

UNIT - II

The Dynamics of Event Management

Learning Objectives

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

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

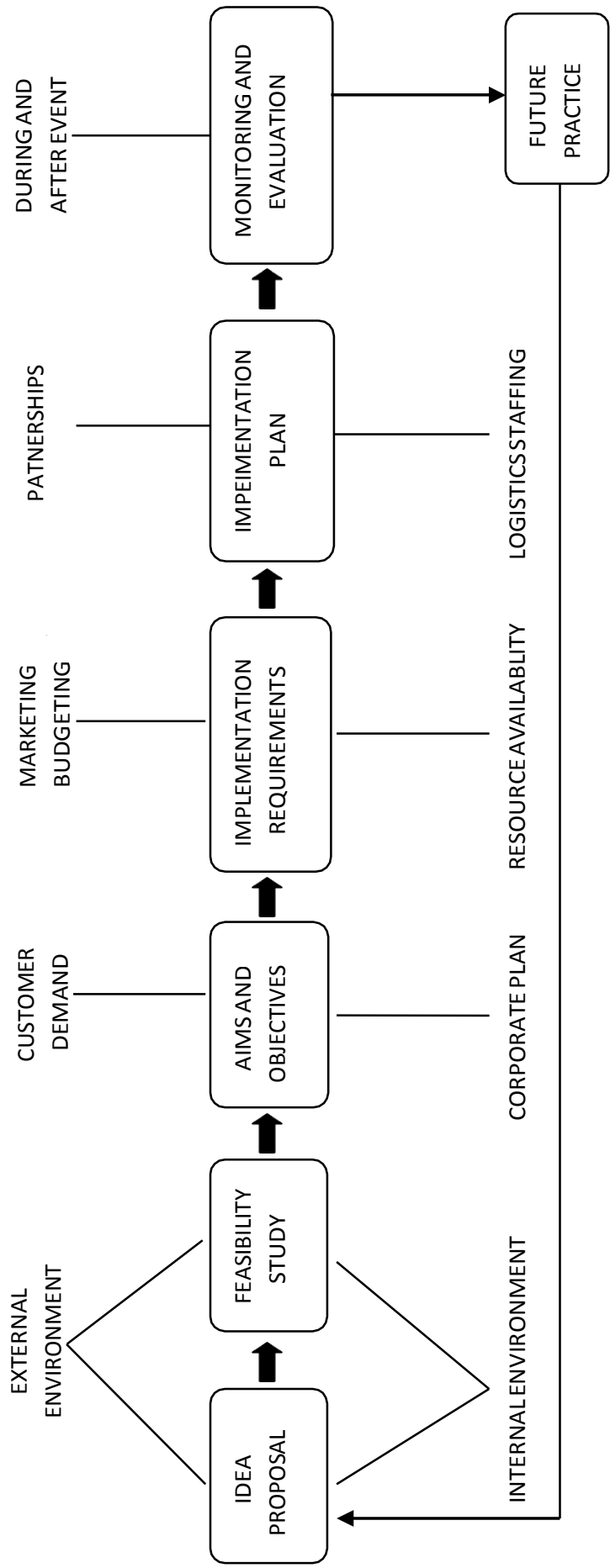
Event Planning and Organizing

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

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

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

Remember: **Proper Planning Promotes Perfect Performance**



Event Management Planning

Starting Point

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

Step 1

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

Step 2

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

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

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

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

Part of a Plan

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

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

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

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

The Aims of an Event

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

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

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

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

There are hundreds of possible examples:

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

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

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

Panning and Managing Meetings

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

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

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

The Objectives of an Event

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

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

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

Introduction to Events

- Specific to the event.
- **M**easurable in statistical terms.
- **A**greed (or achievable) by those involved.
- **R**ealistic (or relevant) to the resources available.
- **T**imed around the event the event schedule.

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

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

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

Characteristics of the Best Events

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

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

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

Centrality of Events

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

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

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

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

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

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

What do you need for success?

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

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

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

The Sheffield Process

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

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

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

Develop Mission 1 Purpose Statement

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

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

Establish the Aim of the Event

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

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

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

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

Establish the Objectives

The goals are used to develop detailed and specific objectives. Ideally, objectives should be realistic and measurable. Targets, percentages and sales are generally the factors used to measure objectives.

