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EVENT MANAGEMENT: STRATEGY & PLANNING PROGRAM

The Cambridge International College

Publication on

‘Event Management: Strategy & Planning’

by Lyn Van Der Wagen

will be sent to you by registered airmail post

as an integral component of the Program



Introduction

Event Management is a professional field of practice that requires sophisticated skills in strategic planning and analysis, risk assessment, marketing, budgeting, cash flow planning, event proposal development and many other topics. The project nature of events, as well as the range of risks they carry (including financial risk), ensures that skilled and knowledgeable management personnel are required in the industry. Indeed, many major projects in today's corporate world are one-off events requiring these skills. Therefore, public and commercial events and projects are increasingly taking the step of appointing professionally trained personnel to senior positions.

The field of Event Management is a business subject with a strong project focus. The skills and knowledge gained in the study of Event Management can be used in a diverse range of contexts and can cover a wide range of interesting areas including business, sport and the arts. Most significantly, governments and local councils are developing extensive policies and procedures supported by legislation, making legal compliance and risk management important roles for the professional event manager. The tourism impact of events is increasingly attracting the interest of governments seeking to maximise domestic and international tourism revenues. All these trends work towards the development of Event Management as a professional practice, and contribute to Event Management being one of the most exciting environments in which to work.

The CIC Publication on Event Management: Strategy & Planning contains eleven (11) specially written and prepared Chapters to study for the CIC Subject of 'Event Management: Strategy and Planning'. The publication is produced in a professional format that is clearly structured, and each Chapter is supported with diagrams and includes:

- * Learning objectives.
- * A Case Study and questions for consideration (case studies are included only for reference, information and to put the contents of the Chapter in to a relevant context; you are encouraged to prepare answers or notes for practice, but those answers or notes should **not** be submitted to CIC, and answers to them are not part of the requirement for completion of the Subject.)
- * An 'Activity' section related to key ideas in the Chapter (you are encouraged to prepare answers or notes for practice, but those answers or notes should **not** be submitted to CIC, and answers to them are not part of the requirement for completion of the Subject.)

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- * A Chapter summary.
- * At the end of the publication there is also an '*Integrated Assessment*' which is included only for reference, and to help you think about the overall content of the publication.

Advice on How to Study this Subject

Every individual CIC Member approaches their study in a different manner, and different people may find they have a particular study method that is most effective for them. However, not everybody will have a set study plan, and some may not be used to studying such publications as this, or will have little previous knowledge of the Subject.

The following is a tested and proven Study Method, suggested to CIC Members in order to help make study and learning straightforward, effective and enjoyable, and to assist in their mastery of the contents of the publication:

Step 1: Set yourself a flexible study schedule, depending on the time you have available and what is best for you. For example, the target set could be to study for 1 or 2 hours a night, or for 8 or 9 hours a week, or to complete one chapter every 2 weeks. There is no set or compulsory schedule, but simply setting a schedule or goal is often an important action in ensuring that study is undertaken successfully.

Step 2: Read the whole of the first Chapter at your normal reading pace, without trying to memorise every topic covered or fact stated, but trying to get "the feel" of what is dealt with in the Chapter as a whole.

Step 3: Start reading the Chapter again from the beginning, this time reading more slowly, paragraph by paragraph and section by section. Make brief notes of any points, sentences, paragraphs or sections which you feel need your further study, consideration or thought. You may wish to keep any notes in a separate file or notebook. Try to absorb and memorise all the important topics covered.

Step 4: Start reading the Chapter again from its start, this time paying particular attention to - and if necessary studying more thoroughly - those parts on which you earlier wrote notes for further study. It is best that you do not pass on to other parts or topics until you are certain you fully understand and remember those parts you earlier noted as requiring your special attention. Try to fix everything taught firmly in your mind.

Step 5: There is an 'Activity' section at the end of the Chapter, and you are strongly advised to try to answer or think about the section as best you can - but do NOT send any answers or notes you produce to the College. If the 'Activity' section highlights any areas that you feel you need to revise or reread in the Chapter, then go ahead and do that before moving on to Step 6. There is a Case Study at the end of the Chapter which is included for reference, information and to put the contents of the chapter into a relevant context. Case studies do not have to be studied or learnt, but try to answer or think about them as best you can - but do NOT send any answers or notes you produce on them to the College.

Step 6: By the time you have completed steps 1 to 5 above, you should have received the complete Publication by registered airmail post, and so can move on to the next Chapter and repeat steps 1 to 5 for each subsequent Chapter.

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Supplementary Study

The CIC Examination for this Subject will be set only when you have completed the relevant study. Examination Questions will be based solely upon the contents of this publication. If you have the time or opportunity to look at other publications covering the same or similar topics that can be helpful - and you are encouraged to do so - but it is not a requirement and it is not compulsory that you refer to other publications.

This CIC Publication 'Event Management: Strategy & Planning' leads naturally as a progression onto the CIC "sister" Publication on '**Event Management: Operations & Logistics**' - both are Core Subjects of the CIC **BA on Hospitality Management Programme**, and may be integrated into other Higher Programmes, too.

