undertaken, by whom, and when.
13.	Third-party supplier		**m.**	Working methods officially accepted as being the best.
14.	Triple bottom line		**n.**	A starting point on a scale with which other values can be compared.

APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Using the event chosen in Chapter 5, investigate the sustainable elements of the event and use your research to complete the following tasks.

Complete the following:

1. Briefly explain the sustainable objectives of the event. Although these may not be explicitly mentioned, use your research to create a reasonable estimation of an answer.
2. Identify and explain the main methods used to achieve sustainability at the event. Remember, sustainability does not need to be a headline aspect of the event but must relate to the best use of resources for the long term.
3. Identify and explain any key factors that may have influenced the level of sustainability at the event.

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4. Explain how the event benefited or maximized the sustainability of the:
   a. economic element
   b. social element
   c. environmental element
5. Identify any areas of best practice you can find for the event.
6. Explain whether you think the event reached its sustainability goals.

REFLECTION TASK

Sustainability is a very important contemporary issue, both on a personal level and for the wider community.

1. Consider your own personal life choices and answer the following questions:
   a. What are the main ways in which you try to make sustainable decisions?
   b. Are there any factors that influence your interest in sustainability?
   c. What changes could you make to your life to be more sustainable?
   d. What impact is there on the triple bottom line of your making sustainable decisions?
2. Reflect on the last large event that you attended, or an event that you would like to attend, and answer the following questions:
   a. Is/Was the event marketed using any sustainable or green credentials?
   b. Do sustainability claims (or a lack of) influence your choice of what events to attend? Why?
   c. What other factors supersede sustainability as determining factors when considering attending an event?

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CASE STUDY SEVEN

FIFA World Cup 2022



Saudi fans at the 2022 World Cup, Qatar.

Lusail Stadium just before the start of Saudi Arabia's historic match with Argentina.



Learning Objectives

The case study will introduce how event management committees determine the sustainability objectives and requirements of events, as well as how sustainability is interwoven into the planning and delivery of an event. This task has the following objectives:

- To analyze the ways in which sustainability affects event planning and the factors that can influence sustainable choices.
- To understand the importance of sustainability and the triple bottom line.
- To explain best practice in relation to event management and implementation.

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FACTBOX

- 32 teams from around the world played in 64 matches in a four-week period.
- It was the first FIFA World Cup held in an Arab and Muslim country.
- To avoid the extremes of Qatar's hot climate, the event was held in the winter period.
- Eight venues were used in five different cities.
- New rules—including increasing the number of permissible substitutions—were used for the first time in a World Cup.
- The Qatar World Cup is the most expensive World Cup to date, costing approximately SAR 825 billion.

The 2022 World Cup was awarded to Qatar by the FIFA executive committee in December 2010. Qatar beat Australia, Japan, South Korea, and the United States to be the hosts of the prestigious event. Qatar is the smallest nation by area to ever be awarded the FIFA World Cup, and was only the second country after Japan (which in 1996 was awarded the 2002 World Cup) to be awarded the FIFA World Cup despite never having qualified for a previous edition, becoming the first hosts since Italy in 1934 to make their tournament debut.

Sustainability was announced as being at the heart of FIFA World Cup Qatar 2022 from the very start. The event was designed to build a lasting sustainable legacy to contribute to the United Nations Sustainable Development Goals and the Qatar National Vision 2030. There were five specific sustainable areas identified: environmental, human, economic, social, and governance.

These aims were implemented in a way that would allow for the recycling of waste and water where possible and minimizing the use of resources across the facilities. Specific aims included sustainable construction, carbon neutrality, and investment into green spaces and public transportation.

Apart from the Khalifa International Stadium, all of the other stadiums were constructed specifically for the World Cup—they were designed by some of the world's most famous stadium architects with sustainability at the forefront.

- Stadium 974 at Ras Abu Aboud was designed as a temporary structure, constructed from 974 shipping containers (which is also the same number as Qatar's international dialing code) and modular steel. Many of the materials used in the construction of the site were delivered in the shipping containers used for the structure. Natural wind patterns were harnessed for ventilation instead of using cooling technology.

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- The Khalifa International Stadium was repurposed and redeveloped from the original 1976 design. The famous dual arches were joined by a wide canopy to support a new cooling system, and LED lighting reduced power consumption.
- The remaining six stadia all had unique design features, including color changing geometrical patterns. The Al-Thumama Stadium resembles a gahfiya (a woven headdress traditionally worn by Qatari men) and uses cooling technology that protects from the sun's rays. Moreover, the Ahmad Bin Ali Stadium reused or recycled 90% of the construction materials of the original structure that was demolished to make room for the new stadium.

New technologies such as fiberglass retractable and fixed roofs provide shelter from the elements while still allowing the grass to grow naturally. The venues were designed to be repurposed after the World Cup, with venues that could be turned into housing units, schools, hotels, and shopping malls. The Education City Stadium is designed to be turned into classrooms for nearby universities.

Qatar set impressive sustainable aims and goals for the World Cup, focusing on all areas of the triple bottom line. While only time will tell whether the event met all sustainable targets, some sustainable aims have already been achieved. The Al Janoub, Al Bayt and Ahmad Bin Ali Stadiums have already become major community hubs; public parks at Al Janoub and Al Bayt honor the country's commitment to inspiring health and fitness.

Al Bayt covers an area larger than 30 football pitches and provides green space and children's play areas, in addition to restaurants and racetracks. It also houses the Quodorat Center, a community space for the preservation of cultural heritage.

Ahmad Bin Ali Stadium now houses a sports club, where the Qatar Community football league holds its matches for people of all ages.

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Discussion Questions

1. Briefly explain what sustainable objectives the Qatar World Cup may have had.

2. Briefly explain the main external factors that may have influenced the sustainable goals of the Qatar World Cup.

3. Explain why the design and construction of the stadiums was key to the sustainable aims of the Qatar World Cup.

4. Why is the sustainable legacy of the Qatar World Cup such an important consideration?

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PLANNING AN EVENT

Integrating Sustainable Practices

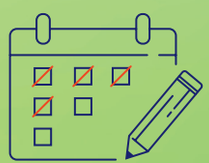
The planning for the soccer tournament is developing, and key sponsors have been approached by the planning committee to partner with the event. In addition to this, a number of other domestic and international organizations have approached the planning committee to enquire about the possibility of sponsorship as Saudi Arabia has a fast-growing market; events are heavily marketed and receive a lot of media interest globally.

Complete the following activities:

1. Explain why the tournament would want to heavily promote the event's sustainable credentials.
2. Analyze the internal and external factors that would determine which sponsors would be a good fit for the tournament.
3. Describe the key areas in which the event would have to consider sustainable practice.
4. Explain the impact of sustainability issues on the planning of the tournament.
5. Identify the key methods of best practice that could be used to maximize sustainable practices.
6. Evaluate the importance of minimizing the carbon footprint of events.
7. Analyze what methods could be used to measure the success of the event.

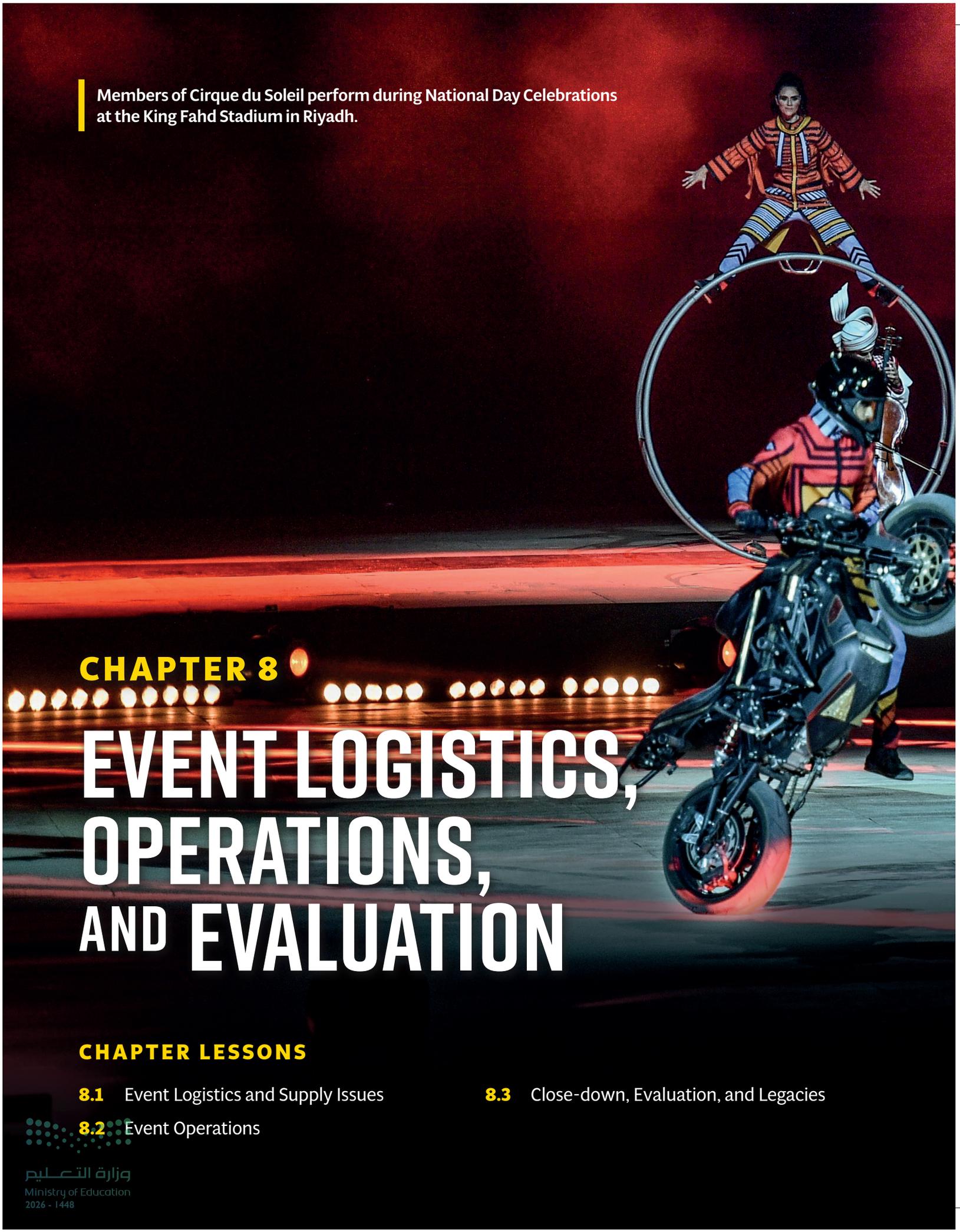
The document or presentation that you create will be used to select suitable sponsors as well as provide a sustainability blueprint for the tournament. As a key event focusing on tourism, the tournament would be heavily influenced by Saudi Vision 2030.

The layout of the document must be professional and understandable by non-specialists.



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Members of Cirque du Soleil perform during National Day Celebrations at the King Fahd Stadium in Riyadh.

CHAPTER 8

EVENT LOGISTICS, OPERATIONS, AND EVALUATION

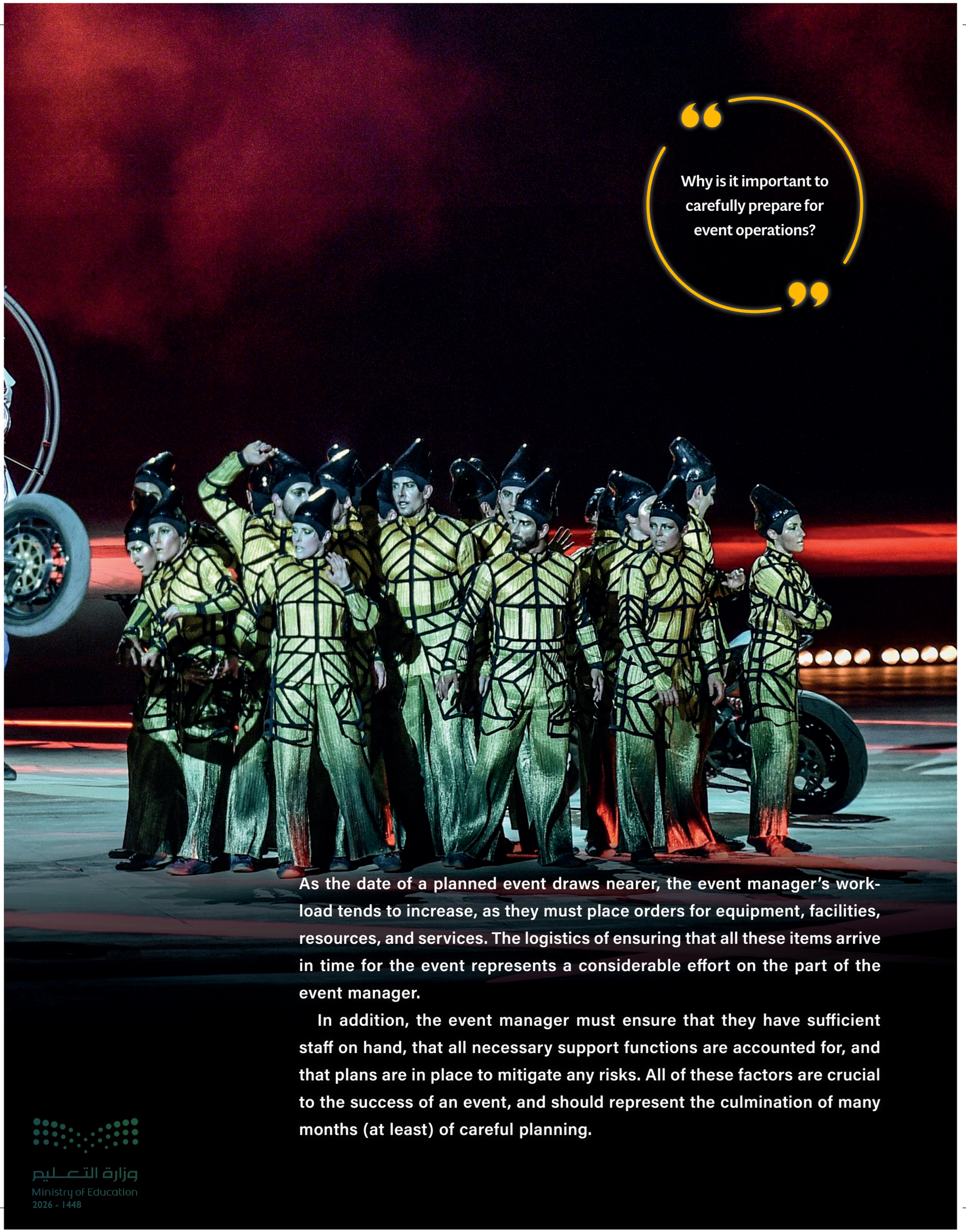
CHAPTER LESSONS

8.1 Event Logistics and Supply Issues

8.2 Event Operations

8.3 Close-down, Evaluation, and Legacies

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Why is it important to carefully prepare for event operations?

As the date of a planned event draws nearer, the event manager's workload tends to increase, as they must place orders for equipment, facilities, resources, and services. The logistics of ensuring that all these items arrive in time for the event represents a considerable effort on the part of the event manager.

In addition, the event manager must ensure that they have sufficient staff on hand, that all necessary support functions are accounted for, and that plans are in place to mitigate any risks. All of these factors are crucial to the success of an event, and should represent the culmination of many months (at least) of careful planning.

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8.1

EVENT LOGISTICS AND SUPPLY ISSUES

LESSON OBJECTIVES

Once you have completed this lesson, you should be able to:

8.1.1 Explain the meaning of logistics and sequencing for an event.

8.1.2 Explain the importance of different technical facilities and resources required for the success of modern-day venues and events.

