Resource Guide:

Principles and Practices of Events Management -

Planning and Operations

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Introduction

Many Events Management courses have a practical element, in which students plan and execute a live event. In order to prepare students for this live events scenario, it is important to bring in many of the key principles and concepts of events management in order to inform their choices and justify the decisions they are making in the 'real' world. This Guide focuses on the planning stages of a live event, combining concepts and practical elements to inform operations processes. Post-event activities, such as collation of feedback, evaluation and consideration of legacy are also examined, as this is an important aspect of events management and should be included in any planning and operations module. The module is usually considered a level above the introductory stages in the educational process.

Aims

The aims of a practical events management module could be:
- To build upon students' skills in the principles of events management and develop their knowledge and application of management processes within events;
- To enable students to apply principles of events management to a practical situation.

Learning Outcomes

On successful completion of the module the student will be able to:
- Demonstrate a knowledge of the issues and impacts of funding mechanisms, financial resources, budgeting and its application to events management;
- Apply a knowledge of marketing and infrastructural requirements to an event;

- Identify the appropriate legislation and regulations pertaining to the event industry, especially with regard to risk, health & safety, and its impact upon events management;
- Implement events management principles in a practical scenario and show competence in the techniques employed;
- Reflect upon their ability to operate in an individual and team based environment;
- Evaluate individual and team performance in running the event;
- Collect and evaluate customer feedback in informing event success and any local legacies.

Module Content

- Event Design and Themes
- Human Resource Issues: Management, Leadership and Volunteer Management
- Finance and Events: Budgets, Revenue and Price Management
- Sponsorship and Fundraising
- Marketing and Communications
- The Role of Information Technology
- Risk Assessment and Risk Management
- Events Law and Administration
- Health and Safety Requirements
- Contingency Planning
- Event Operations and Ethics
- Event Co-ordination
- Teamwork and Group Performance
- Evaluation, feedback and local legacies

References

General Events Management

Berridge, G. (2006) *Event Design and Experience.* Oxford: Butterworth-Heinemann.
> An introductory book which mainly focuses on the experience aspects of events.

Bowdin, G., McDonnell, I., Allen, J., O'Toole, W. (2010) *Events Management* 3rd edition. Oxford: Butterworth-Heinemann.
> One of the most used and well regarded texts in events management literature, this book provides an introduction to the key themes students will need to be familiar with to plan an event. Section Two: Event Strategy is especially pertinent and focuses on such principles as conceptualising the event, the planning function, human resources management, strategic marketing and sponsorship for events.

Getz, D. (2007) *Event Studies: Theory, Research and Policy for Planned Events.* Oxford: Butterworth-Heinemann.

> One of the seminal books in the field which will help students to develop their conceptual frameworks in understanding events.

Goldblatt, J. (2010) *Special Events: A New Generation and the Next Frontier.* New York: Wiley.
> The most recent edition of this classic in events education, future-thinking and applicable to students who wish to create memorable experiences through their events.

Monroe, J. and Kates, R. (2005) *Art of the Event: Complete Guide to Designing and Decorating Special Events.* New York: Wiley.
> This book centres on the principles of design and decoration for creating memorable event experiences. It also has a useful chapter on venues for events.

Raj, R., Walters, P., Rashid, T. (2008) *Events Management: An Integrated and Practical Approach.* London: Sage.
> Another key text that covers planning, legal requirements, human resources management, marketing and public relations, finance and fundraising, budgeting, logistics, event design and equipment used at venues.

Robinson, P., Wale, D., Dickson, G. (2010) *Events Management.* CABI: Wallingford
>This book provides an operational focus on the development of events, underpinned by theoretical perspectives and international case studies.

Shone, A. and Parry, B. (2001) *Successful Event Management.* London: Continuum.
> Another pivotal book in the field, this is a must for grounding the practical elements of events management with the overarching principles.

Silvers, J. (2003) *Professional Event Coordination.* New York: Wiley.
> From a customer standpoint, this helps students to understand event design, customer experiences, creation of event memories and the fundamentals of production. Useful checklists and examples are provided.

Van der Wagen, L. (2002) *Event Management: For Tourism, Cultural, Business and Sporting Events.* Melbourne: Hospitality Press.
> This covers a range of different kinds of events and discusses the different functions and uses of events in the broader industrial landscape. Students can apply the practical elements of their event to the conceptual underpinnings found herein.

Yeoman, I., Robertson, M., Ali-Knight, J., Drummond, S., McMahon-Beattie, U. (eds.) (2003) *Festival and Events Management: An International Arts and Culture Perspective.* Oxford: Butterworth-Heinemann.
> This analyses the key principles of events management by focusing on cultural and arts events.