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EVENT MANAGEMENT: STRATEGY & PLANNING PROGRAM

(based on Chapter 1 of “Event Management: Strategy & Planning” by Lyn Van Der Wagen)

CHAPTER 1 - EVENT INDUSTRY KNOWLEDGE

Objectives

On completion of this Chapter you will have the ability to:

- source and apply general information on the structure and operation of the event industry
- source and apply information on ethical and legal issues for the event industry
- source and apply information on event industry terminology
- update event industry knowledge

The aim of this publication is to assist you in your training to become an event manager of the highest calibre. Many of us have observed events, most of us have participated in events, but few of us have managed events. As an “event manager”, you are there to do far more than just observe. You are there to ensure the smooth running of the event, to minimise the risks and to maximise the enjoyment of the event audience. The demands on an event manager are far greater than one would expect.

Many events carry a significant risk to the safety of participants. The following example focuses on just one of the many safety risks and indicates what can happen when the management team plays the role of ‘observers rather than managers’:-

“As the massive storm bore down on the Sydney to Hobart fleet, the Cruising Yacht Club of Australia ‘abdicated its responsibility to manage the race’, the State Coroner found yesterday. In a damning indictment of the club, Mr John Abemethy said in his report: “From what I have read and heard it is clear to me that during this crucial time the race management team played the role of observers rather than managers and that was simply not good enough.”

The roles assigned to individual members of the race management team had been so ill-defined as to be ‘practically useless’ and the team was organised in a way that made it, in a crisis, to all intents and purposes, valueless.”

SYDNEY MORNING HERALD, 13 DECEMBER 2000

Financial risk is also an important concern of the event manager. Events are generally extremely expensive, with high expenditure required over a very short period of time, and there are far higher levels of uncertainty about revenue and profit than there are with the average business. In the case of voluntary and charitable events, of which there are many in every community, the risk is that the time invested by individuals will be wasted and their objectives will not be achieved.

Finally, one of the most important things about an event is that it is often a highlight of a person’s life. This is not to be taken lightly. A significant birthday, a wedding or a christening is so important to the main participants that nothing must go wrong. If something does go wrong, it cannot be easily rectified. A wedding at which the power fails due to overloading of the electrical supply cannot be

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repeated. The offer to “come back again at our expense” just does not work! The event manager therefore carries overall responsibility for ensuring that the event, however large or small, is a success as there is often only one chance to get it right.

From what we have discussed so far, events are characterised by the following:

- They are often “once in a lifetime” experiences for the participants.
- They are generally expensive to stage.
- They usually take place over a short time span.
- They require long and careful planning.
- They generally take place once only (however, many are held annually, usually at the same time every year.)
- They carry a high level of risk, including financial risk and safety risk.
- There is often a lot at stake for those involved, including the event management team.

This last characteristic is crucial, since every performer, whether athlete or entertainer, wants to deliver their best performance. The bride wants the day to be perfect in every way. The marketing manager and the design team want the new product to be seen in the best possible light. Consider for a moment how much easier it is to run a restaurant (where you spread your risk over a number of days and a number of customers) than it is to run a one-off, big-budget product launch particularly if this launch has 500 key industry players and the media in attendance, and is taking place at a unique location with unusual demands for logistics, lighting, sound and special effects.

Having pointed out the level of demand on the event manager and thus the possible downside of the profession, it is important also to point out that the event industry is one in which people (the event audience) tend to have the time of their lives. Making this possible and sharing this with them is extremely gratifying. The work is demanding, exciting and challenging, requiring a finely tuned balance between task management and people management.

As the newspaper article illustrates, an event manager must bring together a team with clearly defined responsibilities for all aspects of the event, including unexpected crises. The team needs to be both organised and flexible. Events can be unpredictable and do require quick thinking, based on a sound knowledge of procedures and alternatives. Decision-making is one of the most important skills of the event manager, and those with first-class analytical skills are highly sought after by most industries.

Professor Donald Getz, a well-known writer in the field of event management, defines special events from two perspectives, that of the customer and that of the event manager, as follows:-

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

Another well-known author, Dr J Goldblatt, defines a special event as ‘... that which is different from a normal day of living’.

In this Publication, the emphasis is on a wide range of events, including “special events”, as defined above, and more common events such as sporting events, meetings, parties, carnivals and prize-giving ceremonies, which may not meet the definition “outside the normal range of choices”.

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Size of Events

Classification of events can be done on the basis of size or type, as follows.

Mega Events

The largest events are called mega-events and these are generally targeted at international markets. The Olympic Games, Commonwealth Games, World Cup Soccer and Superbowl are good examples. The Superbowl, for which in 1967 there were 39,000 tickets unsold, now sells out before the tickets have been printed and attracts 100,000 visitors to the host city. It is televised to an audience of 800 million and adds US\$300 million to the local economy.

All such events have a specific yield in terms of increased tourism, media coverage and economic impact. While some cities are continuing to meet a legacy of debt after hosting an Olympic Games, Sydney was fortunate in meeting its budget due to a last-minute surge in ticket and merchandise sales, returning \$10 million to taxpayers. However, as with all events of this size, it is difficult to calculate the costs accurately with so many stakeholders (mainly government) involved. The budget for the Athens Olympic Games did not include a new tram network and a suburban rail line, which were both funded by the European Union's Third Community Support Framework.