8.1.3 Explain the importance of matching catering and event hospitality requirements to different types of events.

8.1.4 Discuss the impact of logistics and sequencing when managing supply, transportation, and distribution at an event.

KEY TERMS

Event infrastructure
Supply chain
Event production schedule
Sequencing
Backdrop

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LO 8.1.1

Logistics and Sequencing

As explained in Chapter 4, logistics refers to the process of planning and organizing to make sure that resources are in the places where they are needed at the right time. It involves acquiring and storing resources in addition to transporting them to their final destination. Logistics is an important aspect of event management. People do not like waiting, so poor logistics can directly impact on the satisfaction of visitors and guests at an event. Simple factors such as the availability of restroom facilities need to be carefully considered: the number of guests expected will directly impact the number of restrooms required.

While guests may be happy to wait minutes in a queue, their patience may be tested by extended wait times. This can directly impact visitor satisfaction levels, which can in turn have a direct and indirect impact on visitor feedback. While direct feedback in the form of surveys or questionnaires is valuable, indirect feedback on social media can have negative effects on the image and future of an event.



Why is it important to request the correct number of seats in the correct layout for a conference or business forum?

Speakers at the Misk Global Forum, Riyadh.

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The issues of logistical capacity is particularly relevant for large-scale global events such as the Misk Global Forum in Riyadh. This is a flagship youth-led event organized by H.R.H. Prince Mohammed bin Salman's Misk non-profit organization. Its aim is to bring young leaders, creators, and thinkers together with more experienced innovators from around the world to have interesting conversations that attendees can watch and be part of. Around 40,000 people register to attend the event every year.

An event of this size is likely to require considerable event infrastructure in order to run successfully. **Event infrastructure** encompasses all the basic equipment and structures that are needed for an event or organization to function. Requirements may include fencing, stages, catering facilities, the provision of drinking water, data cabling, and electrical cabling. All these need to be considered at the concept stage and installed just before the event opens.

Logistics and infrastructure differ for every event and event type. An event that is staged in a park, for example, requires more detailed site planning as many of the services need to be established (for example, the first aid tent, information kiosk, ticketing booth, backstage area, and site office). All of these involve the erection of temporary facilities.

Logistics

Logistics are important to events because of the need to ensure the right resources for a particular location at a particular time are provided. Without careful planning of this activity, the supplies needed to undertake the event may not arrive correctly. Managing the network of individuals and companies involved in creating and delivering products or services, which is known as the **supply chain**, is therefore a vital skill for an event manager.

The nearer the event deadline, the less ability there is to make big changes without having to expend enormous amounts of money and effort. One of the challenges event coordinators face is that if materials, supplies or resources do not arrive properly for an event, there is rarely enough time to reorder or replace them.

Sequencing

Effectiveness of the implementation phase is dependent upon on several interconnected factors, including a clear, structured system and good communication. This is to ensure that everyone involved understands their role and how it fits within the bigger picture. Linked to this is the order in which each step of the process is carried out. An **event production schedule** refers to the scheme of work to be done, in time order, to ensure an event is set up properly—this can be a useful tool for event managers to help with **sequencing**, which means combining elements in a particular order.

The logistic sequence shown in Figure 8-1 brings together the various elements that have or will be covered over the course of this book into a single sequence that follows a timeline.



Figure 8-1
Logistic Sequence for an Event

STEP 6 **Implementing the Event**
Operations, Control and Action
Communications, Problem-Solving on the Day

STEP 7 **Divestment/Legacies**
Close-down: Evaluation, Feedback and Recording
Refuse, Equipment and Services
Removal/Cleaning/Contracts Acquittal and Payments
Site Restoration/Handover

The first four steps in the sequence cover the planning and preparation necessary before the event setup occur. This includes ensuring all contracts are written up, delivered and signed, and that all necessary permits and procedures in place to be able to deliver a safe and successful event.

The next two steps deal with the event itself. it is important not only to have planned and booked the various support functions needed for an event to be successful, but also to manage the delivery and installation of the various elements before the event is implemented.

The final stage deals with the physical close-down of the event, and aims to ensure that the legacy of the event is secured. In addition, this stage provides an opportunity to evaluate what elements could be improved for any future editions, and how the team dealt with any unexpected issues that arose.

CHECKPOINT

Why is logistical knowledge and understanding vital for an event manager?

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LO 8.1.2

Technical Facilities and Resources Required for Modern-Day Events

The development of technology to entertain an audience has moved extremely fast—from 30 years ago, when the highest level of technology would have been a film projector, to today, when a whole range of presentation methods ranging from a laser projector to a laptop display can be used. This section will explore the different technical resources required for modern-day events.

Technical Resources

Display and Presentations

The technical resources that event coordinators and venues are expected to provide are becoming increasingly sophisticated, to the extent that event coordinators may be pushed to to outsource the hi-tech needs of clients to production or multimedia companies. The larger and more important the event, the greater the likelihood of a need for specialists, mainly as event managers do not have sufficient knowledge of the latest developments in relevant technology. Multimedia can include: video, computer-generated text and graphics, transfer of pictures from digital sources, and the insertion of sound or video into presentations.

Communications

Rapid developments in communications have seen increased use of video conferencing at large-scale events, using cloud-based video conferencing tools to allow speakers in one country to present virtually on a video wall in another. This requires the skills of specialist communications experts to ensure the communications facilities, including mobile communications signals, are working and Wi-Fi is both secure and open to the wider public.

Where an event is extremely large and takes place in an arena-type venue, there may also be a need to allow communication between technicians and coordinators. The logistics officer should, when planning the

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provision of communications, prepare a contact listing for both internal and external contacts. This acts as a kind of event "phone book" and saves trying to track down information from many different sources, and it should be built up as the event is being created.

Sound

Sound systems are needed at all but the smallest events. Sound system components range from microphones to amplifiers to loudspeakers—however, these alone tend to be inadequate for current events. Not only is there a need for the audience to be able to hear the proceedings, but there are also issues surrounding the sound system's needs: to synchronize and connect with visual tools and multimedia presentations, to accompany sets, to provide atmosphere, and to provide the full range of aural stimulation for the audience at the event.

What types of multimedia would you expect to see at a modern-day event?



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While major venues are usually equipped to provide modern sound equipment, not all smaller venues are so well-equipped. Organizers wishing to incorporate good quality sound often have to rent the equipment to provide it. Companies providing equipment are able to provide equipment packages that include not only public address (PA) systems, but also complete music systems. Given the complexity of this technology, a package including the hire of a technician is often necessary.

Sufficient time must be allowed for crews to set up systems (in the case of a large event) and to obtain frequencies for the event's radio communications, if these are needed. In terms of soundtracks, there are also issues of copyright for music and video, and in terms of the venue, the quality of the facilities and the acoustics of the venue need to be taken into account.

Lighting

The lighting of venues has a number of purposes.

- For function rooms, the main purposes are to provide ambient lighting, to highlight artists or speakers, to light backdrops, and to enhance the atmosphere.
- For secondary meeting areas, the lighting has to provide adequate background illumination in both public and support areas, as well as some decorative illumination, particularly in VIP rooms, dining areas, and foyers.
- In external areas, particularly in car parks and around the building entry and exit points, good lighting is needed to ensure visitors feel secure.
- Corridors, restrooms, foyers, and reception areas should be well-lit, although not harshly so. This is necessary to enable the proper functioning of these areas, to ensure safety and security, and to maintain a pleasant general ambience.
- The final lighting purpose is one of safety and helping people feel secure, particularly in terms of exits and traffic routes in and around the venue or site, which is essential and a legal requirement.

Lighting should be provided throughout the venue, from the various public areas to the place of final exit.

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Backdrops and Staging

Events now implement all three of these resources together to create a **backdrop**, which refers to the background or setting that influences the ambience. Due to this, there has been a significant adoption of theatrical digital scene-building techniques to provide backdrops for events, which usually requires specialist theatrical or event production companies. Considerations include how much money or funding can be put towards the staging and what levels of expertise, equipment, and supplies would be needed.

Setup

Very often, responsibilities for different parts of the setup lie with different members of a technical crew—so, for example, there would be someone in charge of lighting and effects, and someone else in charge of sound and stage—in addition to all the people involved in setting up the staging, rigging, carpentry, electrical work, and so on. With large-scale productions, it often surprises unfamiliar people how long the stage setup (and takedown) process takes, sometimes two or three days for a major event and weeks or months for a mega event.

The backdrop, or staging, is usually a major concern. It not only provides the location of the main event but is also the place where a corporate or sponsorship image is prominently located. Other technical features which might be included could be pyrotechnics (fireworks) and laser shows.

CHECKPOINT

Why are technical elements a prerequisite of modern-day events?



LO 8.1.3

Catering and Event Hospitality Requirements

It is not only the choice of a suitable venue that influences visitors' views of their experience but also the quality of food and drink provided. Event coordinators should bear this in mind and ensure there is sufficient time and space built into events if catering is to be provided properly.

For example, the performances and activities which are offered as part of the National Day celebrations in Saudi Arabia tend to last a number of hours. As a result, adequate catering needs to be in place for these events so that the attendees can fully enjoy the experience of attending them. If attendees are attending a musical performance that lasts several hours, they will expect to be able to eat and drink during this time.

What type of food might you expect to find at an event like the one shown?



National Day performance, King Fahd Cultural Center, Riyadh.

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Service Types

The organization of catering varies considerably, but in broad terms, there is a choice between carrying out the activities in-house, meaning within the company, as practiced by the banqueting departments of hotel-type venues, and contracting out catering, as practiced by other types of venues, ranging from public halls to sports stadiums and outdoor spaces.

There are advantages and disadvantages to the various methods, and the method provided by venues to handle their catering may have as much to do with historical precedent in that venue as with matters of profitability, flexibility, and convenience.

Hospitality Requirements

After finding a catering solution, the following points must be considered:

- the number of people
- the refreshment times
- the budget
- the visitors themselves.

One of the chief failings of catering at events is insensitivity towards the type of people attending. There is a tendency towards standardized and rather predictable menus which, while convenient for kitchens and sales coordinators, may be inappropriate for certain types of visitors.

The public attending events today is better educated in food and drink than at any other time in the past. The range of services on offer may be built around continuous provision throughout the event rather than the traditional presentation of breakfast, lunch, and dinner.

Layout of Catering Services

Continuous provision may take the form of "all day" facilities: catering outlets on site, catering tents, or mobile facilities such as food vans or temporary kiosks. However, according to demand, the opening and closing of these facilities may be staggered or scheduled to cope with the peaks.

Where there will be a large number of people at an event, queues at catering outlets can be minimized by having smaller outlets that deal only in drinks and fast food to help take the demand away from major food

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counters. It is important to think carefully about how many people each counter can handle at once. Adding more counters or outlets could ease the crush and also increase revenue.

Where events may feature a particular catering element, such as a formal dinner, organizers should ensure they have provided an appropriate number of serving staff as well as selecting a seating layout that best suits the client.

The layout of a seating plan may depend on many different factors, from physical factors such as the size and shape of the room, and the location of power points, to non-physical factors such as whether there there will be a central speaker or a single point of focus, and whether discussion is encouraged or required. Figure 8-2 shows examples of seated room layouts for several different types of events.

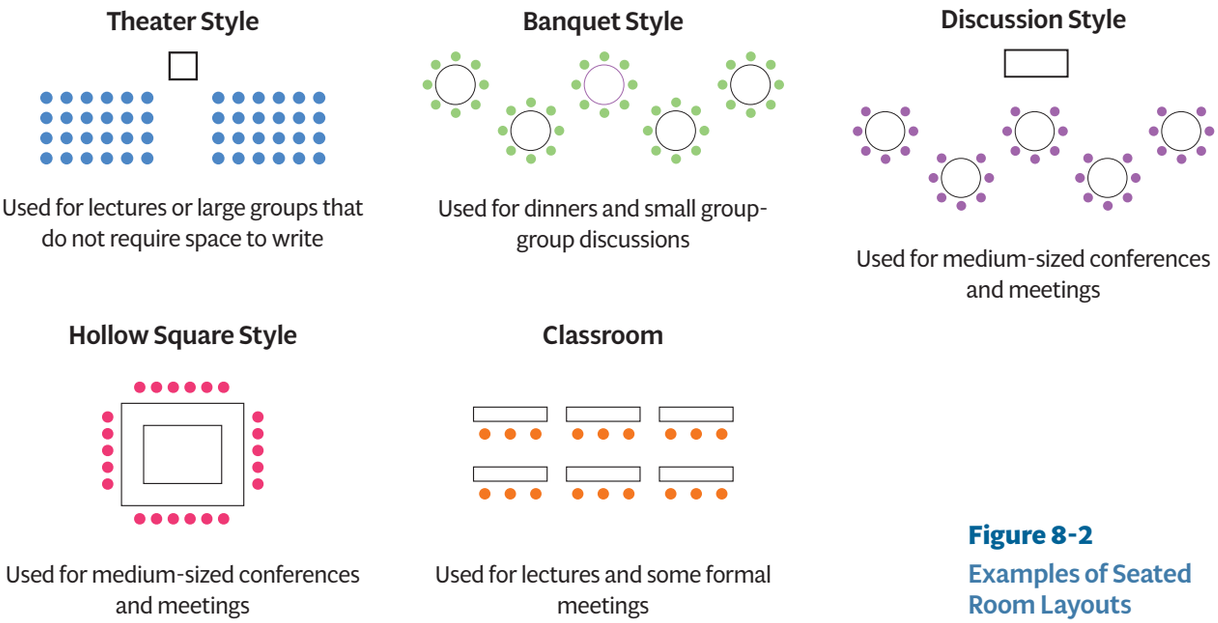


Figure 8-2
Examples of Seated Room Layouts

Theater seating plans are used when there is main speaker delivering a lecture, where many attendees are expected and there is no requirement to take notes. This is useful when space is at a premium.

Classroom seating plans are often used for events in which the attendees will need to focus their attention on a single speaker. This layout features tables so that attendees can make notes if they need to.

Banquet styles, however, do not require the presence of a head speaker, and guests are expected to socialize within the small groups. This layout allows for maximum communication and intimate conversations.

Important Planning Questions

There are many different elements that must be considered by the organizer when planning catering.

- Have licenses for food sales (e.g. from stalls) been applied for and received?
- Is there sufficient space for the storage, preparation, and service of food and drink, and for any necessary equipment?
- Are these areas easily accessible? Do they have the necessary utilities and comply with hygiene regulations from the Saudi Food and Drug Authority?
- What are the setup, opening, closing, and departure times?
- What cleaning and clearing arrangements are there?
- Are there selection criteria for a mix of catering providers? What arrangements are there for them to pay for their concession, pitch, or stall area?

Menu Composition

Menu composition and the range of food provided are significant not only in terms of the menu itself but also in terms of what is within a venue's capabilities. For example, a range of individually priced dishes may be suggested to the organizer, who then chooses a selection to suit the likely visitor profile based on their understanding of the style, likes, and dislikes of the public.

However, not all organizers do understand preferences, possibly due to a lack of research, and organizers often pick dishes they like, only to find that visitors criticize their poor judgement. Menu composition is, therefore, not simply a technical issue but also a serious question that organizers should ask themselves.

Factors Determining Refreshment Choices

The successful provision of the refreshments offered, as mentioned above, will often have a direct impact on an event. For this reason, it is important for event caterers and organizers to understand:

- the number of visitors attending and expected to buy refreshments, and how many refreshment opportunities a visit to the event might represent
- the number of staff or crew that have to be fed and at what times
- details about the visitor group themselves, such as:
  - who they are
  - typical food interests and styles of eating
  - age group
  - gender balance
  - special dietary needs (e.g. vegetarians)
- whether there is a budget for refreshments, or whether food is exclusive of the ticket price
- the expertise and ability of the catering staff
- the type of catering facilities, storage capacity, and equipment available at the venue
- whether the food and drink is brought in from outside and how it is brought in
- what utilities and main services are available at the venue.

CHECKPOINT

Why is food an important factor at most events?