Risk, Health & Safety

AEO, BECA & EVA (2002) *The Guide to Managing Health and Safety at Exhibitions and Events (The Red Book).* Berkhamsted: Association of Exhibition Organisers,

British Exhibition Contractors Association and Exhibition Venues Association.
> Health and Safety is becoming more and more important for the events professional. Students' exposure to the regulations and code of best practice will help with their employability in the field.

Hannan, C. (1998) *An Introduction to Health and Safety for the Live Music Industry.* Morden: Production Services Association.
> Mainly focusing on music venues, this book is an aid for planning safe events.

Health and Safety Executive (1999) *The Event Safety Guide: A Guide to Health, Safety and Welfare at Music and Similar Events.* London: LSE.
> A main text for organising safe events. Following this guide is crucial for students' understanding of the importance and significance of the role health and safety plays in events planning. (N.B.: This guide is currently under review, and a new edition will be produced soon.)

Health and Safety Executive (2000) *Managing Crowds Safely.* London: LSE.
> The fundamentals of crowd control and how this relates to overall health and safety issues.

Ridley, J. (2008) *Health and Safety in Brief.* Oxford: Butterworth-Heinemann.
> Not specifically an events text, this drills down in to health and safety law and operations.

Silvers, J. (2007) *Risk Management for Meetings and Events.* Oxford: Butterworth-Heinemann.
> A comprehensive text for understanding the role of risk for the events manager. Risk management tools, strategies, techniques and scope are covered. Also focuses on emergency responses, legal issues and organisational responsibilities.

Tarlow, P. (2002) *Event Risk Management and Safety.* New York: Wiley.
> Focuses primarily on larger outdoor event issues, such as crowd control, alcohol consumption, safety design and emergency responses.

Events Marketing

Masterman, G. and Wood, E. (2005) *Innovative Marketing Communications: Strategies for the Events Industry.* Oxford: Butterworth-Heinemann.
> Communications, marketing and PR strategies are all analysed with the use of some very helpful case studies.

Hoyle, L. (2002) *Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions.* New York: Wiley.
> This focuses on marketing strategies, including electronic marketing strategies, for many different types of events. Trends in events marketing are also discussed.

Jobber, D. (2006) *Principles and Practice of Marketing.* New York: McGraw-Hill Higher Education.
> Although not events-focused per se, this is helpful for students to understand the key principles involved in marketing.

Events Planning & Operations

Allen, J. (2005) *Time Management for Event Planners.* New York: Wiley.
> From and industry perspective, this is a useful guide for events managers and how they use their time, run projects and balance the multi-tasking necessity of successful event planning.

Johnston, R. and Clark, G. (2008) *Service Operations Management.* London: Prentice Hall.
> Although not tailored specifically to events, students can apply principles found here to the events world. A useful, comprehensive and well-presented book that provides a grounding in operations management.

Skinner, B. and Rukavina, V. (2002) *The Event Sponsorship.* New York: Wiley.
> All about sponsorship: making and maintaining relationships, financial issues, globalisation of sponsorship, future of sponsorship, networking, and so forth.

Tum, J., Norton, P., Nevan Wright, J. (2005) *Management of Event Operations.* Oxford: Butterworth-Heinemann.
> This digs deeper in to the critical analysis of the planning stages for events. It covers stakeholder management, supply chain management, risk management, scheduling and time management, and other important principles of operations*.*

Voss, C., Armistead, C., Johnston, B., Morris, B. (1985) *Operations Management in Service Industries and the Public Sector: Texts & Cases.* New York: Wiley.
> Still current, this book discusses operations strategies, which will give students a basis for applying these principles in real world scenarios. The discussion of issues such as quality control, and relevant case examples, make this a classic for the understanding of operations management.

Teamwork & Group Performance

Allen, J. (2010) *Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management.* New York: Wiley.
> It is very important for students to have an understanding of professionalism and ethical treatment in this day and age. This book examines business ethics, ethical boundaries, etiquette, cultural understanding, codes of conduct, crisis management and policies.

Anderson, J. (2004) *Teamwork: Interactive Tasks to Get Students Talking.* New York: Delta.
> Helpful guide to facilitate teamwork to enhance group performance and co-operation.

Levin, P. (2004) *Successful teamwork! For Undergraduates and Taught Postgraduates Working on Group Projects.* London: Open University Press.
> A useful resource for fostering understanding of teamwork and the nature of group interactions.

Van der Wagen, L. (2006) *Human Resource Management for Events: Managing the event workforce.* Oxford: Butterworth-Heinemann.
> Explores human resource strategic planning and human resource operations, involving managers, contractors, volunteers, employment law, duty of care, project planning, recruitment, training, organisational culture, leadership, motivation and retention.

Academic Journals

Event Management
> This eponymous journal "intends to meet the research and analytic needs of a rapidly growing profession focused on events." It is often the most relevant and accessible journal for meeting students' needs when applying academic underpinnings to their practical work.