While the size of the Olympic Games in terms of expenditure, sponsorship, economic impact and worldwide audience would undoubtedly put it in the category of mega-event, it is worth comparing its size with, for example, that of the Maha Kumbh Mela ('Grand Pitcher Festival'), the largest religious gathering in history. During 2001, approximately 70 million Hindu pilgrims converged on the Holy River Ganges for a sacred bathing ritual. The gathering takes place every 12 years and the 1989 Maha Kumbh Mela in Allahabad was attended by 15 million devotees. The 2001 festival will no doubt hold the record as the world's largest assembly of people for some time to come.

Hallmark Events

Hallmark events are designed to increase the appeal of a specific tourism destination or region. The Tamworth Country Music Festival, the Melbourne Cup and the Adelaide Festival of Arts are all examples of Australian tourist destinations achieving market positioning for both domestic and international tourism markets through their annual events. The annual Floriade in Canberra also fits into this category. Internationally, the Edinburgh Military Tattoo (in Scotland, UK) and the Carnival Rio (in Brazil) are international festivals with significant event tourism impact. In fact, Edinburgh has 16 key festivals that form the basis of their event tourism calendar. The events and their host cities become inseparable in the minds of consumers.

Major Events

These events attract significant local interest and large numbers of participants, as well as generating significant tourism revenue. The Robbie Williams *Live Summer 2003* concert attracted record audience in the UK of 375,000 people over five days. In Australia, 100,000 fans enjoyed his two performances. The Australian Open, Gold Coast Marathon, Royal Easter Show and the International Multicultural Festival in Canberra all fall into this category. Chinese New Year celebrations are held in most capital cities. The three-week festival in Sydney includes market stalls, food stalls, exhibitions, street entertainment, parades and dragon boat races. Friends and relatives of the Chinese community often visit at this time.

The Sydney to Hobart yacht race mentioned at the start of this Chapter, also falls into this category, as would many other sporting and cultural events. The biannual World Solar Challenge is held in October in the Darwin area, while Perth promotes the Hopman Cup and the City of Perth's Opera in the Park.

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Minor Events

Most events fall into this last category, and it is here that most event managers gain their experience. Almost every town and city in Australia runs annual events. For example, the Broome area promotes the Pearl Festival, the Battle of Broome and the Mango Festival. A count of special events and festivals meticulously researched for the *Reader's Digest Book of the Road* reveals that nearly 2,000 festival-type annual events are held around Australia. In addition to annual events, there are many one-off events, including historical, cultural, musical and dance performances. At one such event, parents were proudly watching their tap-dancing offspring performing in their expensive, colourful velvet outfits. Their proud expressions turned to dismay when several dancers landed on their rear ends having slipped on the stage. Quick-thinking organisers covered the stage in a mixture of soft drink and cleaning powder - all in a day's work for the event team!

Meetings, parties, celebrations, award ceremonies, sporting finals, and many other community and social events fit into this category.

Types of Events

In terms of type, events may be categorised as follows.

Sporting

The success of the Commonwealth Games (2006), following the success of the Rugby World Cup (2003) and the Olympic Games (2000) has established Australia as one of the world's leading event destinations. The professional image of the country's event organisers is firmly established following flawless planning and implementation of these and other mega-events.

The Times special correspondent and author Bill Bryson was, like many other overseas correspondents, lavish in his praise of the Olympic Games organisation: 'I don't wish in my giddiness to overstate matters, but I invite you to suggest a more successful event anywhere in the peacetime history of mankind' (*Sydney Morning Herald*, 5 October 2000).

Similar praise was heaped on organisers of the Rugby World Cup. Australian Rugby Union (ARU) chief executive John O'Neill said that revenue had also exceeded expectations and eclipsed past tournaments, with \$80 million divided between the Australian Rugby Union and the world body. Sporting events are held in all states and territories and they attract international sports men and women at the highest levels. Tennis, golf, rugby and car racing are just a few examples.

These major events are matched at the local level by sporting competitions for players at all levels. For example, the Pro Am, held annually at most golf courses, allows members to play with professional golfers. This event is usually the highlight of the golfing calendar and requires considerable effort by the team supporting it, including the PGA, the club committee, the club manager, the club professional, ground staff, club administration and catering.

The number of adults who attended a sporting event increased from 6.5 million in 1999 to 7 million in 2002 according to figures released by the Australian Bureau of Statistics. This represented an increase from 46 per cent to 48 per cent of the population aged 18 years and over. The main sport attended was Football (17 per cent), followed by horse racing (13 per cent) and motor sports (10 per cent).

Entertainment, Arts and Cultural Festivals

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

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Attendance at performing arts events is often a significant aspect of cultural life. For example, in Australia in 2002, 26.4 per cent of the Australian population aged 18 years and over (3.8 million people) attended at least one popular music concert, 18.7 per cent (2.7 million people) attended at least one opera or musical, and 18 per cent (2.6 million people) attended at least one theatre performance.

Wine and food festivals are becoming increasingly popular nowadays, providing a particular region the opportunity to showcase its products. Small towns such as Tumbarumba in New South Wales and Mornington in Victoria attract interest with their food and wine festivals. Many wine regions hold festivals, often in combination with musical events, such as Jazz or Opera in the Vineyard. Religious festivals fall into this category, too, and Australia's multicultural community provides rich opportunities for a wide range of festivals. Chinese New Year and Carols in the Domain are good examples. About 300 festivals devoted solely, or partly, to cultural activities are staged every year in Australia. Among the biggest are Adelaide's biennial arts festival and the annual arts festivals held in Sydney, Melbourne and Perth. Each lasts several weeks and attracts many visitors.