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LO 8.1.4

Managing Supply, Transportation, and Distribution

In the context of events, logistics includes: activities such as the supply of materials and services, equipment and provisions, the arrival and departure of visitors, ticketing and enquiries, and the flow of people, artists, and crew to and around the venue.

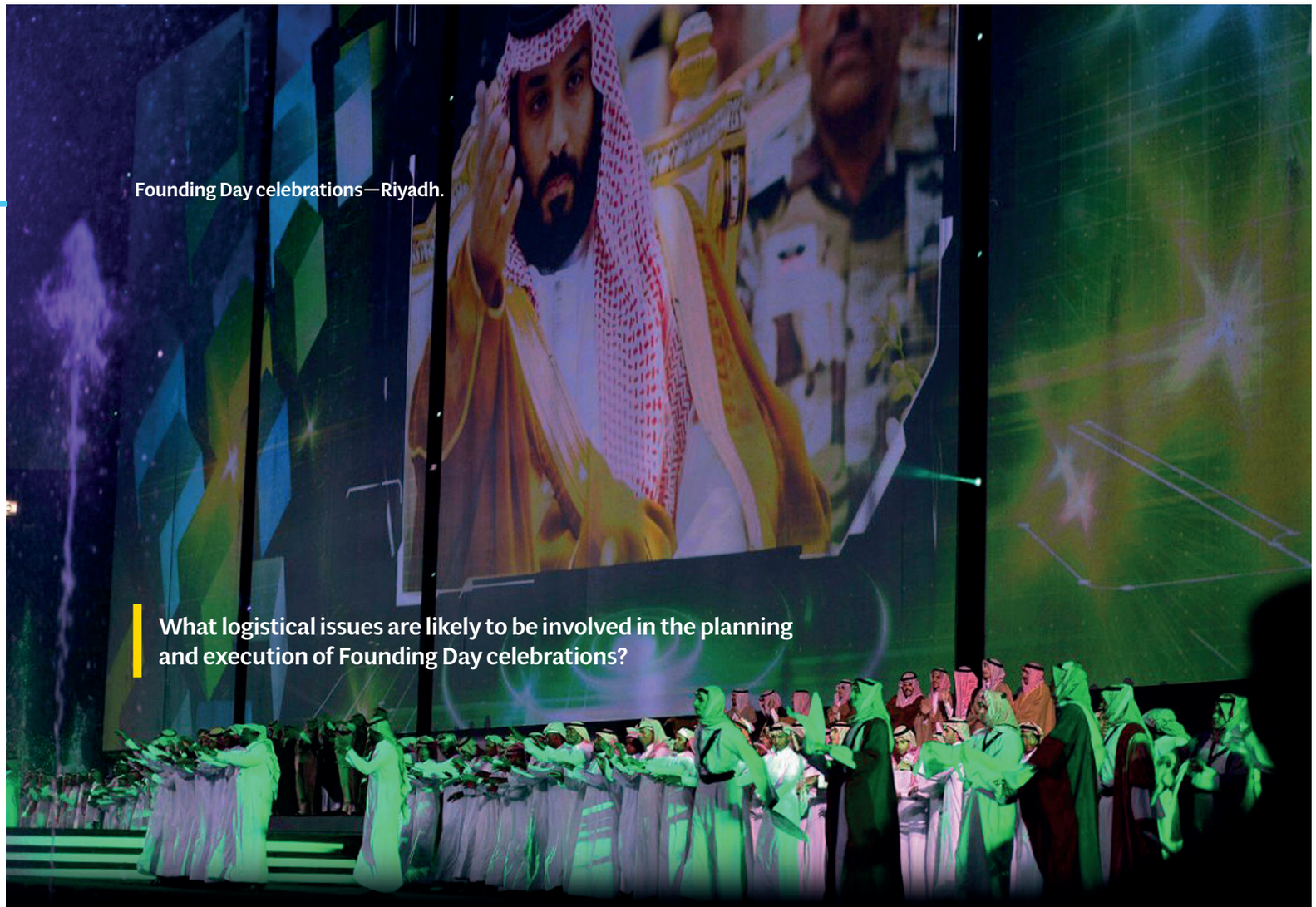
Preparation

Within this, the preparation, opening, and running of an event depend on getting all the elements to the right place in time for a range of deadlines. Where events are being run by professional management companies, these organizations will maintain a computer database with the general listings of supplies and suppliers used for previous events, which can be easily adapted according to the particular needs of the event currently being prepared. Supplies can be ordered and deliveries checked, usually at a central arrival point, and the supplies distributed as required to the parts of the site where they are needed.

At major or mega events, many companies will be involved and the integration of the whole operation will be a significant task. A trade show may have 20 or 30 companies supplying visitor catering or hospitality pavilions, which have to be set up, supplied regularly, and dismantled at the end of the event.

Planning

Preliminary planning may take months, or in the case of mega events such as the FIFA World Cup, years; once this phase has concluded, detailed planning and ordering must be carried out. Close to the start of the event, site set-up time is needed for tasks such as erecting pavilions or stadiums and the provision of utilities, as well as the organization of transportation facilities.



Founding Day celebrations—Riyadh.

What logistical issues are likely to be involved in the planning and execution of Founding Day celebrations?

Distribution

During the event, it is necessary to ensure that the distribution of the goods and services is smooth. The logistics officer should have a list detailing who should be contacted at a supplier in case the wrong items turn up on delivery. The logistics officer should also have a list of alternative suppliers in the local area in case of serious problems, such as failed deliveries or greater than anticipated visitor numbers or demand.

The logistics of resupply should also be considered—how much stock can each individual stand or restaurant hold; how often do the catering facilities need to be restocked; and when should they be restocked? Guests do not want to be waiting at empty catering points, nor do they want to dodge resupply trucks in a pedestrian area.

Considerations about distribution are crucial when it comes to very large-scale events such as Founding Day, which was established as a legal holiday in Saudi Arabia in 2022. Founding Day events are attended by

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millions of people in different cities across the Kingdom. Event organizers need to ensure that catering facilities remain stocked at all times.

Close-down

Closing down an event is also a major logistical task. It may be necessary to strip out the goods and equipment and either pack away reusable elements or recycle aspects that cannot be kept. In keeping with sustainable best practices, it is also necessary to clean up, and often to restore the site to its original state—all of which must be done to a carefully organized timetable.

CHECKPOINT

Why is it necessary to consider logistics when closing down an event?

Event Management Skills

Event Operations and Logistics

The Restatex Real Estate Expo is a recurring event held at the Riyadh International Convention and Exhibition Centre every spring (in March) and aims to bring together all people interested in real estate—including developers, marketers, financiers, investors, and buyers—under one roof.

As well as highlighting the role of the real estate sector in the efforts to diversify sources of investment as one of the most important objectives of Saudi Vision 2030, it is also a place where families and citizens can find financing solutions to be able to buy their own house.

With 35,000 people expected to attend the four-day event, which is sponsored by over 25 individual organizations, the event is a key fixture of the media calendar.

DEVELOP YOUR SKILLS

Explain the key logistical and supply issues an event organizer might encounter when planning the hospitality for this event.

8.1 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT related to the logistics of an event?
   - **a.** the supply of materials and services
   - **b.** the removal of surplus equipment and provisions
   - **c.** the arrival and departure of visitors
   - **d.** the pricing of tickets and consumables
2. Which of these is NOT an example of the basic questions and starting points to determine hospitality requirements?
   - **a.** the number of visitors
   - **b.** the budgets available
   - **c.** the type of visitor expected
   - **d.** the tastes of the event organizer

Think Critically

3. Why is it important to ensure the sequencing of elements of an event is carefully considered?

_____

_____

_____

4. How might incorrectly matched catering affect the reputation of an event and how might it impact the long-term success of an event?

_____

_____

_____

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8.2 EVENT OPERATIONS

LESSON OBJECTIVES

Once you have completed this lesson, you should be able to:

8.2.1 Discuss the importance of risk management and contingency planning for events.

8.2.2 Identify staffing needs in line with organizational requirements, goals and objectives.

8.2.3 Explain the issues involved in managing the operations of an event that is imminent or in progress.

KEY TERMS

Hazard
Safety officer
Contingency planning
Scenario planning
Permit
License
Legislation
Procedures
Protocols
Management by walking around
Bump-in
Performance standards

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LO 8.2.1

Risk Management and Contingency Planning

Risk management involves forecasting and evaluating risks, and taking steps to minimize their impact. It is the process by which "reasonable" risks are anticipated and treated, and it is an important consideration for both event concept development and event planning.

A risk is the likelihood of harm arising from a possible hazard. A **hazard** is any source of potential injury, disease, harm, or damage to people, properties, or the environment. Risks tend to fall more or less into four groups, as shown in Figure 8-3.

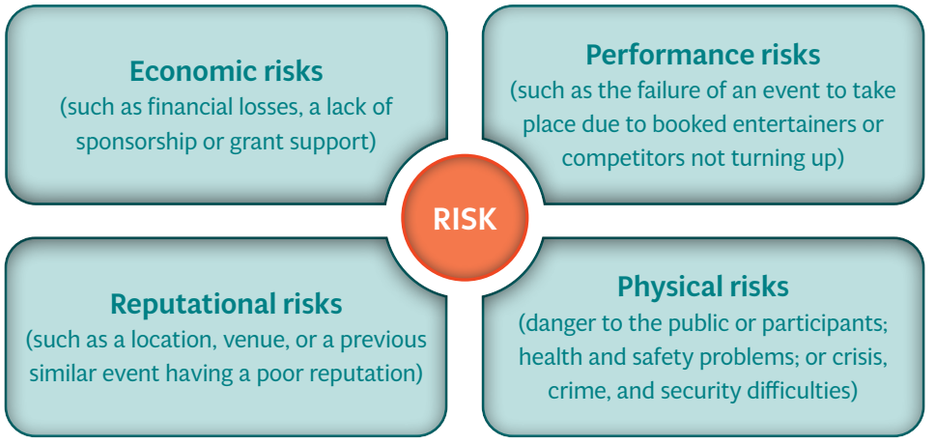


Why does changing one element close to an event increase the risk of failure?

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Figure 8-3
Four Main Groups of Risks



Risk Management

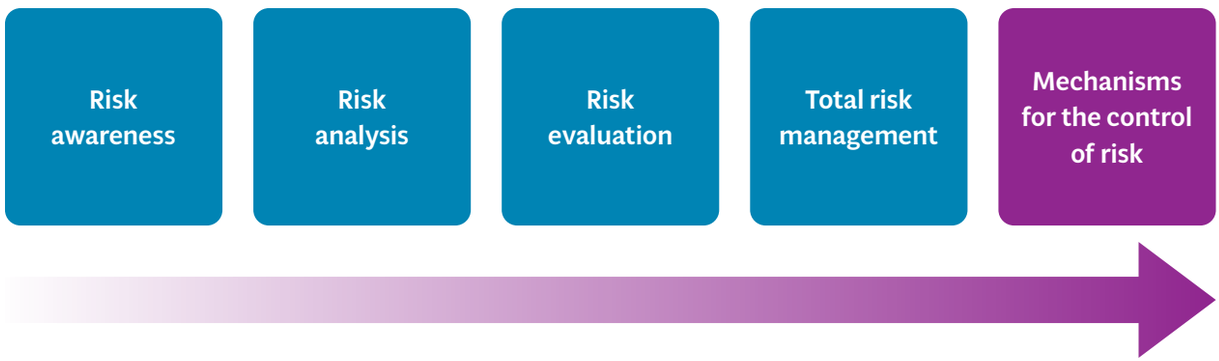
Risk management involves identifying and analyzing the likelihood and consequences of potential risks, such as threats to the health and safety of staff and attendees, volunteers not contributing as much time as expected, or a sponsor deciding to withdraw at the last minute.

A risk management approach is the foundation for managing not only safety but any risk that can impact the completion of the plan by the due date. One of the most important risks relates to legal compliance. An event can be shut down or fined if it is in breach of laws or regulations in areas such as waste management. Effective communication with councils, government agencies, and emergency services can mitigate this type of risk, meaning they will try to lessen the seriousness or extent of the risk.

Figure 8-4
The Risk Management Process

The Risk Assessment Process

Risk management involves a five-step process, as shown in Figure 8-4:



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These steps can be broken down as follows:

- *Risk awareness*—establishing the context and trying to predict the types of risk that may arise.
- *Risk analysis*—identifying the potential outcomes of the risk factor.
- *Risk evaluation*—deciding how serious the risk is, i.e. whether it is major or minor.
- *Total risk management*—deciding who is responsible for managing the risk at each stage and ensuring that they have a suitable action plan to follow.
- *Mechanisms for the control of risk*—putting in place policies and procedures to manage and mitigate the risk identified.

This process allows the manager to establish and prioritize the risks, and to both take steps to prevent problems from occurring and make contingency plans if problems do occur.

Responding to Risk

Once the severity and probability of a risk has been judged, one of four actions can be taken, as shown in Figure 8-5:

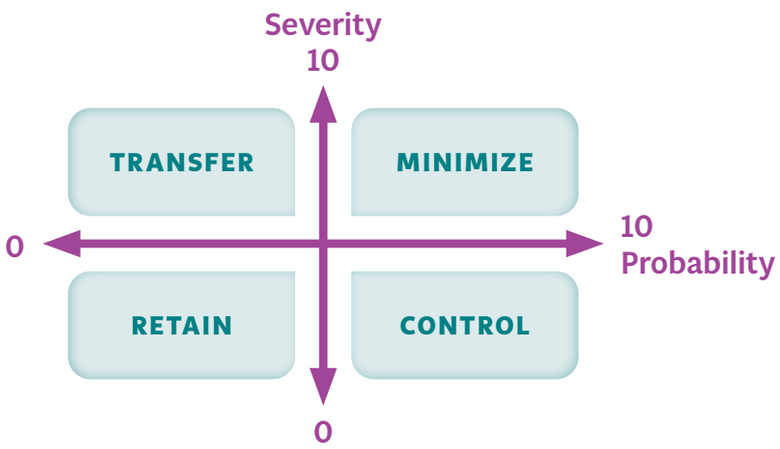


Figure 8-5
Decision Matrix for Responding to Risk

For risks that have severe consequences, then there are two choices:

- the risk can be transferred to another entity through an insurance policy—however, there are two considerations to take into account: how much the insurance costs, and the ancillary consequences, such as a loss of reputation

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- the risk can be minimized, often by removing the risky activity entirely or substituting it with one that may have a similar outcome but much less severe consequences.

For less severe risks, there are two further choices:

- the activity with an element of risk can be retained; sometimes the cost of eliminating a risk has far worse consequences
- the risk can be controlled through additional processes, such as increased levels of safety, which may reduce the enjoyment of the initial activity but allows the activity to proceed.

Controlling Risk

To control risk, it is important to identify potential risks and take steps to reduce or mitigate them. Two options are available for this.

Risk Assessment Forms

Risk assessment forms can help objectively view the level of risk (see Figure 8-6).

Figure 8-6
Example of a Risk Assessment Form

Event: Eastern Regional Kite Flying Championships
Location: Local Soccer Ground **Date of event: June 10 and 11 2023**
Date of this assessment: March 20 2023

		Risk Ratings									
		People at risk			A - Worst case outcome			B - Likelihood			Rating
	Hazard	Staff	Contractors	Public Others	Slight 1	Serious 2	Major 3	Rare 1	Possible 2	Likely 3	AxB
1	Spectator being hit by ball	✓	✓	✓		✓		✓			2
2	Soccer player being hit by kite			✓		✓		✓			2
3	Spectator being hit by kite	✓	✓	✓		✓			✓		4
4	Overcrowding in event arena	✓	✓	✓	✓			✓			1
5	Overcrowding in catering tent	✓	✓	✓		✓		✓			2

This is an ongoing process, as anyone who feels they have identified a risk, perhaps while an activity is taking place, must be able to flag that risk and have it dealt with immediately.

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Risk Analysis Matrix

As a starting point for producing contingency plans and emergency procedures, a risk analysis matrix should be commissioned to plot the level of risk of a chosen option (see Figure 8-7).