Objectives are generally evaluated by measures such as the following:

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

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

Prepare an Event Proposal

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

Make Use of Planning Tools

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

a) Maps 2 Models

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

The Various people might include the following

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

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

b) Gantt Charts

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

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

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

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

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

C) Run Sheets

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

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

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

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

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

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

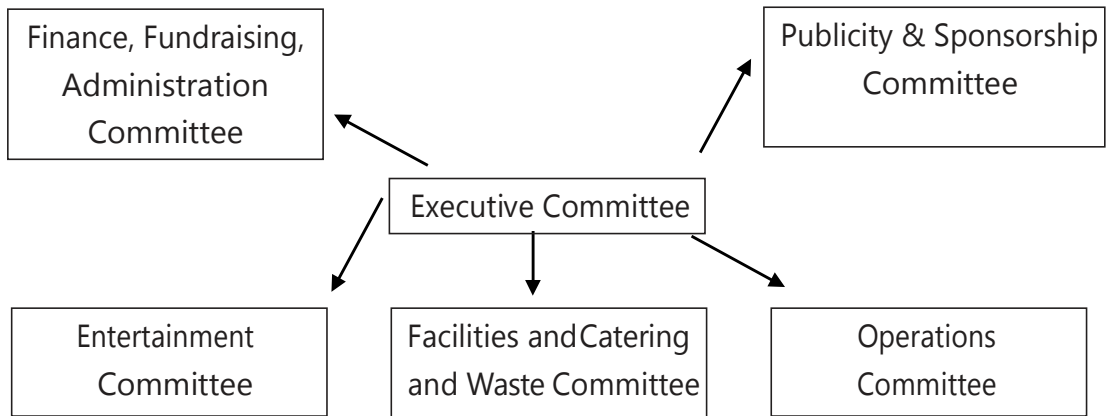
8.00pm	First "Championship" (Demonstration dance routine).
8.10pm	Main course served. Band starts playing.
8.50pm	Band stops. Second Championship (Demo dance routine). Guests Drawn onto dance Floor at the end.
9.15pm	Dessert enters and is served. Band plays.
9.40pm	Band stops. Awards presentation (1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

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

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

Organization Charts

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



Event Committee Structure

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

d) Checklists

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

Daily Safety Checklist

Daily Safety Checklists

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

Problem Solving

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

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

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

Natural Disasters

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

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

Financial Risk

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

Legal Risk

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

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

Technology-Related Risks

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

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

Mismanagement

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

Safety and Security Risk

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

Risk at Sporting Events

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

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

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

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

Process of Risk Management

Risk management involves a three-step process:

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

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

Identifying Risks and Hazards

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

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

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

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

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

Assessing the Risks and Hazards

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

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

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

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

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

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

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

Managing the Risks and Hazards

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

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

Crisis Management

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

The goals the CMT are to do the following:

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

Soccer Disasters

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

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

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

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

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

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

Crisis Manager

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

Administrative Coordinator

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

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

Operations Coordinator

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

Employee Support Coordinator

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

Technical Support Coordinator

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

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

- Floor Monitor
- Stairwell Monitor
- Handicapped Persons Monitor

Floor Monitor

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

Stairwell Monitor

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

Handicapped Persons Monitor

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

Implementing Emergency Procedures

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

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

Fire Procedures

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

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

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

Evacuation Procedures

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

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

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

Bomb Threat Procedures

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

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

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

Leadership and Participant Management

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

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

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

Developing Leadership Skills

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

Task Management

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

Plan

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

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

Organize

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

Control

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

People Management

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

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

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

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

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

Information

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

Lead

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

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

Reinforce

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

In summary, event leadership is about the following;

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

Communication Strategies

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

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

It is also about these:

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

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

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

And the team itself may include all of the following:

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

Long-Term Teams

Commitment to organization's mission
 Decisions by consensus
 Group cohesion over time
 Career development within organization
 Intrinsic satisfaction
 Empowerment
 Lifelong learning
 Positive performance management

Temporary Teams

Commitment to task
 Leader solves problems and makes decisions
 Limited relationship building
 No career/organization orientation
 Tangible rewards
 Limited responsibility
 Limited learning
 Positive reference

Differences between long-Term and short-term teams

Managing Temporary and Diverse Teams

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

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

Group Development

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

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

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

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

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

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

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

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

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

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

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

Time Management

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

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

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

Site and Infrastructure Management

Choosing the Event Site

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

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

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

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

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

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

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

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

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

Infrastructure in the Community

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

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

Among other purposes, infrastructure management seeks to:

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

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

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

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

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

Summary

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

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

CASE STUDIES

Case Study 1

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

Case Study 2

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

Event Volunteer

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

Case Study 3

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

Questions

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

Discuss

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