Commercial, Marketing and Promotional Events

Promotional events tend to have high budgets and high profiles. Most frequently they involve product launches, often for computer hardware or software, perfume, alcohol or motor cars. One such marketing activity dazzled attendees with its newly launched motorbikes riding overhead on tightropes, with special effect lighting.

The aim of promotional events is generally to differentiate the product from its competitors and to ensure that it is memorable. The audience for a promotional activity might be sales staff, such as travel agents, who would promote the particular tour to their clients or potential purchasers. The media are usually invited to these events so that both the impact and the risk are high. Success is vital.

Meetings, Conventions and Exhibitions

The meetings and conventions sector is highly competitive, as is the exhibitions sector. Known as MICE (Meetings, Incentives, Conference and Exhibitions) these sectors are aligned under the MICE banner. However, they can be more simply labelled as 'Business Events'. Many conventions attract many thousands of people, while some meetings include only a handful of high-profile participants. For instance, Australia's worldwide popularity as a holiday destination has had a positive effect on its capacity for winning convention bids and attracting delegates.

The national Business Events study showed that in 2003:

- Business events generated an annual expenditure of \$17.36 billion, and created 214,000 Australian jobs.
- More than 316,000 business events were held across Australia, involving 22.8 million participants.
- The average daily expenditure of an international meeting or conference delegate was \$554.
- International business accounted for \$1.86 billion of overall business events expenditure.
- Domestic events accounted for \$15.5 billion.

The meetings category covers a wide variety, including:

- academic conferences (papers presented along a common theme by industry experts and academics are generally held on a one-off or annual basis)
- corporate meetings (large assemblies of staff and/or clients meet a range of informational and social needs, providing product updates and networking opportunities)
- association meetings (businesses belonging to a particular association, such as a wine growers association, may meet to discuss marketplace trends, consumption and other topical issues)

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- government meetings (educational forums within government departments or similar forums to which the public are invited to participate and comment)
- incentive meetings and travel (workers who meet their sales targets or who are being rewarded for their productivity are invited on incentive travel programs, which generally include a conference and leisure activities).

Exhibitions and trade shows are another special area, with annual shows featuring travel products; motor cars; agricultural equipment; craft supplies; giftware, etc. These may be open to the public as exhibitions or open only to members of the particular trade (for example, hairdressers).

Family Events

Weddings, christenings, bar mitzvahs and, these days, divorces and funerals all provide opportunities for families to gather. Funerals are increasingly becoming big events with nontraditional coffins, speeches and even entertainment. It is important for the event manager to keep track of these changing social trends. For example, Asian tourists are a big market for the wedding industry, with many couples having a traditional ceremony at home and a Western wedding overseas. Australia and New Zealand compete with destinations such as Hawaii for this market.

Fund Raising

Fetes and fairs are common in most communities, and are frequently run by enthusiastic local committees. The effort and organisation required for these events is often underestimated. As their general aim is raising funds, it is important that children's rides and other such contracted activities contribute to, rather than reduce, revenue. Sometimes the revenue gained from these operations is limited. There is also the risk that attendees will spend all their money on these activities and ignore those which are more profitable to the charitable cause. A number of legal requirements must be met by the charitable fundraiser and these are covered in Chapter 5.

Miscellaneous Events

Some events defy categorisation. Potatoes, walnuts, wildflowers, roses, working dogs, horses, teddy bears and ducks all provide the focus for an event somewhere.

It has to be said that the most common events are community related, and are run on a fairly small scale with voluntary support and sponsorship. These events provide the potential event manager with invaluable experience, as well as the opportunity to contribute to their community. Every event has a purpose and the theme is generally linked to the purpose. Analysis of even the smallest event can provide valuable insight into the general principles that apply to managing all events.

The Event Team

An event manager is generally supported by a team which grows exponentially as the event draws near. A planning team of 12 that works together for a year can explode into a team of 500 for the short period of the event. This phenomenon has been termed the 'pulsing organization' by Alvin Tomer, who coined the term to describe organisations that expand and contract in size. This is particularly appropriate for organisations such as Open Tennis Championships, as they surge in numbers for a short period every year.