RISK ANALYSIS MATRIX

Likelihood	Consequence: 1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost certain	H	H	E	E	E
B Likely	M	H	H	E	E
C Possible	L	M	M	E	E
D Unlikely	L	L	M	H	L
E Rare	L	L	L	H	H

KEY (Levels of risk)

L = low **M** = medium **H** = high **E** = extreme

Figure 8-7
A Risk Analysis Matrix

The risk analysis matrix can be used to decide whether the level of risk associated with an option is low, medium, high, or extreme.

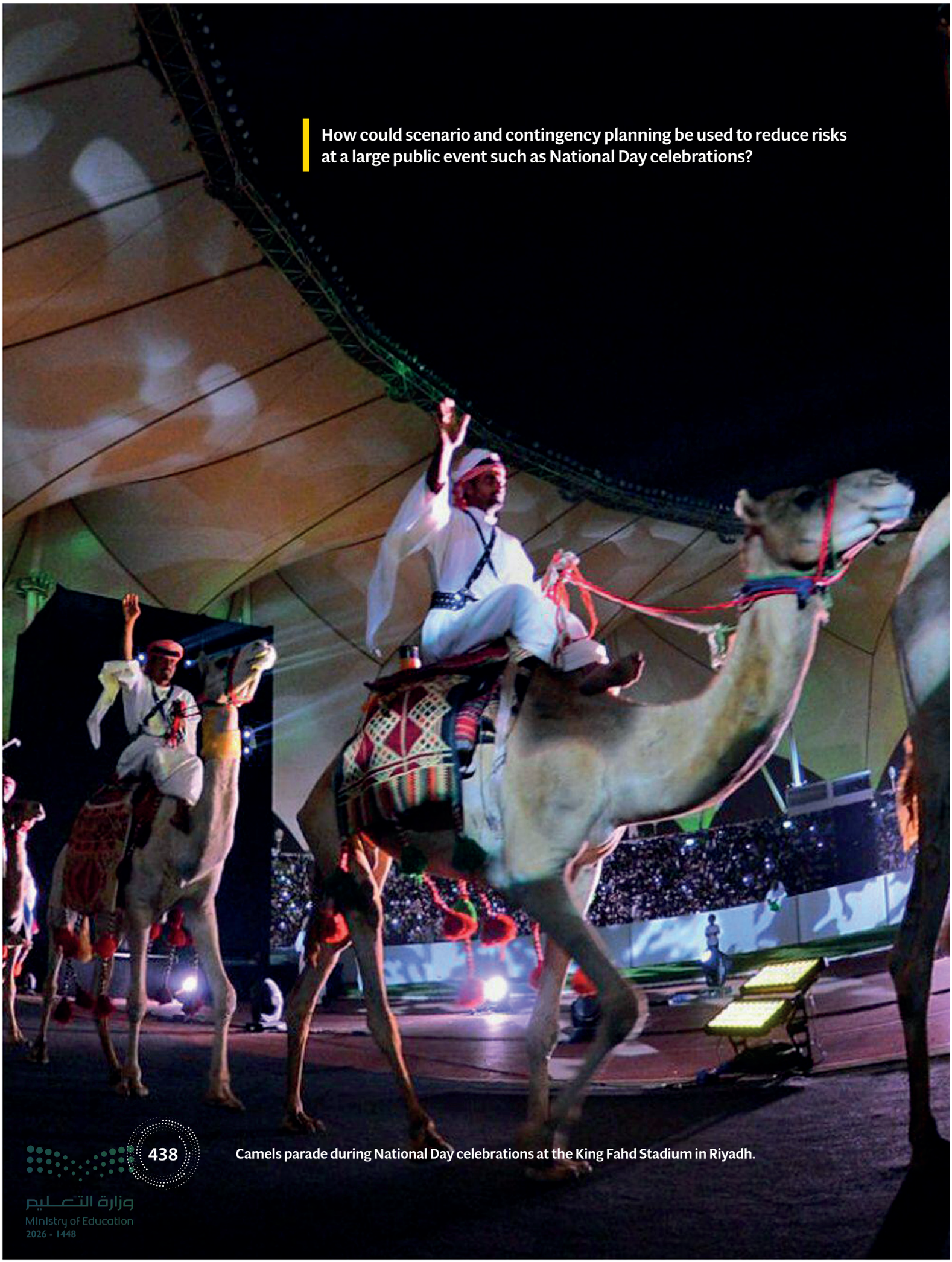
- If the level of risk is low, this signifies that the likelihood and consequences of failure are low and may not need much if any contingency planning.
- If the level of risk is extreme, then the likelihood and consequences of failure are high, and decisions need to be made as to whether the option chosen is vital and the risk must be controlled, or whether the option can be eliminated and an alternative chosen.

For this reason, all events should have an appointed **safety officer** who is responsible for ensuring that health and safety protocols are followed. The safety officer has the power to stop an activity on the spot or to order the necessary resources to resolve a safety issue, and has contact lists for the events team and the emergency and back-up services.

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How could scenario and contingency planning be used to reduce risks at a large public event such as National Day celebrations?



Camels parade during National Day celebrations at the King Fahd Stadium in Riyadh.

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Contingency Planning

Contingency planning is a management tool used to analyze the impact of potential hazards to events so that adequate and appropriate arrangements are made in advance to respond in a timely, effective, and appropriate way to the needs of the event. Contingency planning is used to anticipate, pre-empt, and solve problems that typically arise during events.

Large-scale events like the Saudi National Day can be extremely complex to organize. The National Day celebrations in the King Fahd Stadium in Riyadh are typically attended by around 40,000 people, which makes the event a daunting prospect in terms of planning and logistics. For events of this nature, contingency planning is crucial to mitigate the risks involved in such a large gathering of people in one place.

Contingency planning is a form of insurance; a comparatively small initial cost is paid to ensure that in the event of a disaster, the costs to an event, whether financial or reputational, are minimized. In an ideal event, no contingency plans should ultimately have to be put into action—everything should work according to the original plan.

A contingency plan depends on four main areas: preparation, analysis, response planning, and implementation preparedness.

Preparation

An analysis of existing event plans and procedures, records and reviews of past events should be undertaken. This highlights lessons learned in reports and event evaluations.

Analysis

A contingency plan should be based on a sound analysis of risk in a specific event, and it will therefore reflect the nature of the hazards or threats, as well as the vulnerabilities and response capacities of a particular event.

Scenario planning, which is preparing for uncertainty by developing plans for potential future changes, should try to model a full range of possible hazards events face and then try to prioritize the hazards with the highest level of risk.

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Response Planning

Based on agreed-upon roles and responsibilities, it is important for stakeholders in the contingency planning process to define contingency objectives and strategies in more detail. By developing these plans, gaps may be identified that should be addressed, and risk mitigation strategies can be adopted.

Implementation Preparedness

Contingency plans need to be tested by the people and stakeholder groups that will use them to determine the practicality of a plan and identify and fix errors or shortcomings. This testing can help identify what training may be required and ensure that everyone understands the plan and does not panic.

CHECKPOINT

Why is contingency planning important?

Planning Matters

Risk Management

Mega festivals include many different components, and any event that has visitors has potential risks and hazards that require event safety officers and contingency plans.

A risk management assessment must consider:

- legal requirements and regulations
- brand image and awareness
- cost factors
- stakeholder requirements and expectations.

What do you think?

How would your planning of such an event aim to address the four points listed above, and what might affect the relative importance of a potential risk?

LO 8.2.2

Organizational Staffing Needs

The event workforce can often be complex, and managing people is challenging but critical to the success of the overall event program. Traditional recruitment practices have been updated to include seeking and interacting with candidates using professional online platforms such as LinkedIn. The first appointment, key to ensuring success, is a skilled event manager.

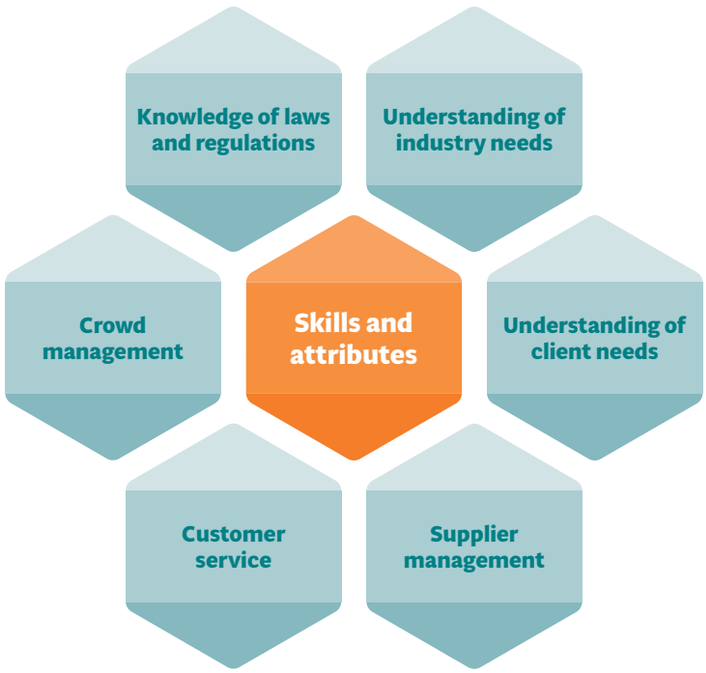
Qualities of a Skilled Event Manager

A skilled event manager must have many qualities to be considered successful—however, above all, an event manager must be an excellent problem solver, an excellent communicator, able to make decisions and delegate tasks to appropriate subordinates, and able to identify and deal with potential issues before they become problems in a constantly changing environment. These skills will help them to coordinate a wide range of activities. This requires a proactive approach, where situations are controlled rather than just responded to after the event. Specific skillsets of event management are discussed further in Lesson 8.2.3.

Skills and Attributes of Event Staff

There are many skills and attributes an employee can bring to a job in event management, including both soft skills such as time management and hard skills such as technical expertise. Recruitment depends on the type of position or candidate required, with event-specific skills and attributes, such as those in Figure 8-8, being highly valued, in addition to more general soft skills such as communication, problem-solving, and adaptability.

Figure 8-8
Required Skills and Attributes of Event Staff



Each event will have specific requirements and may not need experts in each of these fields—however, large and mega events will usually have experts in all of these positions, as the risk of failure is much larger and the negative publicity from a catastrophic event may badly damage a brand and the event.

Identifying Staffing Needs

Professional Events

A business or organization that wants to hold an event such as a product launch is usually going to require a professional event management company with key trained, professional employees. A professional event will therefore expect to have an organizational team that consists of permanent employees who work directly for the event team and receive payment directly.

Community Events

It is important to understand the rationale for an event—for example, community events such as food festivals are often staffed by volunteers. While most of the people working at the event may not be professionals who have a career in events that requires a specific amount of advanced

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training and/or education, for a large community event a professional may be required to ensure that the event is well-planned. An example of an advertisement highlighting the requirements of a professional can be seen in Figure 8-9.

Figure 8-9
Job Advertisement for an Event Coordinator

Municipality Event Coordinator

An event coordinator with knowledge of corporate hospitality and event management services is required to work for the municipality of one of the regions in the Kingdom to manage a variety of community and municipal events for commercial and cultural benefits. Events may include cultural, sporting, and arts events, as well as corporate incentives and conferences. We are seeking an experienced event coordinator with the following qualities:

- At least two years of event management experience
- The ability to create imaginative events which meet specific briefs and budgets
- Must be confident, self-reliant, and mature
- Own vehicle essential; must have a valid driving licence
- Knowledge of current health and safety requirements an advantage

Salary SAR 15,000 plus an attractive benefits package

A newly appointed event coordinator in such a situation will then often have to build a team that matches the organizational event requirements. While large event management companies will have professionals with clearly defined roles, community events will often have to rely on volunteers, those who freely give up their time without getting paid. These volunteers may not have all the skills required, such as organizational, communications, practical IT, or resource-gathering skills, which means you will not necessarily get exactly the skills and talents needed, and you will most likely have a disparate group of people who want to be involved and who are enthusiastic but who might have to undertake tasks they have never done before.

Therefore, when deciding on whether to use a professional or a volunteer, and therefore deciding upon the staffing of an event, in addition to identifying the basic details of the event, the event organizer needs to understand what skills or talents are required and who may have them.

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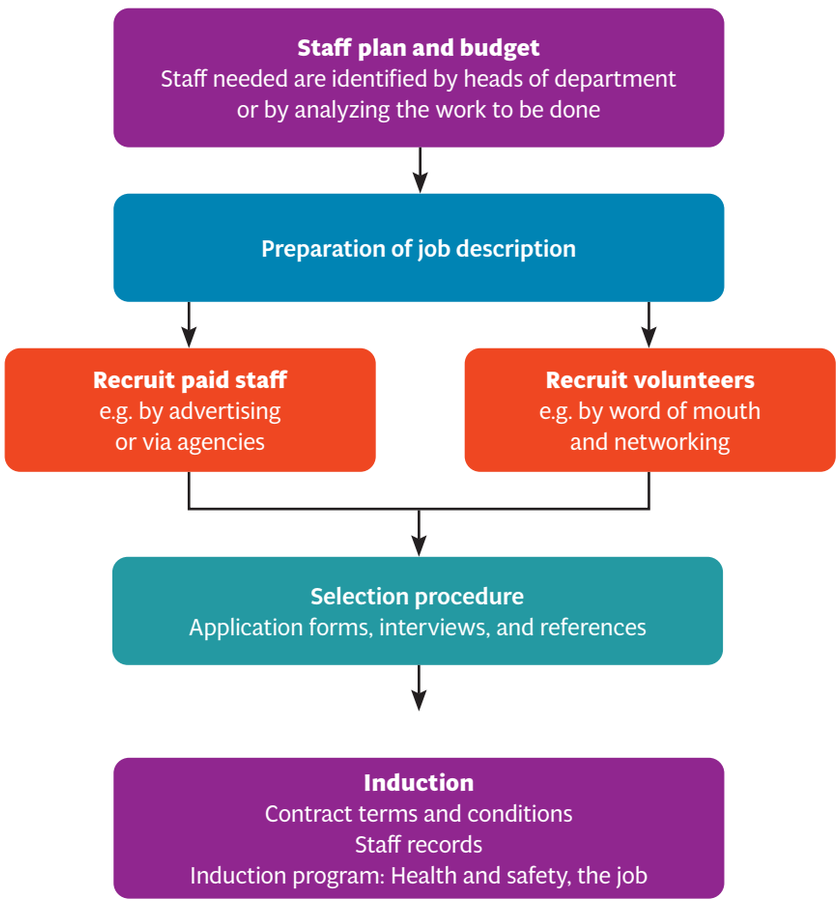
Determining the Number and Type of Staff Employed

With the basic framework of an event organized, the next stage is for the event planners to identify what type of staff and how many staff are needed. This process is often based on experience, either of previous events or of the event organizer or committee. Alternatively, a list of tasks can be created (or a work breakdown structure used) to estimate the number of staff needed.

Event Staffing

Event organizers have to look at the event to identify the range of jobs and tasks that need to be done and seek to match available staff or volunteers to them. This matching is part of the selection process, and not all those who apply (even volunteers) are necessarily needed or suitable, with the result that some people may not be needed or wanted. Figure 8-10 shows an example of how the staffing of an event can be planned.

Figure 8-10
Staffing an Event



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Once the event staff have been selected, it is important to ensure that all staff have appropriate induction training to allow them to work safely and achieve the organizational objectives.

Factors Influencing the Number and Type of Staff

A basic outline of a staffing plan must be created, which can then be developed and added to a staffing budget. Various factors will affect the number of staff needed to run an event.

- The size of the event: numbers attending and likely demand.
  - How big is this event going to be? How many employees are needed?
  - What is the likely demand? (How many people will come?) Is the event limited by the capacity of your venue?



What factors might influence the workforce makeup for an event?