International Journal of Events Management Research
> This journal "seeks to enhance, disseminate and promote research findings and good practice in all aspects of event management." For this reason, it is very useful for students looking to support, justify and analyse their decisions in planning events.

Journal of Policy Research in Tourism, Leisure and Events
> This journal will help students develop theoretical frameworks. It "provides a critical focus on a variety of policy debates relating to the tourism, leisure and events sectors."

Leisure Studies
> Sports and sporting events are mainly at the forefront of the literature presented herein. Overall, Leisure Studies can help students with a concentration in the contemporary leisure environment.

Tourism Management
> Events feature predominantly in this journal, thus highlighting the links between tourism and events. Many of the issues students study can be found in this journal.

International Journal of Cultural Policy
> This journal covers cultural policy, including events policy, but also has a broader scope. It is especially useful for those students examining cultural events.

Events Industry Journals

Event Industry News (http://www.eventindustrynews.co.uk)
An online publication, EIN provides current news about what is happening in the events industry. "EIN is read more than 40,000 times a month by festival organisers, promoters, event management and production companies, experiential agencies, the corporate sector, local government and organisations that host exhibitions and conferences."

The Main Event Magazine (http://www.themaineventmagazine.co.uk)
The Main Event is the official publication of the National Outdoor Events Association (NOEA) and the Association for Conferences and Events (ACE). "*The Main Event* covers the spectrum of events from the smaller one-day occasions that attract hundreds of locals to the bigger festivals that pull in crowds of thousands from across the UK."

Event Solutions (http://www.event-solutions.com)
This covers the latest trends, technologies and new styles in décor and design, discussing the newest product and services in the industry.

Event (http://www.eventmagazine.co.uk)
Latest news and blogs about what's happening in the events world

Prestige Events (http://www.prestigeeventsguide.com)
Guide for the events industry and help for those planning events

ie (http://www.ifea.com)
IFEA's quarterly magazine, this "delivers the latest industry issues, news, trends, and professional advice from the industry's top experts."

Convene (http://pcma.org/Convene.htm)
PCMA's magazine focusing on the meetings and conventions business.

AMI (http://www.meetpie.com/Modules/PublicationModule/AMI/MainPage.aspx)
Association Meetings International's magazine focusing on the MICE industry.

Stand Out (http://www.standoutmagazine.co.uk)
A monthly event and exhibition publication

Online & Computer Resources

- Event Timelines: http://www.eventplanning-tips.co.za/developing_the_timeline.htm
- EventScotland Event Planning Practical Guide: http://www.eventscotland.org/funding-and-resources/event-management-a-practical-guide/
- PCMA Planning Tools: http://www.pcma.org/Resources/Planning_Tools.htm
- Meeting Directories: http://www.lectureagent.com/meeting.html
- Meeting Matrix Event Management Tool

> From SCLM Software, providing registration and meeting design resources. This widely used communication tool for events management is helpful for planning all aspects of student events. Knowledge of this contributes to increased professionalism and employability.

Professional Bodies

There are few organisations that individuals can join and most of the professional events management bodies represent businesses.

- National Outdoor Event Association (who increasingly work with HEIs) (www.noea.org.uk)
- Eventia (www.eventia.org.uk)
- The Association of Event Organisers (AEO) (www.aeo.org.uk)
- Business Visits and Events Partnership (www.businesstourismpartnership.com) (BVEP)
- The Event Suppliers and Services Association (ESSA) (www.essa.uk.com)
- Association of Event Venues (www.aev.org.uk)
- International Festival and Events Association (www.ifea.com)
- European Festival Association (http://www.efa-aef.eu)

Procedures for handling group situations

Information for students

It is expected that all groups will manage and handle group relations internally as if in an employment environment. It is expected that all group members will remain in contact with one another, attend meetings, fully participate, successfully complete action points, and engage in good team work practices. If you would like to formalise this by using a contract or agreement structure among group members, you are welcome to do so.

Managing your own group is a very important part of these modules and has an impact on your final marks. This does not, however, mean that you should pretend everything is rosy within the group at all times. This is unrealistic in many ways. What is expected is the management of group situations in a professional, mature and productive manner.

If there is a situation (e.g. someone is not contributing/ attending meetings) within the group, then the following procedures should be taken to remedy the situation:

1. An early as possible face-to-face meeting among group members should take place to sort out any situation. This should be a fair and balanced conversation, giving all members a chance to present their thoughts and views. This should be documented in signed minutes document to show how the situation was handled by the group.
2. If the situation remains, a written warning should be sent to the person(s) by the group delineating the situation and how it can be remedied.
3. If the situation does not improve, a second written warning should be sent to the person(s) by the group delineating the situation as it now stands and how it can be remedied. The Lecturer(s) should be copied into this email to be alerted that there is a situation within the group.
4. Face-to-face meetings of all group members should be on-going to see if the situation can be resolved. Signed minutes should be kept to document the handling of the situation among group members.
5. If the situation still is not resolved at this point, a face-to-face meeting with all group members and the Lecturer(s) will be held. Documentation and evidence of the situation should be presented to help resolve the situation once and for all.
6. If the situation is not resolved, group members who consistently fail to contribute could face being expelled from the group and thereby will not be able to take part in the assessment. This will ultimately lead to a situation where the student(s) affected will have to repeat the module next time it is running.