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Contractors

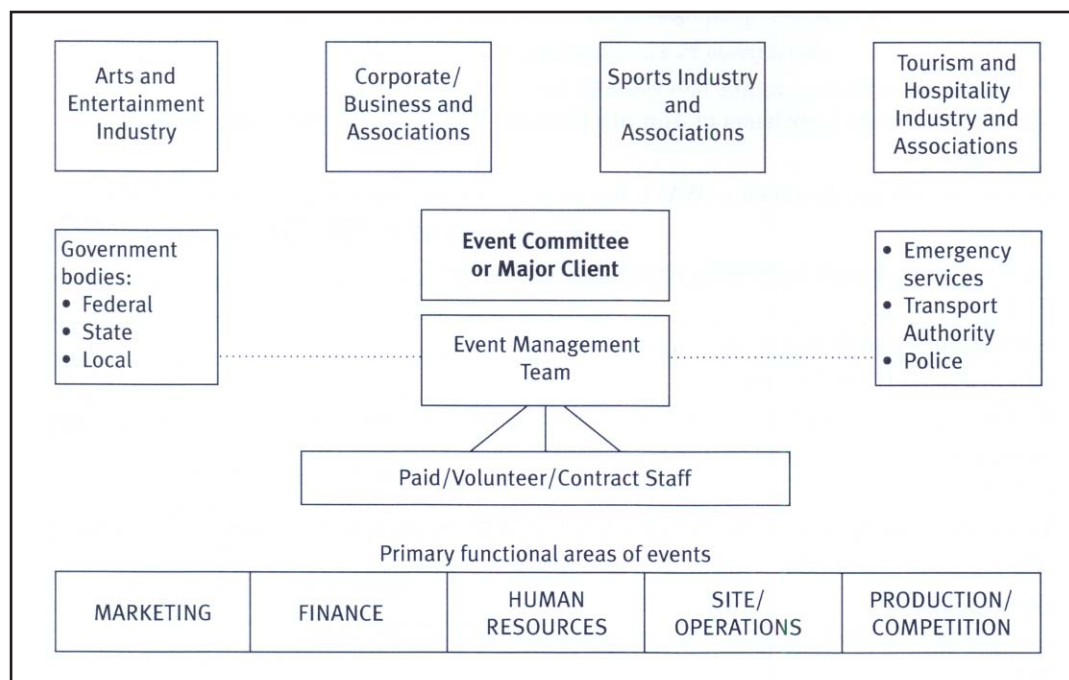
it is important to note that the event manager typically works with a number of contractors. These could include any or all of the following:-

- venue managers
- stage managers
- lighting, audio and video companies
- decorators and florists
- entertainers
- employment agencies
- rental companies
- public relations and marketing consultants
- security companies
- catering companies
- cleaning companies
- ticketing operations
- printers.

For most events, the manager is also required to liaise with government agencies at a range of levels, from local government through to federal government. Local officials deal with event planning and approval; state governments provide approvals for traffic and policing; and the federal government gives advice on protocol for international dignitaries. These relationships are explored further in the “sister” Program to this: “Event Management: Operations & Logistics”.

Fig. 1.1 illustrates the various relationships that exist within the event business, although this is very hard to characterise due to the diversity of events and the functional responsibilities required to stage them.

Fig.1/1 relationship within the event industry



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Event Technology

The scope of technology used for events is diverse, ranging from generic project management software to specialised logistics systems. Security systems are becoming increasingly complex, and even banquet chefs employ computerised cooking and refrigeration processes. The main technology solutions used by the industry include:-

- project planning software (Gantt charts and PERT charts used for critical path analysis)
- venue booking systems (for leasing and contracting venues and services)
- audience reservation and registration systems (used for concert ticketing, conference bookings, races and competitions)
- identification and accreditation systems (to capture data about individuals attending exhibitions or race officials working in the field of play)
- employee records and police checks
- security systems (for managing assets, checking inventory, monitoring crowd movements)
- CAD systems (for designing stages, stands and venues)
- timing and scoring systems
- broadcasting systems (for example, big screen replays, closed circuit for judging)
- communications systems (for example, radio)

Given the wide range of applications used at a major event, a sophisticated IT team is needed for installation of computer networks, customisation of software and integration of the tasks performed by the software packages.

Ethical Issues

As with all modern professions, the presence of a code of ethics can enhance the reputations of those involved, and can assist the customer to feel confident in their choice of event manager, supplier or contractor. Ethical issues for the event business that may emerge include gifts or kickbacks associated with commission procedures, bookings at venues and subcontracting. Other issues of concern include confidentiality of information, including client databases and information about celebrities, overbooking and overpricing.

The International Special Events Society (ISES) has the following code of ethics:-

- Promote and encourage the highest level of ethics within the profession of the special events industry while maintaining the highest standards of professional conduct.
- Strive for excellence in all aspects of our profession by performing consistently at or above acceptable industry standards.
- Use only legal and ethical means in all industry negotiations and activities.
- Protect the public against fraud and unfair practices and promote all practices which bring credit to the profession.
- Maintain adequate and appropriate insurance coverage for all business activities.
- Maintain industry standard of safety and sanitation.
- Provide truthful and accurate information with respect to the performance of duties. Use a written contract stating all changes, services, products, performance expectations and other essential information.
- Commit to increase professional growth and knowledge, to attend educational programs and to personally contribute expertise to meetings and journals.
- Strive to co-operate with colleagues, suppliers, employees/employers and all persons supervised, in order to provide the highest quality service at every level.
- Subscribe to the ISES Principles of Professional Conduct and Ethics, and abide by ISES By-laws and Policies.

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Updating Industry Knowledge

By staying up to date with industry trends, you can take advantage of new technologies, stay abreast of legislative changes and monitor consumer trends. Legal issues that concern professionals working in the industry relate to public liability, duty of care, licensing, risk management, and occupational health and safety. All of these are newsworthy issues, with case studies emerging almost daily.