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- The balance between types of staff: paid or volunteer.
  - What expertise, ability, knowledge, and experience are required?
  - Are there enough finances to pay for all of the required roles?
  - Can temporary staff be employed for a season and moved from one event to the next within a given geographical area? This can save time and money on training, and it requires less overall effort for local recruitment.
- The layout and components of the event.
  - The wider the area that has to be covered, the more staff that may be needed, and the more difficult communication with them may become.
  - "Service cores" can be centralized so that fewer staff can operate and supervise a larger number of activities.
- The method by which the services are provided.
  - Hiring a contractor (e.g. a food services supplier) will relieve the organizers of having to manage employees in this section as they are employed by others.
- The demand patterns and scheduling of staff, and the number of staff per activity.
  - At any event, there will be a fixed level of staff below which it is not possible to fall (e.g. one person must always be on the service desk at all times). As demand increases. so too will staffing.
  - It is necessary to be aware of when the event is going to be busy and when it is not, and at those peak demand periods, which parts of the event will be busiest and need the most staffing.

CHECKPOINT

Why do different events require different numbers and types of staff?

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LO 8.2.3

Managing Event Operations

Legal Permissions

When managing an event, it is important to understand the various terminology used. While permits, licenses, and legislation are all legal requirements, their definitions highlight the differences between the three terms.

- **Permit**: a permit is an official document that gives permission to use or do something, however, they are often valid for a limited time period (such as for an infrequent event or a one-off celebration), may have regular inspections to check compliance, and may have many restrictions.
- **License**: a license is similar to a permit but is usually granted for an extended period of time (or even permanently) and has fewer restrictions and inspections. Examples include professional qualifications or permissions to use a piece of land for a specific purpose indefinitely.
- **Legislation**: a law or set of laws put in place by a government body. Legislation must be followed by all people and is designed to protect a wide range of stakeholders.

Sourcing Information

For professional legal advice, most event managers would contact their professional association or their organization's own legal team. The key issue for managers in the event industry is knowing when to seek professional legal advice.

Successful event managers must ensure that they (or their teams) utilize ongoing research, which is needed to determine the scope of compliance required through the continuous review of policies and practices in order to respond to any changes.

As laws and legislation change constantly, it is not sufficient to remember last year's requirements and repeat them for this year's event. Rather,

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it is important to regularly review and verify licensing elements such as health, safety, and insurance requirements.

It will be necessary for event organizers to identify the legal requirements for aspects such as staffing, permits, licenses, and other regulatory issues. These issues are particularly relevant in the case of sporting competitions or outdoor events which may have specific health and safety requirements.

One example of such an event would be the Hareed Fishing Competition on the Farasan Islands. This is a decades-old festival where fishermen compete to catch the largest number of parrot fish within a set period of time. The fishing competition is accompanied by the playing of folk music and it attracts both locals and tourists every year.

Why do event managers need to ensure that all permits, licenses and legislation are followed or applied for?



Hareed Fishing Competition, Farasan Islands.

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The General Entertainment Authority is likely to be the first point of contact for most event organizers as this is the body that provides licenses for public events in Saudi Arabia, issuing licenses in three categories: entertainment venues, entertainment events, and supplier services.

Examples of Permits, Licenses, and Legislation

Many permits and licenses are obtained due to a requirement from legislation. Once the relevant legislation has been identified, permits and licenses can be applied for if necessary. It will be necessary to follow certain **procedures**, which are particular official or accepted ways of achieving a task, and **protocols**, which are sets of rules and official guidelines. These may have longer lead times between application and issuance.

As may be expected, there are many different permits, licenses, and legislation that must be applied for; Figure 8-11 highlights a limited number of key potential options.

Figure 8-11
Examples of Permits, Licenses, and Legislation

Licensing	Example of event legislation	Permits
• Entertainment activity practicing license • Licenses for suppliers • Amusement park license • Artistic and entertainment license • Entertainment ticketing certification • Issue of work license • Operating entertainment event facilities license	• Sustainability • Waste management • Employment legislation • General regulations • Public decency • Intellectual rights	• Entertainment show permit • Live show permit • Event permit • Work permits • Event site permit

Contracting

Apart from permits and licenses, various kinds of contracts will be needed for entertainers, pyrotechnicians (fireworks specialists), guest speakers, or celebrities, to ensure the arrangements are correctly made. Contracts of this kind need to be approached carefully, bearing in mind that bookings for specialists have to be made long in advance, and they will include some form of pre-payment and arrangements in the event of contract cancellation by either party.

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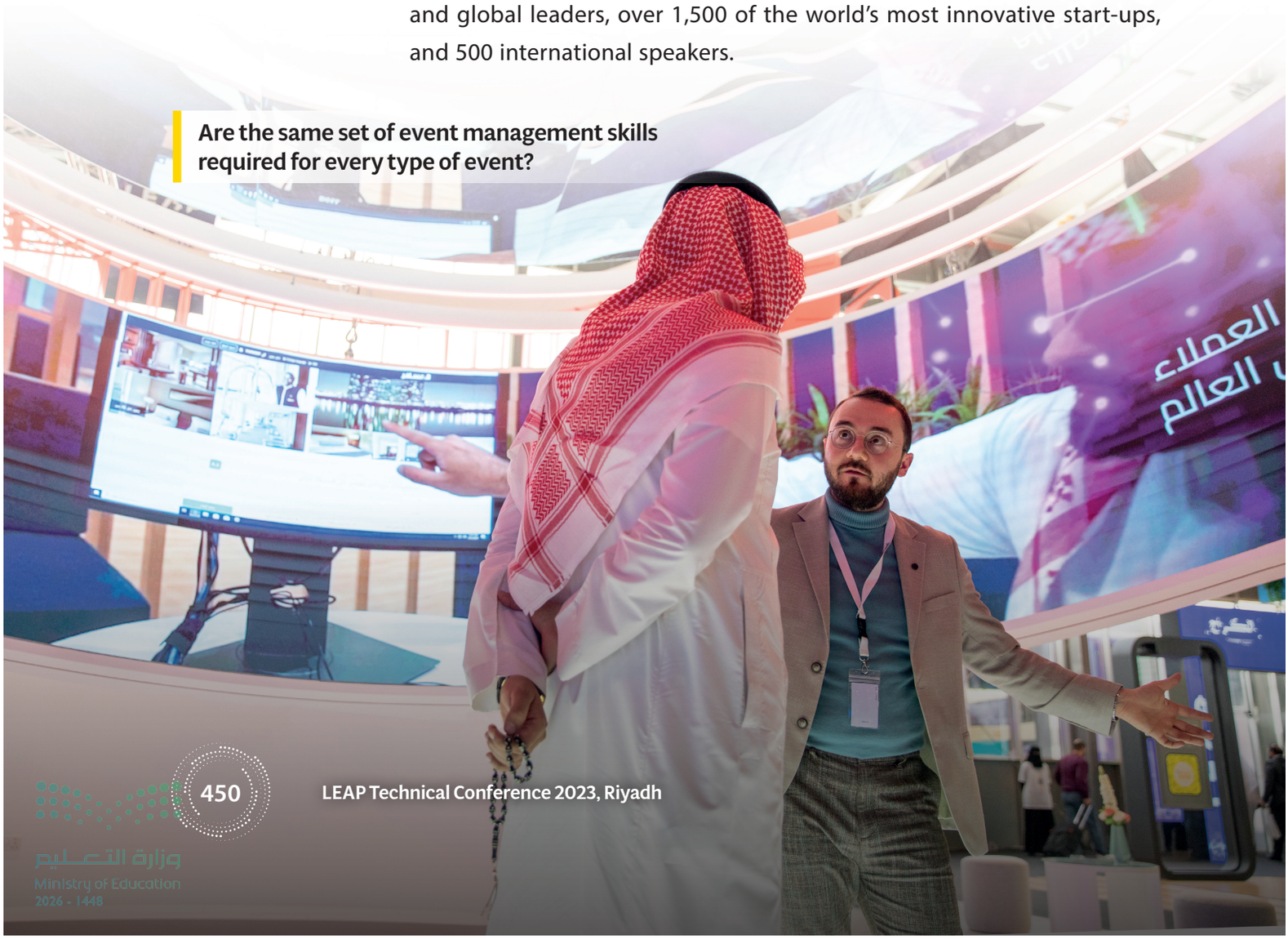
Where such a contract is likely to be used, some legal advice should be taken, especially if the contract is out of the ordinary or non-standard in some way.

Event Management Skillsets

Despite all the time and effort that goes into planning an event, running it on the day can still prove a challenge. The coordination of a wide range of disparate and even unusual activities, facilities, and services can be overwhelming.

Detailed and thorough planning plays an important role in reducing the variability and uncertainty of what takes place during an event and allows the event coordinator to prioritize those things that require attention. Thorough planning is particularly important when organizing events on the scale of the LEAP Technical Conference which takes place in Saudi Arabia every year. As many as 100,000 attendees are present at this event, in addition to 700 exhibitors including world-leading technology companies and global leaders, over 1,500 of the world's most innovative start-ups, and 500 international speakers.

Are the same set of event management skills required for every type of event?



LEAP Technical Conference 2023, Riyadh

Organizing and running such an ambitious event will require an event manager to be on top of a large amount of detail while also being able to retain a sense of the bigger picture. They will also need to be skilled at delegation (as one person alone could not possibly manage such a complex event), and flexible and proactive enough respond quickly to any unexpected issues that might crop up.

The Need for Skilled Event Management

The nature of the events business means that each occasion is unique, and a production line approach can rarely be adopted. The activities undertaken to carry out one event effectively may not necessarily accomplish the next quite so effectively, although there are common features. The recurrence of routine tends to be in the framework—in the approach, organization, and management—rather than in the implementation or the operation.

On a simple level, the same ordering system can be used almost universally for all events; but the number of people, the timing, the number of supplies, and the requirements will be unique for each event. Skilled event management is therefore needed to determine which frameworks to implement and how.

Common Event Management Tasks

Correspondence and Schedules

Events often have last-minute changes, requests, and messages which must be actioned. Once correspondence such as emails or phone messages has been checked and actioned, it is vital to ensure that all relevant people are aware of the schedule. Checks can be made on arrangements between the coordinator and staff to deal with any final requests or changes to the booked details.

Management of Event Tasks

Senior managers of mega events will often not be aware of the details when managing events—elements such as the receiving of supplies, materials, transportation, and parking will be delegated to juniors—however, the overall responsibility and strategic direction required to manage the event will be kept by the senior manager.



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To ensure that there is effective coordination of all the tasks involved in an event, there is often an organizer's office. The event manager will use this control location as a base and often have assistants to reduce the stress and allow the manager to focus on the strategic overview of the event. It is important that the event manager has an up-to-date schedule of activities and keeps in regular contact with relevant parties to ensure that all activities are completed in full and on time. This can be achieved through a process called "**management by walking around**", where the random and unplanned physical and visible presence of a senior manager encourages morale and organizational purpose.

Bump-in

The **bump-in** refers to the processes that must take place in the immediate run-up to an event, such as the setting up of staging or equipment, and to the time frame available for these. Large-scale equipment or staging may take several days to construct, and this should be foreseen in the scheduling and booking of venues. An event manager must ensure that a ground plan is made by the coordinator and a copy left with the venue to enable work to proceed if the organizer is not yet present or has been held up. Parking for trucks bringing this type of equipment or for support trucks and trailers may also be needed, especially at certain types of festivals and sporting events.

A stage set will often be followed by the technical equipment (lighting, sound rig, etc.)—this part of the set-up is sometimes referred to as load-in. An event manager, using stage and layout plans with areas clearly marked out, should help ensure that getting a set and its technical equipment up and running is done quickly and efficiently, in time to be tested or used for rehearsal.

Security

Different events will require differing levels of security, from ensuring that entry and exit queues and locations run smoothly to the creation and management of VIP areas. Police or security may want to physically check the venue site to ensure that regulations have been adhered to and security matches the required needs of the event.

Security is a serious matter, and an event may require a full security plan—however, making security a major issue can be counter-productive to people's sense of feeling secure. If security is too obvious, people will wonder why it is there, possibly leading to them feeling more fearful, not less. An event manager must be able to balance security with visitors' needs.

Media Handling

Many events rely on media attention, and press viewings should be organized. They must be competently done and careful thought must be given to them beforehand, especially in terms of what the event team wants out of them. Event managers must plan what to show and how it should be shown, as well as where to take breaks on the tour so visitors get a good view of what's going on and ask questions.

It is also important to be able to chat informally and quietly about the event without being interrupted. The media is interested in what the public wants (or wants to read), not what they are told, so consideration must be given to what is shown on a site visit, including what the philosophy and highlights of the event would be for the public, suitable photographs or photographic opportunities, what the background to the event is, and who the key people and/or sponsors are.

This might be done in the form of a press kit or press release which you can give out. In this way, you have a better chance of the information being provided in the way you want rather than the way journalists think the story could be.

Event Infrastructure

Event infrastructure and contractors are organized in the planning stages of an event, so accurate tenders and quotes can be obtained from suppliers of equipment and services, detailing the expectations of both parties. License and permit requirements are also identified and met in the planning stages.

The event manager's role at this point is to manage the logistics of an event, getting resources and people to the right place at the right time. The level of difficulty associated with running an outdoor event at a temporary site should not be underestimated. Each element of the proposed infrastructure must be discussed with key stakeholders and suppliers.

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Careful coordination and monitoring are essential, particularly during the bump-in phase, when several contractors will be working simultaneously.

Contractors who waste time during bump-in are not going to be responsive to later requests from event managers who have not planned the logistics of bump-in carefully enough to ensure an efficient process.

Monitoring Event Infrastructure

During the bump-in process, the event organizer needs to monitor the progress of the construction of infrastructure. Specific times are allocated to this process in the exhibition industry and, for safety reasons, exhibitors are not allowed access to their stands until the construction is complete. Ongoing liaison with contractors is necessary so that any need for adjustments to infrastructure can be identified and appropriate changes organized and confirmed in writing. This process is facilitated by well-prepared bump-in schedules and a detailed operations manual. Sharing information with stakeholders, contractors, and other staff is essential. A delay in one area can cause a significant knock-on effect in many other areas.



What infrastructure is important at a food festival?

Ramadan Traditional Cultural Festival at Al Balad Historical Place in Saudi Arabia.

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Policies, Procedures, and Performance Standards

Every event requires policies which describe general principles and give guidance regarding "what is to be done". Having prepared the policies, the procedures for implementing them are then developed. A policy equates to "what is to be done", as opposed to a procedure, which equates to "how it is to be done".

Policies are important for all but the smallest events, even those which on the surface may not appear particularly complex. For example, the Al-Balad street food festival in Jeddah, in which people gather to celebrate breaking the fast during Ramadan, may seem like a relatively simple event in terms of its component mix and the informal nature of the festival. However, public events like this require comprehensive policies to prevent accidents, avoid theft, and prioritize access to the site by emergency services crews.

A procedure can take the form of a list of tasks or a checklist. Once procedures have been developed and integrated across the event functions, all the pieces begin to fit together. Sometimes, the timing of a procedure needs to be modified to meet the needs of another functional area. By establishing inspection schedules and **performance standards**, which are the expectations for employee roles and responsibilities, the operational success of an event can be more confidently assured.

Evaluation of Success

Reviewing and evaluating events gathers important knowledge which can inform future event planning and operations. There are many situations that may result in a failure to meet operational objectives in terms of service quality and operational efficiency, such as the following:

- There is no audience for the event despite widespread advertising.
- A beach event is planned without accounting for tides and the weather.
- The power supplied is not enough to drive all the AV equipment.
- Long queues mean that people miss part of the event.
- Unexpected numbers of guests turn up to an event and there are not enough facilities for them.
- The performers don't arrive because transportation timings were too tight, and the audience is left waiting for over an hour.

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- The buffet or food carts are empty.