Group Contracts

A group contract could be a tool to ensure all students agree to equitable participation, whilst also making clear the sanctions for failing to engage effectively. It is suggested that student group contracts should be developed by the students themselves stating the terms they develop and agree upon (as evidenced by signatures of all group members).

Contracts could include:

- How often the group meets
- Procedures for handling absences
- Procedures for making decisions
- Roles of each group member and their responsibilities and activities
- Expectations of each other and the event
- Conflict resolution solutions (e.g., vote, leader decision, etc.)
- Definitions of terms
- Any other professional aspects pertaining to the event and group interactions/relations as applicable

The contracts are then sent to each member of the team and the module co-ordinator for review and approval.

Events Guidelines

These guidelines help to manage expectations for both the students and the assessors of the live event. This can be given to students in the beginning of the planning stages, so they can organise their events with this in mind.

Guidelines for Students:

- No weekend events (Friday night to Sunday night)
- All members of the events team must act and dress in a professional manner
- Members of the events team will not consume alcoholic beverages during the event
- Two lecturers to attend free of charge as assessors. Any other lecturers attending need to pay unless otherwise agreed with the events team
- The two assessors must be treated as stakeholders
  - Provision will be made to facilitate assessment by lecturers (e.g. seats at front, table reserved, generally making sure there are provisions, seating and space)
  - One of the team members should be allocated the role of host to the assessors. This person should meet and greet the two assessors, make sure they receive all relevant information and occasionally 'check in' with them in order to provide updates and briefs about the progression of the event. This includes informing the assessors what is happening next, how things are going (realistically) with the event, who is doing what, and generally treating them as clients. An example of this would be to take the assessors backstage during a music event to show them around and inform them of how things are progressing.

Guidelines for Assessors:

- The two assessors will stay for the equivalent of half an event (and should be present at the same time).
- The two assessors will not pay to attend the event. Any other lecturers attending need to pay unless otherwise agreed with the events team.
- The two assessors are treated as stakeholders by groups, not just consumers. This means the assessors need to engage with the group and the event by walking around, checking on things and talking with other attendees if appropriate.
- The two assessors will not consume alcoholic beverages during assessment of the event.
- A structured form will be used for assessment. In general, however, assessment will be based on the groups' management of the real event scenario as well as the event environments.
  - A few key characteristics to keep in mind when assessing the groups' management skills:
    - Professional behaviour by all group members
    - Customer service and customer care
    - Timing of event components
    - Handling of emergencies and unforeseen occurrences – emphasis on flexibility
    - Delivery of events aims and objectives (background information for each event will be provided to assessors prior to event)
  - A few key characteristics to keep in mind when assessing the events environment:
    - Atmosphere
    - Decor and decorations

■ Amount of effort made to facilitate a positive event environment

Team Minutes – To be handed in every week
MINUTES
Group:
Date:
Time:
Venue:
Attendees:

Report on progress on agreed action points (Unless this is the first meeting):

Identify action points (Responsibility & Deadline):

Any other business:

To be signed by all attendees

ASSESSMENT FEEDBACK PRO-FORMA: Group Live Event

Criteria	Comments/Feedback
Event Environment (30%) • Atmosphere of event is in keeping with the theme and aims and objectives of the event • Decor/ decorations are suitable for the theme and aims and objectives of the event • Effort is demonstrated by the group to create a suitable, relevant, professional, safe and comfortable event environment • Group contributes to making successful event environment by their actions before and during the event • Proper signage and branding of the event to illustrate why customer is there (e.g., charity information if event benefits a charity)	
Group Management of the Event (70%) • Delivery of event aims and objectives • Customer service and customer care • Satisfaction of stakeholder needs • Timing of event components • Handling of emergencies and flexibility with spontaneous occurrences • Group dynamics and evidence of teamwork • Professionalism • Demonstrates event operations running from good, well calculated organisation • Attention to detail • Attention to health & safety issues • Attention to cultural and ethical issues, if relevant • Overall execution of real event scenario	
Action point(s)	

Signature first marker: _____ Date:

Signature second marker: _____ Date:

Mark / Grade:

Students are reminded that the grade indicated is PROVISIONAL only. It must be confirmed by the External Examiner and ratified by the Board of Examiners. Please contact the internal examiner if you wish to discuss your feedback