Staying up to date can be done by:

- reading newspapers
- attending industry seminars
- participating in training seminars
- upgrading and extending qualifications
- joining relevant associations
- participating in industry association activities
- networking with colleagues
- reading industry journals
- subscribing to industry magazines
- web research.

Careers in the event business are extremely varied, few having the title Event Manager. There are many and varied event position titles, including Catering Sales Manager, Logistics Co-ordinator, Sponsorship Manager, Race Director, Production Manager, and so on. Conventions, exhibitions, sports competitions, product launches, charity gala dinners, incentive tours and music performances all come under the umbrella of event management. The skills required are largely in the area of project management, covering the full range of traditional business skills, but applied in a more challenging, dynamic and deadline driven environment. Continued study, research and reading will enable you to develop a better understanding of this evolving professional field and the many players involved, ranging from government to business and community groups.

Changing technology and its application to the event environment is one such consideration. For example, audiences at music performances are now able to purchase a CD of the performance as they leave. This technological solution to music pirating and copyright infringement serves to satisfy the event audience by providing a lasting memory of an enjoyable performance. Such value-adding also contributes to increased merchandise sales.

More detailed information is given on all the topics we have introduced here in the Chapters that follow.

Case Study

A group of university students decided to hold a rave party in the mountains in December, and advertised it on the Internet. Three bands attended the three-day party and there was 24-hour music. One young girl described it as living hell, although why she stayed is unfathomable. "The dance area was in a valley and to get a drink of water you had to climb a steep hill. Even then, the water was dirty and brown. The toilets were so far away that nobody bothered to use them. The music pounded all night and the floor vibrated so you couldn't sleep. My friend was unwell and there was no medical help. The organisers didn't have a clue. They just wanted to make a fast buck."

- What are some of the things that could go wrong, or have gone wrong, at similar events?
- List three ways in which the organisers were negligent.
- List three ways in which the event could have been improved.
- This event was described to the authorities as a cultural festival. Do you think it belongs in that category?

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- The legal compliance issues of such an event will be covered in Chapter 5. However, what are some of the ethical issues involved in this and other events?

Activity

Investigate two events (ideally two that are quite different) and describe them in detail. You might like to do your research on the Internet, starting with one of the state or territory tourism web pages such as www.tourism.nsw.gov.au or www.mcvb.com.au or you could visit your local council.

Summary

In this Chapter we have introduced you to some of the unique characteristics of events, one being that they are often one-off or annual occurrences, thus creating a high level of risk. This means that the event team has only one opportunity to get everything right. Most events take months or even years to plan, depending on the type and size of the event. And their focus varies, from the strictly commercial product launch to the school fete which aims to raise funds with the help of the local community.

There are numerous stakeholders involved and each event has its unique character. The issues facing the event manager are mainly legal, logistical and financial. The job is also challenging from a people management point of view as it includes liaison with clients, government bodies, support services, contractors, volunteers and paid staff. Keeping up to date with your knowledge of the event industry, particularly technology and legal compliance, underpins effective performance in all organisational and management roles.

What you will learn in Chapters 2 to 11

Chapter 2 Event Concept	- Develop event concepts
Chapter 3 Event Feasibility	- Determine event feasibility
Chapter 4 Event Venues and Sites	- Select event venues and sites
Chapter 5 Event Legal Compliance	- Develop and update legal knowledge required for business compliance - Evaluate & address event regulatory requirements
Chapter 6 Business and Client Relationships	- Manage quality customer service - Establish and conduct business relationships
Chapter 7 Marketing Strategies	- Develop and manage marketing strategies
Chapter 8 Sponsorship	- Obtain and manage sponsorship plans
Chapter 9 Budgets	- Prepare and monitor budgets - Manage financial operations
Chapter 10 Business Risk	- Manage business risk
Chapter 11 Event Bids	- Plan and develop event proposals and bids
Integrated Assessment	

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SOME TIPS ON ACHIEVING HIGH MARKS IN YOUR FINAL EXAMINATION

There is a vast difference between simply “passing” an Examination, and passing it WELL - with high marks, that is. The basic “key”, of course, is always the THOROUGH STUDY of the relevant CIC Study & Training Manuals, materials or selected Publications. But from time to time Members might wonder why their marks were not as high as they had expected. Naturally, there is no one single reason for that, and our explanation and advice in each case is based on a review of each individual Member’s Work submitted. However, some of the most common reasons for the unnecessary loss of marks include:-

* *Insufficient Study*

A dictionary tells us that “to study” means “to apply the mind **closely** (to books, etc) in order to acquire knowledge and skill”. It does NOT - as fortunately only a very small number of Members appear to think - mean simply a “read through” or a “flick through” the pages of a Publication; what it **does** mean is a **detailed** and **thorough** examination of what is taught therein.

* *Examination Attempted Too Soon*

This follows from the foregoing. Adequate STUDY of the relevant CIC selected Publication - **all Chapters** - **must** be undertaken before the Final Examination set on the Program is attempted. We do sympathise with Members who are anxious to progress rapidly - but **real** progress can only be the result of **adequate study**.

* *Answers Brief and/or Incomplete*

An Examiner wants to be shown that you **really** HAVE learned and understood everything taught in the Materials supplied as part of the Program. That can only be done if you write - when required - **full, detailed** and **explanatory** answers, containing **all** relevant facts and information, with examples when appropriate. If less than a full answer is provided, less than the full mark available to that answer will be awarded!