Sources of Feedback

There are several potential sources of information that can be tapped in order to improve future operations:

- analysis of incident report forms
- visitor surveys
- stakeholder debriefings
- management focus groups
- review of event documentation
- photographic and observational evidence, e.g. from CCTV.

All of this information, whether positive or critical, can be harnessed in order to analyze performance in light of feedback against predetermined performance criteria, which can then influence future events.

CHECKPOINT

Why is it important to have an effective event manager at an event?

Planning Matters

Event Management

The event is almost ready to begin. You have planned all the separate activities and understand when everything is due to arrive and how all the infrastructure interacts with each other.

You have, however, managed projects before—you understand that no plan works perfectly and that you will be required throughout the event.

What do you think?

- What responsibilities will you delegate to others? What will you keep? Why?
- How will you plan your time to ensure that while you are visible, you can respond to any emergencies?
- What technologies and IT programs will make your task easier?

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8.2 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following categories would negative publicity around an event venue fall into?
   - **a.** economic risk
   - **b.** performance risk
   - **c.** reputational risk
   - **d.** physical risk
2. Which of the following is NOT a common event manager task?
   - **a.** correspondence and schedules
   - **b.** signing off sponsor logos
   - **c.** media handling
   - **d.** overseeing the bump-in

Think Critically

3. Explain the most important reason to have an effective contingency planning process.

_____

_____

_____

4. What is the most important quality of an event manager?

_____

_____

_____

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Link to digital lesson
www.ien.edu.sa

8.3 CLOSE-DOWN, EVALUATION, AND LEGACIES

LESSON OBJECTIVES

Once you have completed this lesson, you should be able to:

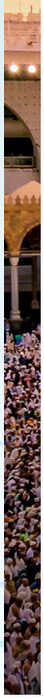
8.3.1 Explain the elements of an effective event close-down.

8.3.2 Analyze the activities related to the effective evaluation of an event.

8.3.3 Discuss the need for a positive legacy.

KEY TERMS

Event close-down
Event evaluation
Legacy



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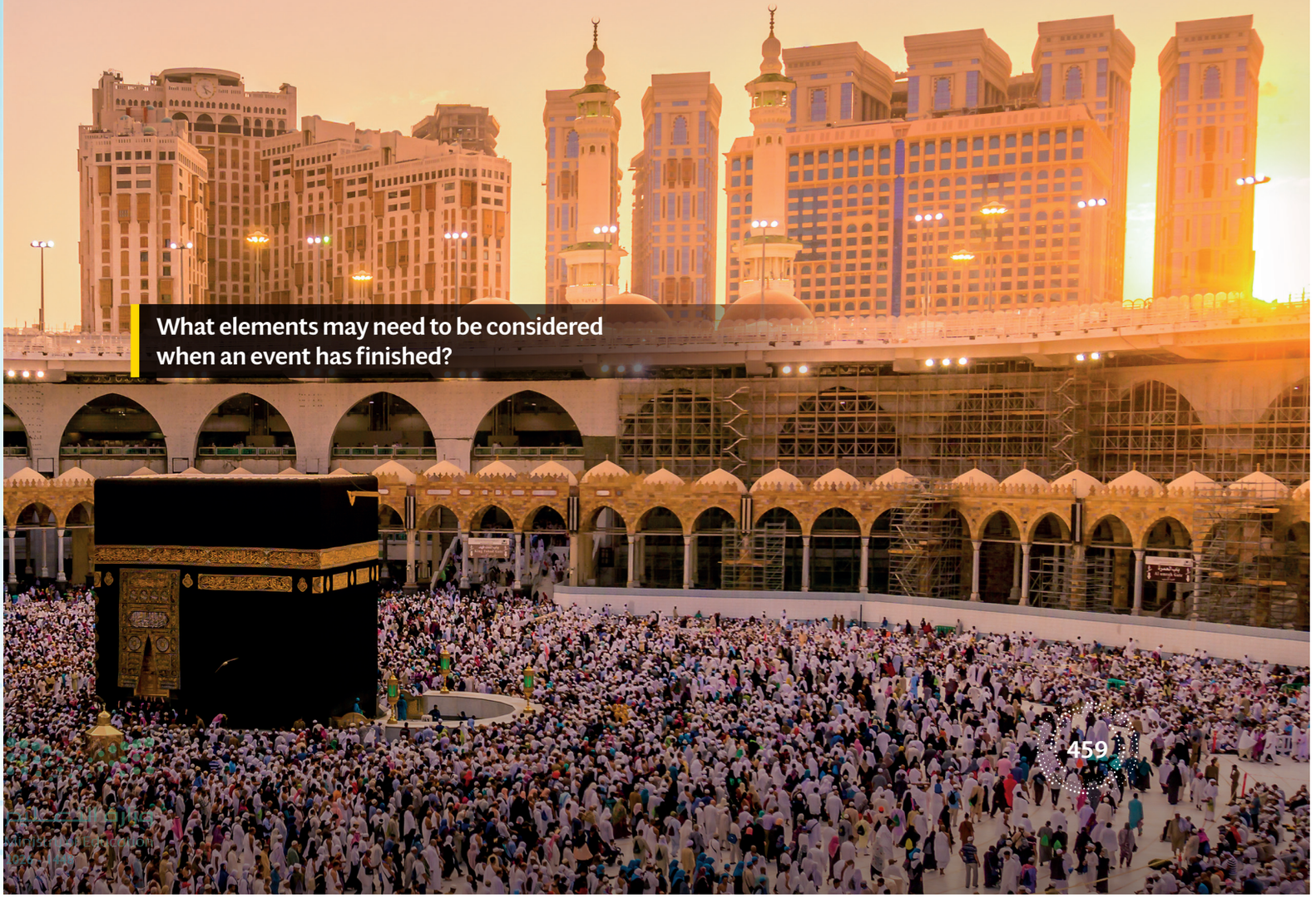
LO 8.3.1

Close-down

Close-down

Event close-down refers to the tasks that need to be carried out at the end of an event, and it should be approached in much the same structured way as its set-up. At the end of an event, it is important to be able to handle the close-down and to clear up properly and carefully. This is particularly important in the case of events which are on an enormous scale, such as the gathering of pilgrims at the Kaaba in the sacred city of Makkah.

There are several elements to closing down an event. Besides clearing out the venue and closing the doors, there will be a range of administrative details related to the event that need to be completed. These will include:



What elements may need to be considered when an event has finished?

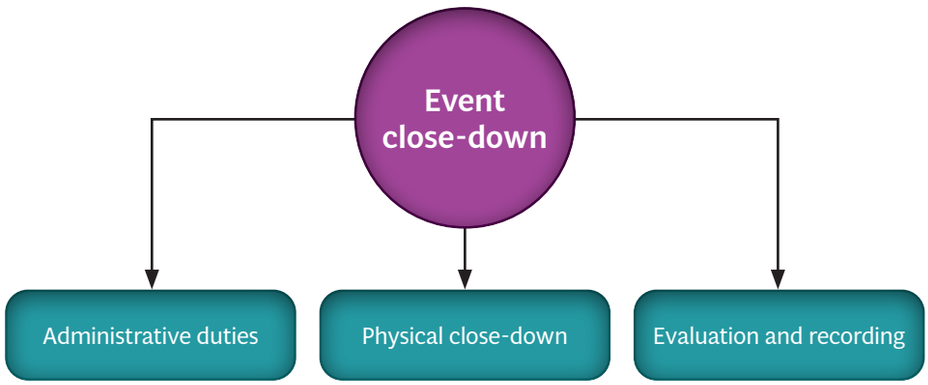
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- the completion of the accounts
- payment of final bills to contractors
- final marketing activities such as closure press releases
- providing information about future plans or next year's event (if applicable).

In the example of Hajj, more than two million people will come to the Kaaba during the month of Dhul-Hijjah. The utility costs involved in staging such a massive event that need to be settled will be higher than those for smaller events and there will be a wider range of contractors to pay.

At the end of an event, there will also be various personnel issues to complete, such as the final payments to all staff, the updating of staff records for future reference, and the need to do some evaluation of the event (see Figure 8-12).

Figure 8-12
Final Phase of Event Activities



Sequencing of Close-down Activities

The most obvious close-down activities are the physical ones: the big clear-up once the doors have closed and the last visitors have gone. This should be approached in much the same way as the set-up. A work breakdown schedule can be created, based in part on the activities leading up to the opening, but in reverse.

Understanding that there is a sequence to follow for close-down is significant. In the same way that it is important for everyone to know how to set up, it is also essential for employees to know how to break down. This information can be handed out either in a summary sheet to staff during the event or in a close-down briefing given immediately after.

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Usually, the clear-up operation moves from small items to large ones.



Staff Briefings

Staff should be properly briefed on every step of the close-down process, and control should be maintained till the very end, for reasons of safety and also for the security of goods and equipment. Some tasks can be done in parallel, meaning at the same time, provided there is enough staff to do them, and the various departmental leaders should continue to supervise these activities. Items of stock to be reused, such as catering stock, linen, consumables, and small equipment, should be returned to a central storage place prior to collection. Afterwards, this stock can then be returned to the stores, the supplier, or your contractor's central depot.

Traffic and Workforce Management

Congestion is often a problem, particularly at large-scale outdoor events. The removal of utilities will also need to be carefully considered in terms of what goes last. Remember that people will still be on-site clearing up, so power should not be cut off and essential facilities should not be removed straight away; a plan must be made to show what should be removed first and what should wait till last.

Care needs to be taken to incorporate the number of people and the equipment you will need to do the job when planning close-downs. Many such operations are held up because of a shortage of even the most basic equipment, such as brushes, mops, buckets, cleaning materials, and garbage bags. Having these various items stored and ready for collection at a specified time by department leaders means work can be completed speedily and efficiently.

Separating Reusable Resources from Recycling

Much of the equipment, materials, and resources used in events will be recoverable for reuse. Ensure that efficient and effective storekeeping

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practices are utilized to collect and record what has been returned to take stock and calculate any losses.

Careful storekeeping and the ability to redeploy equipment and other materials may save a great deal of money and effort for future events, especially for things that are often overlooked at the planning stage, such as electrical extension cords, special signs, and small administrative equipment.

Festivals and outdoor events particularly produce huge amounts of litter, waste, and other undesirable items. However, much could be recycled—recycling bins or other facilities can be used during the event, or arrangements can be made with local or municipal organizations that deal with this activity and who can recycle and reuse materials in a sustainable way.

Reinstatement

It is important to leave the site or venue in the condition it was found when closing down. A good practice is to take pictures of the site before the event to ensure everything has been correctly replaced when it is over. Where there are existing facilities, it is also essential that these are restored to their correct standard before leaving, ensuring that the cleaning has been done properly, that the consumable items have been restocked, and that anything accidentally broken has been repaired or paid for. In many cases, these functions are carried out by venue management and organizations, but if an event has used an unusually sensitive site or venue for a one-off activity, particular care needs to be taken.

Evaluation

If the event is to happen again in the future, it should be properly evaluated to see what can be learned from it and what could be done better next time, not only from the visitors' point of view but also from your own organizational point of view; it is valuable to look back and assess the outcome.

CHECKPOINT

Why is it important to have effective close-down plans in place?

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LO 8.3.2

Event Evaluation

After the close-down of the event, a meeting of the various interested parties (organizers, clients, sponsors, etc.) should be held to evaluate the event. **Event evaluation** is the process of assessing the extent to which an event has met its objectives and analyzing the lessons learned.

Types of Information

The evaluation should use all the various types of information available (see Figure 8-13) and should consider not only the visitors' perceptions of the event but also the perceptions of the organizers and employees, because lessons may need to be learned from all points of view.

Quantitative data can be used to create comparable data, such as finances, figures, and statistics. Qualitative data, meanwhile, is often used to provide evidence to support the quantitative results.

QUANTITIVE INFORMATION	QUALITATIVE INFORMATION
Visitor and participant data, sales	Visitor perceptions
Target market—visitor profiles	Questionnaires returned, exit surveys
Attendance statistics, market target information	Recorded (structured) chats or interviews
Financial reports and accounts	Staff and volunteer feedback
Financial balance sheet	Management notes and commentary
Economic impact analysis	Social impact analysis
General statistical information	Social benefits balance sheet

Figure 8-13
Types of Information for the Evaluation of Events

The Purpose of Evaluation

The purpose of an evaluation is for managers to learn how an event went and to be able to improve on it for the future. This "improvement" can be looked at in several ways:

1. the activities that went well but could be strengthened further

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2. the activities that went well in such a way that they are best left untouched
3. the activities that went badly and will need to be adjusted.

These issues have to be evaluated, and where only a little amount of information is collected by questionnaires, there might be a lot of underused information sources (see Figure 8-14).

Figure 8-14
Sources of Information for Evaluation



A review of the event objectives using the information available needs to be done, not only for the satisfaction of the event coordinator but also to enable stakeholders to be reassured about the event's effectiveness.

If stakeholders such as governmental authorities, sponsors, and clients put money into the event, then they will also require proof the money was well-spent. This is the reason for the publication of final reports and accounts, particularly for big public events.

Limitations of Effective Evaluations

One of the limitations of evaluation is the inability to make use of the process. Many event organizers will have a meeting to review major events, but the process may end there.

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Feedback or evaluation information should be gathered in a structured way, otherwise there is a risk that the analysis could be based on little more than opinion or anecdotal data, and may therefore be of little use.

CHECKPOINT

How might an event evaluation be useful for the future?

Why is it important to evaluate events?



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LO 8.3.3

Event Legacies

Many events are repeated, others are not. Repeated events often take place once a year every year. This is the case with the Future Investment Initiative Conference, which has taken place in Riyadh every year since 2016. The conference is repeated in this way in order to consolidate and sustain its work on addressing global issues that affect humanity and finding new venture capital initiatives and other projects for investors to participate in. All of these aspects are crucial to the legacy of the event.

Other events are designed for a single "one-time-only" purpose, and some events do not normally recur in the same place twice, even though they may leave substantial legacies in terms of buildings and facilities, such as the FIFA World Cup or the Olympic Games, while other events leave only social legacies. Many events leave no legacy except happiness and do not need to do any more than that.

Divestment

If the event has been a one-off, with regeneration or reuse in mind as objectives for the site, the divestment needs to be planned into the process at the beginning. There will be a target date for the handover to the site's new owners or managers, and the site must be given over in the condition that the original objectives intended or that the plans specified (unless this is done properly, financial or other penalties may be incurred in order to put things right).

It is essential to hand over not just the site, but also the knowledge that goes with it—knowledge about its nature, utilities, environment, problems, and limitations. There should be a period of overlap between the event organization closing down and departing and the redevelopment organization, agency, or new owners starting their work. In some cases, this may even mean the continuance of certain jobs or roles between the two organizations, perhaps for posts such as the site manager or marketing officer. This will improve the transfer of important information between the organizations concerned.



Future Investment Initiative conference—Riyadh, 2018.

What event can you think of that has left a lasting social, environmental, or economic impression?

Copies of important documentation will also be handed over, including copies of the final reports and the event history file (in case parts of the event occur again or certain suppliers need to be contacted). In some cases, a formal handover ceremony may take place, with the media being present, to stress the change in the site's circumstances.

Environmental Outcomes

Reuse varies according to what facilities are provided for at the event. Often, existing on-site facilities are used rather than creating new facilities. Reuse may not actually imply any new use or a transfer of ownership. Where an event recurs year after year, the site may simply have to be restored to its normal condition, such as a parkland or a public venue of some kind. The effort in these cases is mainly one of restoration and maintenance rather than rebuilding.

Legacies

The **legacy** or long-term outcome of an event may not be physical, and it may be a positive memory only—some legacies are long-term and have

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a lasting impact on society or the environment, while others are indirect or subtle and only recognized by key stakeholders.

Event-based regeneration activities are usually regarded as physical and economic, such as transforming a derelict or underutilized area into something usable. However, this is usually only possible with mega events, which are often sponsored by the government.