* *Too Few or Too Many Questions Answered/Attempted*

Sometimes Members answer or attempt **fewer** than the required number of Questions or Exercises than they are instructed to attempt, or they do not answer **all** parts of a Question or Exercise. An Examiner can award marks **only** for Questions answered or for Exercises attempted; so marks for omitted Questions or Exercises - or sections of them - are “lost”. In some cases Members answer/attempt **more** than the required number of Questions or Exercises they are instructed to attempt. That usually results in rushed and brief Work, which loses marks, and an Examiner can only award marks for the **required number** of Questions or Exercises.

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* *Questions/Exercises not Properly Read, or Misunderstood*

It is essential that you understand **exactly** what Questions or Exercises require you to do or to write about. You **must** READ Questions and Exercises **fully** and **carefully** - and **not** just “glance” at them. Without care, an “answer” you give might be quite *irrelevant* to a particular Question or Exercise; it might be about quite a different subject or topic. What you have written might be “excellent” and quite correct, but it will still **not** earn you marks if it does **not** answer the Question or Exercise SET.

* *Standard of English*

Our Examiners DO appreciate that English is not the national or main tongue of many thousands of CIC Members. Nevertheless, our Examiners **need** to be able to read quickly and easily what you have written, in order to assess whether you really **have** learned what has been taught during your Program. So you **must** take CARE with your written English, especially with grammar and spelling. CIC Examiners are busy people and simply do not have time available in which to decipher difficult-to-read handwriting or to interpret English of a low standard. If necessary, you are advised to study our **‘Secondary English’ Course** or **‘Professional English’ Program**, at a specially reduced Fee; ask us for details.

* *Presentation of Work*

Our Examiners are most likely to be “pleased” with and attracted by - and, in response, to be more generous in giving marks to - Examination answer papers which are **neat** and **clean** and **tidy**. Then, too, Examiners prefer handwriting which they can **clearly** and **easily** read.

Always take TIME and CARE, and PRIDE in your Work.

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SITTING YOUR CIC EXAMINATION(S)

A CIC Diploma will **not** be awarded to a CIC Member unless that Member has attempted and passed a CIC Examination. CIC insists that all its Examination(s) must be sat under **'approved invigilation'**; which term means **'under the supervision'** of an appointed **'Invigilator'** (who - in different countries - might be called a **'Supervisor'** or **'Mentor'** or **'Proctor'**) and under **'true Examination conditions'**.

You need to secure IN ADVANCE the assistance of a **responsible person** - whom we shall call your **'Invigilator'** - to carefully **supervise** you during the time you are attempting the Assigned Work for your CIC Examination(s). If the Invigilator you designate is acceptable to the College, he or she will be **appointed** by the College to ensure that you attempt the Assigned Work under **'true Examination conditions'**.

To register your proposed Invigilator in good time, you need the **'Agreement to Invigilate'** Form on page 18 of this pamphlet to be completed, showing FULL and CLEARLY the following particulars of the proposed Invigilator:

- (1) his or her **full name** and **full postal address**
- (2) his or her **signature**
- (3) the **official stamp or seal** of his or her employing organization (to be affixed to the Form)

Make sure also that your **Membership Number**, YOUR **full name** and YOUR **full postal address** are correctly stated in the "Member's Particulars" section on page 18, and affix a passport-size **colour photograph** of yourself.

You should then **airmail** the completed Form to the College under **registered cover**, or **fax** or **scan and email** it to the College. Each **Examination Booklet** (in a sealed envelope) containing your **Assigned Work**, together with "Guidance for the Invigilator" information will be airmailed **DIRECT** from the College to your Invigilator by **registered post**. It is YOUR responsibility to ensure that the **'Agreement to Invigilate'** Form is returned to the College, at least **two months before** you want to sit the Examination(s), and at least **two months before** the **'Expiry Date'** of your **Study Period**; that date is stated on your "Confirmation of Membership" document, and also on your Personal Record on Member Services website **www.cambridgeinternationalcollege.co.uk**

ACCEPTABLE INVIGILATORS: The following categories of person might be accepted by the College as being "qualified" to Invigilate your Examination(s). Not all categories will necessarily be available in your country, or in the area of it in which you live; if in doubt, ask the College for advice:-

- ★ Executives at CIC Affiliated Organizations.
- ★ Officials of the Examinations Section of your national Department or Ministry of Education in your area.
- ★ Officials of your national Examinations Board, Council or Syndicate.
- ★ An official of the British Council (many offices have an "Examinations Officer").
- ★ Senior officials of an Embassy, High Commission, Consulate or diplomatic or United Nations mission.
- ★ Principals or Vice/Deputy Principals of schools, colleges or universities recognised by CIC.
- ★ Your employer or a senior/professional person designated by your employer.
- ★ Senior civil servants or senior officers of the police force or the armed forces.
- ★ Qualified professionals, e.g. lawyers, accountants, doctors; senior clergy of recognised religious orders.

NOTES:

1. Do **not** arrange the Examination Date(s) too early; wait until you have completed the thorough study of the Study & Training Material before arranging the Examination Date with your Invigilator. An **additional charge** will be made to you by the College for new Assigned Work, postage, etc, should you change Invigilators.
2. Any invigilation or Examination charge must be paid **by you**; it is **not** included in the Study & Training Fee you paid.

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RULES AND REGULATIONS GOVERNING THE INVIGILATION OF CIC EXAMINATION(S)

- ★ When you have completed the **thorough study** of the College's Study & Training Manuals or other Publications supplied to you by the College, arrange with your appointed Invigilator a place, date and time for you to "sit" your Examination(s). Most Examinations require a period of **two hours without any interruptions**.
- ★ You must NOT take into the "Examination room" the College's Manuals or other Publications or any other written or printed notes or other publications, or any form of recording device. Unless otherwise stated attempts at Assigned Work must be handwritten.
- ★ You should be seated at the desk/table provided by the Invigilator at least five minutes before the agreed starting time. When you are ready, the Invigilator will open a sealed envelope and place an Examination Booklet **front page upwards** on the desk/table in front of you. This page includes a section for your full name, address and Membership Number; write or check those details carefully, and mark **fully** and **clearly** any changes needed. There will also be **instructions** regarding the **Assigned Work** to be attempted for the Examination - which you must read carefully, and follow exactly. The **Examination Period - the length of time** you will have in which to complete the Assigned Work - will also be stated; that is **two hours**.
- ★ Inform the Invigilator when you have completed the foregoing, and at the agreed starting time the Invigilator will tell you to turn the page to the actual **Assigned Work** (Questions and/or Exercises). The **Examination Period allowed** of **two hours** commences immediately you have done that. You may **NOT** have longer than the stated **two-hour Examination Period**.
- ★ During the time you are attempting the **Assigned Work**, you are NOT permitted to refer to the College's Study & Training Manuals or to any written or printed notes or other Publications - **except** for an English-English dictionary, if necessary. Should you ignore this **very strict rule**, the Invigilator has the College's authority to **terminate** your Examination.
- ★ A few **blank sheets** of writing paper may be available, in case those supplied by the College in the Examination Booklet are insufficient. ALL sheets supplied (by the College or the Invigilator) must be sent to the College.
- ★ At the **end of the designated two-hour Examination Period** the Invigilator will instruct you to **stop writing** - which you must do AT ONCE - and the **entire** Examination Booklet (now containing your written attempts at the **Assigned Work**) must be collected from you.
- ★ Under **NO** circumstances may you handle the Examination Booklet after the conclusion of the **Examination Period**. The **entire** Examination Booklet*, and any other sheets you used, and a completed and **signed** and **stamped 'Invigilation Certificate'**, must be sent by your Invigilator - by **registered airmail post** (at your expense) - to:-

*The Examinations Director,
Cambridge International College,
College House, Leoville,
Jersey JE3 2DB, Britain.*

Notes: * The College **cannot** accept Examination Work **by fax or email**

* The College **cannot** accept Examination Work **without** a **signed and stamped 'Invigilation Certificate'**

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AGREEMENT TO INVIGILATE ASSIGNED WORK FOR EXAMINATION(S)

I certify that I agree to invigilate in due course the Examination(s) of the CIC Member whose name and address appear below. A mutually convenient date will in due course be arranged between the Member and me; I note that the Member will need **at least two uninterrupted hours** in which to attempt the Assigned Work for each Examination. I will be able to provide a suitably quiet room, with a writing desk or table and chair. Invigilation will take place under **true Examination conditions**, in strict accordance with Instructions to be supplied by the College. I understand that the Examination Documentation will be sent **DIRECTLY to me from the College under registered cover** (with a separate notification from the College that the packet has been despatched to me) and that I might be required to **collect and sign for** the registered item from my local post office. Inside the packet will be the Examination Booklet(s) - each in a sealed and unopened envelope - which I shall keep **securely** until the Examination time. I note that the College does not pay an Invigilation Fee.

Please complete ALL parts and requirements:

Signed: _____ Date: _____

Position in Organization /Designation: _____

FULL NAME: _____
(capital letters please)

Qualifications: _____ Email address: _____

FULL POSTAL ADDRESS: _____
(capital letters please)

****NOTE:
AN OFFICIAL
STAMP
OR SEAL
IS ESSENTIAL**

MEMBER'S PARTICULARS; THE MEMBER MUST CHECK CAREFULLY (and correct as necessary) OR COMPLETE CLEARLY THESE DETAILS:

MEMBERSHIP NUMBER _____

FULL NAME _____

FULL POSTAL ADDRESS _____

STUDYING PROGRAM ON **EVENT MANAGEMENT: STRATEGY & PLANNING**

**PHOTO ID -
MEMBER TO
ATTACH A
PASSPORT-SIZE
COLOUR
PHOTOGRAPH
HERE
(ESSENTIAL)**

**PLEASE SEND THIS COMPLETED FORM TO:
THE EXAMINATIONS DIRECTOR,
CAMBRIDGE INTERNATIONAL COLLEGE,
College House, Leoville, Jersey JE3 2DB, Britain.**

****CIC CANNOT ACCEPT AN 'AGREEMENT TO INVIGILATE' FORM NOT BEARING THE OFFICIAL STAMP OR SEAL OF THE ORGANIZATION BY WHICH THE PROPOSED INVIGILATOR IS EMPLOYED OR MANAGES**