The impacts of an event whose aims are not targeted at reuse or some economic purpose are probably much more limited and social. They may be intended to improve the image of an area or to sustain tourism by increasing awareness of a destination, or they may simply be to enhance social integration and improve the confidence of a community itself. These social aims may be more than worthwhile and may have more positive outcomes for a community than any physical legacies would.

CHECKPOINT

Why do event legacies matter?

Event Management Skills

Close-down and Legacies

As part of Saudi Vision 2030, 11 cities have been chosen to host the Saudi Seasons series of festivals—a suite of annual events that highlight Saudi culture through sports, music and more in each of the cities.

As a senior event manager for one of the host cities, you have been tasked with organizing and managing the close-down of Saudi Seasons. Your areas of concern are:

- ensuring all legislation relating to close-down and waste management in particular are followed
- minimizing the operational difficulty of tasks such as recycling and tidying up the site
- ensuring that reviews of the city after the Seasons is finished focus on a positive legacy.

DEVELOP YOUR SKILLS

What steps would you take to not only plan but implement an effective event close-down?

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8.3 ASSESSMENT

Understand Event Management Concepts

Select the most appropriate answer for each of the following:

1. Which of the following is NOT an administrative focus of close-down?
   - **a.** completion of accounts
   - **b.** requests for insurance
   - **c.** payment of final invoices
   - **d.** closure press releases
2. Which of the following is a quantitative source of event feedback?
   - **a.** visitor perceptions
   - **b.** management notes and commentary
   - **c.** financial reports and accounts
   - **d.** a social benefits balance sheet

Think Critically

3. Why is divestment an important part of the close-down for mega events?

   _____

   _____

   _____

4. How useful is an event evaluation?

   _____

   _____

   _____

CHAPTER 8
ASSESSMENT

REVIEW EVENT MANAGEMENT CONCEPTS

Complete the following question prompts:

1. Describe one benefit of sequencing for events.

2. Explain why up-to-date technical facilities are required for most events.

3. Analyze one factor that may influence the catering requirements of an event.

4. Explain the four methods that can be employed to manage risks with less serious consequences. Which two methods would NOT be suitable for risks with severe consequences? Why?

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5. Describe how a contingency plan may be created.

6. Evaluate the most important skill of an event manager.

7. Give three examples of important skills and attributes for event employees, and explain why they are needed.

8. Give two examples of catering services layouts, explaining which types of events they would be most suited for, and why?

9. Analyze one factor that may influence the number of staff employed.

10. Explain one important permit or license required for a food festival.

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11. Evaluate the importance of a skilled event manager.

12. Discuss why problem-solving skills are important during an event.

13. Explain one key element of an effective close-down.

14. Explain how an event may be evaluated.

15. Suggest one benefit of a positive legacy.

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DEVELOP YOUR EVENT MANAGEMENT LANGUAGE

Match the key terms (1–20) with the definitions (a–t).

	Term	Your answer	Definition
1.	Backdrop		**a.** Combining elements in a particular order.
2.	Bump-in		**b.** The background or setting that influences the ambience.
3.	Contingency planning		**c.** The network of individuals and companies involved in creating and delivering products or services.
4.	Event close-down		**d.** The scheme of work to be done, in time order, to ensure an event is set up properly.
5.	Event evaluation		**e.** An official document that gives permission to use or do something for a limited time period.
6.	Event infrastructure		**f.** Any source of potential injury, disease, harm, or damage to people, properties, or the environment.
7.	Event production schedule		**g.** The basic equipment and structures that are needed for an event or organization to function.
8.	Hazard		**h.** The random and unplanned physical and visible presence of a senior manager.
9.	Legacy		**i.** The expectations for employee roles and responsibilities.
10.	Legislation		**j.** The processes that must take place in the immediate run-up to an event, such as the setting up of staging or equipment, and to the time frame available for these.
11.	License		**k.** A law or set of laws put in place by a government body.
12.	Management by walking around		**l.** A management tool used to analyze the impact of potential hazards to events so that adequate and appropriate arrangements can be made in advance.
13.	Performance standards		**m.** A staff member who is responsible for ensuring that health and safety protocols are followed.
14.	Permit		**n.** Preparing for uncertainty by developing plans for potential future changes.
15.	Procedure		**o.** The long-term outcome of an event.
16.	Protocol		**p.** A particular official or accepted way of achieving a task.
17.	Safety officer		**q.** The process of assessing the extent to which an event has met its objectives and analyzing the lessons learned.

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18.	Scenario planning		**r.**	The tasks that need to be carried out at the end of an event.
19.	Sequencing		**s.**	A set of rules and official guidelines.
20.	Supply chain		**t.**	An official document that gives permission to use or do something for an extended period of time.

APPLICATION OF EVENT MANAGEMENT THEORY

RESEARCH TASK

Using the event chosen in Chapter 5, investigate the operational requirements of the event and the logistics of the close-down phase.

Complete the following:

1. Briefly explain the main operational requirements of the event. Although these might not be explicitly mentioned, use your research to create a reasonable estimation of an answer.
2. Identify and explain the main technical facilities and resources that were required for the event to function.
3. Identify and explain the type of hospitality available and the reason for the hospitality choices made.
4. Explain what types of risk the event faced in terms of:
   a. economic elements
   b. social elements
   c. environmental elements.
5. Explain the reasons for the staffing choices made, including the number of temporary, permanent, paid and/or volunteer workers.
6. Identify and explain the main licenses and regulations the event needed to apply for or meet in order to avoid sanctions.
7. Identify any problems that did or had the potential to occur and whether there were contingency plans available.
8. Explain the main close-down activities of the event.

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REFLECTION TASK

Operations and logistics are not just required for businesses or organizations, but also in the everyday lives of individuals. People must plan their days, decide how to get from A to B on time, and what to do if there is an unexpected event that means their initial plans become unsuitable or unusable.

1. Consider your operational and logistical ability in your own personal life:
   - **a.** What are the main operational decisions you make on a daily basis? What operational decisions are made on your behalf?
   - **b.** What factors influence the daily logistics you encounter every day?
   - **c.** Do you think your approach is sustainable in the long term? Give reasons for your answer.
   - **d.** What licenses or permits will most students need to apply for in the near future? How do these influence your life choices and decisions?
   - **e.** What legacy would you like to leave after a specific period of your life? Why?

2. Reflect on the last large event that you attended:
   - **a.** Were the logistics and operations well-managed? What influenced your assessment?
   - **b.** Were the catering and hospitality functions appropriate for the event? Why?
   - **c.** Did the event leave a legacy? Was it positive or negative and what is the benefit?

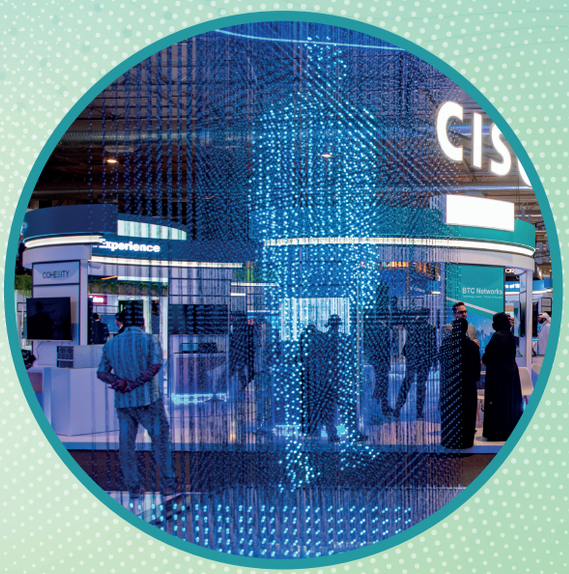
CASE STUDY EIGHT

LEAP Tech Conference —Saudi Arabia



Unravelling technology's unlimited potential at LEAP.

The second edition of LEAP was the most attended tech event in the world.



Learning Objectives

This case study will introduce you to how an event's operations and logistics require skilled and effective event managers to ensure adequate levels of staffing and supplies to meet the event objectives. This task has the following objectives:

- To understand the importance of logistics and supply issues at events.
- To understand the importance of skilled event managers.
- To explain the importance of event evaluation and legacies.

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FACTBOX

- LEAP is an annual four-day tech event to discover new ideas, build new partnerships, and connect with inspiring mentors and investors.
- LEAP 2023 brought together 100,000+ tech innovators and leading experts from around the world.
- There were 700+ expert speakers, including investors with multi-million dollar portfolios, footballers turned tech enthusiasts, and start-up entrepreneurs.
- LEAP 2023 was the world's biggest tech conference.
- 2023 saw over 250,000 registrations—more than double those of the inaugural 2022 conference.
- The event takes place in the Riyadh International Convention and Exhibition Center.

The LEAP Tech Conference 2023 was the world's largest tech event; it was held in the Riyadh International Convention and Exhibition Center, where people could participate in discussions and witness world debuts in what would be one of many future tech events in the Kingdom.

The inaugural LEAP event in 2022 was the largest debut tech event in history, with 100,000 visits. Due to the unprecedented demand, the conference had to "build multiple tents" outside the main venue just to be able to accommodate attendees.

Technology-based small- and medium-sized enterprises are considered to be one of the key drivers of job growth and innovation. LEAP is considered one of the best platforms for startups to participate in globally, as there is the opportunity to gain a serious amount of funding and win record-breaking prizes, as more than 1,000 investors from all over the world represent companies with assets under management of over USD 2 trillion.

LEAP's primary focus is to showcase emerging technologies. As a landmark event sponsored and organized by the Ministry of Communications and Information Technology (MCIT) and the Saudi Federation for Cybersecurity, Programming, and Drones (SAFCSP), LEAP must ensure that the themes for each year are relevant to the regional and global tech companies that are transforming existing enterprises or creating new ones.

Themes must be relevant and future-thinking, coinciding with massive changes to the tech environment, such as the metaverse, artificial intelligence and the cloud. As events are scheduled up to a year in advance, the event must be reactive or may miss out on key areas of technology.

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There is also the risk of missing out on investment opportunities in emerging technologies that organizers and investors must consider. Nascent technologies that seem irrelevant now may turn out to be crucial in the future.

In addition to this, there are also the usual organizational risks that must be considered—with so many visitors, innovators, investors, leading experts, and VIPs from all around the world, there are obviously logistical and security issues that must be managed to ensure the comfort and satisfaction of all key stakeholders.

LEAP is a key foundation of a five-year strategy, linked with Saudi Vision 2030 and aimed at:

- accelerating the growth of Saudi Arabia's Digital Economy by 50%
- increasing the GDP contribution by USD 13.3 billion
- increasing foreign investments
- continuing the drive of empowering women in the Kingdom's tech sector
- encouraging Saudi youth to pursue their dreams.

The Saudi government will be able to identify and acquire stakes in developing technology at LEAP and ensure the continuing development of tech in the future in the KSA.

Discussion Questions

1. What was more important—the event or its legacy?

2. How are logistics and supply issues incorporated into the operational event planning?

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3. How has Saudi Arabia benefited from the legacies of previous LEAP events?

_____

_____

_____

_____

4. What is the importance of an effective event manager for the LEAP conference?

_____

_____

_____

_____

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Making Operational Decisions

The tournament has been planned, the committees have made major decisions regarding sponsorship and prizes, and a Gantt chart has been created highlighting the critical activities that must be achieved.

Due to your involvement in the planning of the event, you are assisting the main event manager in overseeing the operational elements of the event. While choices such as catering and hospitality choices are defined by sponsors, you must still make operational decisions on locations and quantities. Other decisions must be guided by rules and regulations.

Complete the following activities:

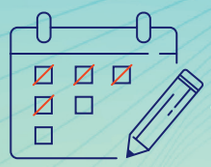
1. Explain what technical facilities and resources would be crucial for the event to be considered a success.
2. Explain the choice of layout for refreshments areas, taking into account the timings and types of likely customers.
3. What would be the key areas of risk to identify at this sporting event, and how could risk be managed?
4. Which of your key skills would you utilize in the management of this event?
5. Explain what type of employee you would use in the staffing of this event.
6. What are the major permits, licenses, and legislation you would need to be aware of for this event to meet its objectives?
7. Explain how you would manage the close-down of the event and why you would do it that way.

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The document or presentation that you create will act as the operational master blueprint for the event. Specific documents will be created that are based on your outline. Therefore, the operational choices highlighted must be clear, yet broad enough so they can be used by your colleagues to make informed decisions.

The layout of the document must be professional and understandable by non-specialists.



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GLOSSARY

Accreditation: Official credentials for a training course or study program.

Action plans: The specific tasks to be undertaken, by whom, and when.

Ad hoc: Happening only for a particular purpose.

Administrative: Related to managing or organizing an event.

Aim: The ultimate goal.

Amateur event manager: Someone who is not specialized and for whom event management is not their main source of income.

Ambience: A feeling or mood associated with a particular place, person, or thing.

Ancillary: Additional support required for the main event or function.

Attendees: The people who come to an event.

Audiovisual: Used to refer to electronic media possessing both sound and visual components.

Audit: An official financial inspection.

Backdrop: The background or setting that influences the ambience.

Baseline: A starting point on a scale with which other values can be compared.

Benchmark: A standard against which something is compared.

Benchmarking: Setting a standard that similar events can be compared to.

Best practices: Working methods officially accepted as being the best.

Brainstorming: A process in which groups of people meet to suggest new ideas for possible development.

Brand awareness: The degree to which consumers recognize a product by its name.

Branding: The development of a name, logo, and image.

Break down: Perform close-down activities, such as site clearance and the dismantling of infrastructure.

Breakeven: The point at which costs and income are equal.

Brief: A document or specification prepared by a client that states the requirements for an event.

Broadcast rights: An arrangement in which a media sponsor is given exclusive access to broadcast coverage of an event.

Budget: An estimate of income and expenditure for a set period of time.

Bump-in: Refers to the processes that must take place in the immediate run-up to an event, such as the setting up of staging or equipment, and to the time frame available for these.

Business event: A gathering of professionals, or those interested in a specific industry or sector, where the primary objective is to carry out business-related activities such as selling services, conducting research, or meeting clients.

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Business function: A part or area of a business that is responsible for carrying out a particular set of activities (e.g. catering, entertainment, security).

Business to Business (B2B): Used to describe sales made by businesses to other businesses.

Business to Customer (B2C): Used to describe sales of products or services by businesses to the end consumer.

Business to Government (B2G): Used to describe sales by businesses to governments.

Capacity: The maximum number of people who can be accommodated.

Captive audience: A group of people who, due to the circumstances, are unable to avoid speeches, advertisements, or high prices.

Carbon footprint: The amount of greenhouse gas produced by human activity, measured in tons of carbon dioxide.

Cash flow: The amount of money moving in or out of the business.

Cash flow statement: A financial statement that summarizes the amount of cash that enters and leaves an event.

Cash surplus: Cash that exceeds the cash required.

Catchment area: The geographic area from which an event is likely to attract clients or customers.

Catering: The provision of food and drink at events.

Catering committee: The committee that is responsible for all aspects of catering, including selecting suppliers and drafting contracts.

Centerpiece: The most important feature or component of an event.

Ceremonial: Marked by splendor or formality.

Chairperson: The person who effectively leads a committee.

Commissioning: Ordering or authorizing an event, product, or service.

Competing forces: Ideas, requirements, or interests that cannot all be right or satisfied at the same time.

Competition: Rivalry between two or more parties for a common goal that cannot be shared.

Complexity of events: The number of elements that may impact event planning, and the level of difficulty or work required to address those elements.

Complimentary: Giving something away for free.

Concept screening: Assessing against an objective list of criteria.

Concession stands: Stalls where food, drink, and other items are sold at venues.

Conference: A formal meeting of people that takes place over one or more days to discuss topics and shared interests.

Consumables: Things designed to be used up quickly and replaced often.

Contacts: Contact information of partners, sponsors, suppliers, and colleagues inside and outside the organization.

Contingency fund: A sum of money allocated for use in an emergency or to cover unforeseen expenses.

Contingency plan: A plan that is made for dealing with an emergency.

Contingency planning: A management tool used to analyze the impact of potential hazards to events so that adequate and appropriate arrangements can be made in advance.

Contract: Legally enforceable rights and obligations.

Contractor: Professional who provides skills or services to companies for a set period.

Contract out: To agree by contract to pay someone outside an organization to perform a task.

Coordinate: To make a range of separate elements work together.

Core component: A primary feature or activity that is given special importance or value within an event.

Corporate hospitality: Entertainment organized by a company for its staff, clients, or stakeholders.

Corporate social responsibility (CSR): Joining environmental and social policies with a business's economic goals.

Correspondence: Communications such as emails or phone messages.

Cost–benefit analysis: A decision-making tool that helps decide which actions are worth pursuing.

Cost efficiencies: Business strategies to reduce the cost of performing an activity.

Cost per head: The price of something per person.

Critical path: The longest sequence of tasks that must be done to complete a project.

Critical task: The function (or one of the functions) that must be completed first, in any sequence of activities, for the activity to proceed.

Current demand: Demand which exists and is satisfied by the current event.

Cut-off point: The designated date or time by which a decision must be made.

Deficit: A loss caused when more money is spent than received.

Delegate: Entrust someone, usually a junior colleague, with key tasks and duties.

Deliverables: Any products, services, or results that must be completed to accomplish a project, such as an event.

Demand: The quantity of a good or service that consumers are willing or able to buy.

Differentiation: Developing the uniqueness between two elements.

Digital marketing: Advertising delivered through channels such as search engines, websites, social media, email, and smartphone applications.

Distribution channels: The paths that products or services take when traveling from the provider to the consumer or user.

Diverse: Containing a wide range of people, things, or ideas.

Divestment: The process of selling or transferring any excess or disposable assets in order to recoup a portion of costs.

Downtime: A period of inactivity.

Draft: An unfinished document that needs to be edited and refined.

Early bird: Exclusive advance access to certain benefits before they are made available to the general public.

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Economies of scale: The cost advantage experienced by a firm when it increases its level of output.

Efficiencies: Producing the desired outcome with minimal waste.

Eisenhower Matrix: A productivity, prioritization, and time-management framework.

Entertainment committee: The committee that is responsible for the planning and delivery of all event activities and entertainment.

Equity: The ownership stake in a business.

Estimate: A calculated guess as to the size or value of something.

Event: A gathering of specific people in a specific place, and at a specific time, based on prior planning, to achieve a specific goal or objectives.

Event close-down: The tasks that need to be carried out at the end of an event.

Event component: A feature or activity that makes up part of the event.

Event component mix: The range of components that must be present to give the event the best chance of success.

Event evaluation: The process of assessing the extent to which an event has met its objectives and analyzing the lessons learned.

Event host: The person or company who organizes an event, or in whose name an event is held.

Event infrastructure: The basic equipment and structures that are needed for an event or organization to function.

Event management committee: The committee that provides leadership, direction, and accountability throughout an event.

Event management company: Service providers providing a complete event.

Event outline: A key document that outlines all of the elements of the event.

Event planning: The first stage in the life cycle of an event, which includes thinking about the activities needed to achieve certain goals in the next stage, which is implementation.

Event production schedule: The scheme of work to be done, in time order, to ensure an event is set up properly.

Event stakeholder: A person, group of persons, or organization that has an interest in making decisions or implementing certain activities related to a company or event.

Event support suppliers: Providers of products and services needed to carry out an event.

Exclusivity: The limit of access rights and benefits to one party.

Executive committee: The committee that supervises other committees and ensures the event plan is being implemented successfully and that all objectives are being met.

Exhibition: A type of event, often created by governments, organizations, or industry trade bodies, which is commonly used to promote innovation, develop solutions to challenges, or to encourage trade and sales.

Exhibitor: A person or company showing their work or products at an event.

External dependencies: Inputs from an external source which the project

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team has no control over that are required before a task can proceed.

Facilities committee: The committee that is responsible for identifying and booking the facilities necessary for the event, and making sure they are suitably equipped, as well as coordinating with the facilities' owner.

Factors of production: The resources used to provide goods and services.

Feasibility study: An assessment of the practicality of a proposed project plan.

Finance committee: The committee that is responsible for all aspects of finance.

First impression: The initial, introductory evaluation when meeting a person, encountering something, or experiencing a situation for the first time.

Fit: Shared interests, such as those between an event and a potential sponsor.

Fixed assets: Long-term tangible assets such as equipment.

Fixed costs: Expenses that stay the same no matter how much activity a business is doing.

Fixed timescales: Well-defined periods of time in which events take place.

Fragmented: Separated into distinct parts.

Fringe event: An event conducted on the outskirts of an official event.

Future demand: Demand that could be created and satisfied over a normal growth period using effective marketing.

Gantt chart: A chart that shows tasks that have to be done in a time-sequenced order.

Governmental support infrastructure: Government-owned systems and facilities essential to supporting economic activities.

Green initiatives: Initiatives that preserve and improve the environment by using sustainable and environmentally safe practices.

Hallmark event: An event which possesses such significance, in terms of tradition, attractiveness, image, or publicity, that it provides the host venue, community, or destination with a competitive advantage.

Hardware: Physical components.

Hazard: Any source of potential injury, disease, harm, or damage to people, properties, or the environment.

Hierarchy: A system in which roles in an organization are ranked according to their responsibilities and decision-making powers.

Historical data: Data drawn from similar past events.

Homogeneous: Consistent and uniform in structure or quality, such as being composed of a single market segment.

Hospitality: Arrangements that are designed to show generous and friendly treatment towards guests, particularly VIPs, to make them feel comfortable and welcomed.

Implementation: The process of putting a plan into action.

Inaugural event: The first event in a projected series.

Incremental: Used to refer to regular, measurable, and gradual advancement.

Induction: The process of giving someone the necessary training to carry out their role or tasks.

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Induction training: Trains employees to work safely and achieve the organizational objectives.

In-house: Directly employed by the event company itself.

In-kind sponsorship: An arrangement in which a sponsor provides its goods or services free of charge as a part of the sponsorship arrangement, rather than paying money.

Innovation: Something new, or a change made to an existing product or idea.

In parallel: At the same time.

Intangible: Not able to be held or touched.

Key Performance Indicator (KPI): A quantifiable measure of performance over time for a specific objective.

Knowledge: Awareness of and familiarity with facts and events.

Labor-intensive: Requiring a lot of work or staff to ensure that the event runs smoothly and efficiently.

Latent demand: Demand which exists but has no outlet until an event is provided for it.

Lead time: The time between the initiation and completion of a process.

Legacy: The long-term outcome of an event.

Legislation: A law or set of laws put in place by a government body.

License: An official document that gives permission to use or do something for an extended period of time.

Logistical: Related to planning organizing the flow of goods, equipment, and people to their point of use.

Logistics: The process of planning and organizing to make sure that resources are in the places where they are needed at the right time.

Longlist: A list of all the options which meet the key requirements of the planning stages.

Major event: A medium- to large-scale event with considerable national or international interest.

Management by walking around: The random and unplanned physical and visible presence of a senior manager.

Margin of safety: A number of sales over a company's breakeven point.

Market segment: A category of customers with shared characteristics who are grouped together for marketing purposes.

Market segmentation: The process of dividing a large group of consumers into subgroups based on their specific characteristics and common needs.

Market size: The number of visitors an event is likely to attract over a given period, and the amount of money it can expect to generate from those visitors.

Marketing channels: Platforms through which businesses connect and communicate with their target audience.

Marketing committee: The committee responsible for all marketing activities, including ensuring that marketing budgets are utilized effectively and that appropriate advertising methods are used.

Marketing reach: The size of the audience that has seen the advertising content.

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Marketing synergies: Advantages obtained when the combined value and performance of two advertising campaigns is greater than the sum of each individual campaign.

Markup: An amount added to the cost price to determine the selling price.

Mass caterer: A company that supplies food and drink at events to large numbers of customers at the same time.

Masterclass: Classes which are given by an expert and can be free or paid for.

Mega event: A huge, globally significant event which often has lucrative sponsorship deals and/or is watched by millions of viewers around the world.

Merchandizing: The display of goods for sale in a retail outlet.

Metric: A quantitative numerical value that is used to measure something.

Minor event: A small scale event with limited personal, local, or regional interest.

Multimedia: A computer-controlled integration of text, graphics, images, and/or videos.

Negotiation: A discussion involving two or more parties to resolve an issue or look for an opportunity in a way that each party finds acceptable.

Networks: Relationships with groups or people who have similar interests.

Net zero: Achieving a balance between the carbon emitted into the atmosphere and the carbon removed from it.

Novice: A person who is beginning to learn a job or an activity.

Objective: Something that is planned for to be achieved.

Objectively: Without bias; in a way that is not influenced by personal feelings or opinions.

Online/virtual event: Event that takes place primarily in a digital environment.

Operations committee: The committee that oversees the smooth running of the event itself.

Opportunity cost: The value or benefit given up of an option not chosen.

Organizational support: The resources, communication, and infrastructure necessary to achieve goals and objectives.

Outsource: Make a contract with another company to provide a particular product or service.

Oversubscribed: Having a demand that is greater than availability.

Panic payment: An un-costed, inflated payment or premium price paid outside of budgeted amounts.

Parameter: Limit which affects the way that something can be done or made.

Party planner: An organizer of parties and social events for other people.

Peers: Groups of people who have an equal social position, similar characteristics, or levels of seniority.

Performance standards: The expectations for employee roles and responsibilities.

Peripheral: Activities which are not as important and often on the sidelines.

Perishable: Cannot be repeated in exactly the same way.

Perk: An advantage or something extra to a salary offered in exchange for working.

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Permanent: Staff who work directly for the event team and receive payment directly.

Permit: An official document that gives permission to use or do something for a limited time period.

PERT: Program evaluation and review technique.

Pester power: Children's ability to persuade parents.

Planning: The process of deciding in detail how to do something before you actually start to do it.

Policy: General principles or "what is to be done".

Potable: Suitable for human consumption.

Prediction: The process of anticipating something before it occurs.

Preferred: Liked better or valued more.

Price point: The price that a product sells for.

Price sensitivity: A measurement of how much the price of goods and services affects customers' willingness to buy.

Primary motivator: The overriding reason for the event to be held, attended, or participated in.

Prioritize: Rank in order of importance.

Proactive: Where situations are controlled rather than just responded to after the event.

Procedure: A particular official or accepted way of achieving a task.

Production company: An external consulting company that manages the implementation and delivery of a specific physical aspect of an event.

Product launch: An event in which a new product or service is introduced to the market.

Professional: Staff who have a career in events that requires a specific amount of advanced training and/or education.

Professional bodies: Professional federations, scientific societies, and organizations for professionals with particular skills or qualifications.

Professional event manager: A specialized career event manager who has that as their main source of income.

Professional events organizer: An organizer of business events for other people.

Profit: A financial gain; the difference between the amount earned and the amount spent in buying, operating, or producing something.

Profit margin: Sales revenue minus cost of sales.

Promotion: The methods used and the information communicated to encourage customers to purchase products and services, and to make them more satisfied with their purchase.

Protocol: A set of rules and official guidelines.

Public: Open to everyone.

Public relations: The management of how others see and feel about a person, brand, or company.

Qualified: Pre-approved by a government agency as capable of delivering a specific product or service.

Quantifiable: Able to be measured.

Quote: A document issued by a business to a potential customer outlining the estimated price of a sale before the customer has committed to the purchase.

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Raise awareness: Spreading or increasing the knowledge of or existence of something.

Recur: Happen multiple times.

Regulation: Official rules and directives.

Reliable: Dependable or trustworthy.

Representative: Typical of a particular group.

Reputation: The overall quality or character as judged by people.

Return on investment (ROI): The value of an investment versus its cost.

Risk assessment: An analysis of risk that shows which things might go wrong and the consequences of this occurring.

Risk management: Forecasting and evaluating risks, and taking steps to minimize their impact.

Ritual: A certain official or societal action that is performed the same way every time and is based on certain traditions.

RSVP (Répondez s'il vous plaît): A response to an invitation.

Safety officer: A staff member who is responsible for ensuring that health and safety protocols are followed.

Scenario planning: Preparing for uncertainty by developing plans for potential future changes.

Schedule: Arrange for an event or activity to happen at a particular time.

Scope: The range of operations of an event.

Scope creep: A situation in which changes are made to the original project objectives without any control procedures.

Screening: Evaluating or investigating.

Secondary motivator: Additional reasons for holding, attending, or participating in an event, which may not be the most prominent.

Selection process: Finding suitable candidates.

Seminar: Meeting for giving and discussing information.

Sequencing: Combining elements in a particular order.

Service: Things people do for others in exchange for money, such as providing help or assistance for which a customer is willing to pay.

Shortlist: A list of preferred options most likely to be chosen.

Sign-off: The act of giving official approval to something, such as a key aspect of a plan.

Slack: Periods in which there is not much work or activity.

Slogan: A short and striking or memorable phrase.

SMART: An acronym for five words that represent the conditions that must be met by goals: specific, measurable, achievable, relevant, and time-bound.

Social norms: Shared standards of acceptable behavior.

Special event: An event which has objectives that are clearly set apart from normal, daily life, and which are often seen as important.

Specialist: A person highly skilled or experienced in a specific field, profession, or industry.

Spectators: Those who watch an event.

Sponsee: The party that receives support in a sponsorship arrangement.

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Sponsor: A person or organization that makes a payment or offers a service or product in exchange for the right to be associated with an event.

Sponsorship: The activity of an entity providing support to a particular cause in exchange for preferential marketing benefits and association with that cause.

Sponsorship committee: The committee that is responsible for all aspects of sponsorships.

Statistical research: The interpretation and presentation of collected and analyzed data.

Strategy: A plan of action designed to achieve a long-term or overall aim.

Streamline: Simplify something, for example a work process, to make it more effective.

Sub-contractor: A specialist who is paid to fulfill a particular contractual obligation.

Subjective: Based on or influenced by personal feelings, tastes, or opinions.

Sunk costs: Money that has already been spent and cannot be recovered.

Supply: The quantity of a good or service that producers want to sell or rent.

Supply chain: The network of individuals and companies involved in creating and delivering products or services.

Suppressed demand: Demand which exists but cannot be satisfied due to factors such as time, price, ticket availability, lack of disposable income, and others.

Sustainability: A social goal that relates to protecting the natural environment in order to ensure the continued survival of the ecosystems which support life on earth.

Sustainable practices: Ways of organizing and running an event that help protect the environment.

SWOT analysis: A method of analysis that looks at strengths, weaknesses, opportunities, and threats.

Tangible: Able to be held and/or touched.

Technical support: Assistance and service for technical problems.

Testimonial: A formal written statement about the qualities of a product or service.

Theme: The topic or universal message of the event.

Third-party supplier: A company that provides services for another company.

Time efficiencies: Producing desired results with the least amount of wasted time.

Trade association: Not-for-profit organization made up of companies and/or individuals with common professional interests.

Trade convention: An exhibition for a specific industry, which is not marketed to the general public.

Triple bottom line: Economic, social, and environmental impacts of business activities.

Turnaround period: The amount of time it takes to complete a process.

Typology of events: A classification of events based on types or categories.

Uncertainty of events: The elements of events which may not be fully known in advance.

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Unique: Different from all others.

Validity: The extent to which something is based on truth or reason.

Value for money: The best combination of cost and quality to meet customer requirements.

Variable costs: Expenses that vary in proportion to the volume of goods or services that a business produces.

Venue: A place where events of a specific type are held.

Venue dressing: The way in which a venue is decorated to suit the theme of an event.

Viability: The chance of an event's success.

VIP: Very important person.

Volunteers: Those who freely give up their time without getting paid.

Work breakdown: A schedule of the various jobs that have to be done to complete an event.

Working relationships: Relationships with colleagues or other companies that develop as a result of work.

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