SUCCESSFUL EVENT MANAGEMENT A PRACTICAL HANDBOOK

Anton Shone and Bryn Parry Fifth Edition





BRIEF CONTENTS

PART 1 THE EVENTS BUSINESS 1

- 1 AN INTRODUCTION TO EVENTS 2
- 2 THE MARKET DEMAND FOR EVENTS 24
- 3 THE EVENTS BUSINESS: SUPPLY AND SUPPLIERS 44
- 4 EVENTS IN CONTEXT 62

PART 2 MANAGING EVENTS 85

- 5 MAKING A START AND PLANNING THE EVENT 86
- 6 FINANCIAL MANAGEMENT AND THE BUDGET 124
- 7 EVENT LOGISTICS AND SUPPLIES 150
- 8 MARKETING AND PUBLIC RELATIONS FOR EVENTS 178
- 9 RISK MANAGEMENT AND LEGALITIES 203
- 10 EVENT PROJECT MANAGEMENT AND SET-UP ISSUES 224
- 11 THE ORGANISATION MANAGER AND THE TEAM: DURING THE EVENT 254
- 12 CLOSE-DOWN, EVALUATION AND LEGACIES 284

GLOSSARY 307

INDEX 310



CONTENTS

List of Figures vi List of Case Studies x Forms for the New Event Manager xiii Preface to the Fifth Edition xiv

PART 1 THE EVENTS BUSINESS 1

1 An introduction to events 2

Introduction 3
Definitions and frameworks 4
Categories and typologies 5
Historical contexts and precedents 6
Characteristics of events 16
Summary 22
Evaluation questions 23
References 23

2 The market demand for events 24

Introduction 25
Size and scope of the events market 26
Determinants and motivations 33
The structure of demand for events 38
Summary 42
Evaluation questions 43
References 43

3 The events business: supply and suppliers 44

Introduction 45
Governmental support infrastructure, industry
associations and professional bodies 45
Commercial event and event support organisations 47
Voluntary bodies and charities 56

Summary 60 Evaluation questions 61 References 61

4 Events in context 62

Introduction 63
Social and community implications 64
Economic implications 70
Political implications 73
Developmental implications 77
Summary 83
Evaluation questions 84
References 84

PART 2 MANAGING EVENTS 85

5 Making a start and planning the event 86

Introduction 87 Getting organised 88 Organisational issues in events of varying sizes 90 Event feasibility: finding and testing an idea 94 The screening process 95 Progressing the idea 103 The planning process 106 Objectives, environmental search and information-gathering 107 Operational planning and demand 113 Financial planning 114 Marketing planning 119 Getting it together 121 Summary 122 Evaluation questions 123 References 123

CONTENTS

6 Financial management and the budget 124

Introduction 125
Objectives and financial planning 125
Creating a budget 128
The detailed budget 133
Who spends what 139
Other sources of income 140
Sponsorship and public funding 143
Summary 148
Evaluation questions 149
References 149

7 Event logistics and supplies 150

Introduction 151
Finding the venue 151
Logistics 154
Supplies, transport and distribution 156
Technical facilities and resources 159
Backdrops and staging 160
Amenities and cleaning 164
Catering and event hospitality 164
Summary 176
Evaluation questions 177
References 177

8 Marketing and public relations for events 178

Introduction 179
The target market 180
How to influence the target market 182
The marketing plan 188
Marketing for a new event 189
Marketing for repeat events and new editions 192
Summary 201
Evaluation questions 202
References 202

9 Risk management and legalities 203

Introduction 204
Risk management 204
Plans and maps 211
Legalities and insurance 215
Summary 222
Evaluation questions 223
References 223

10 Event project management and set-up issues 224

Introduction 225
The event as a project 225
Ticketing and pre-booking issues 229
Operational activities 232
Security: Issues, personnel and a control point 238
Media handling 240
Rehearsal and briefings 241
Layout of entrances and visitor reception 242
Mobility, accessibility and inclusivity 246
The event experience 246
Summary 252
Evaluation questions 253
References 253

11 The organisation manager and the team: during the event 254

Introduction 255
Organisation 255
Organisational effectiveness 257
Staffing: Professional or volunteer
management? 263
Factors influencing the number and type
of staff 265
Finding staff 270
Running the event on the day 274
Organisation and briefing of staff, stewards and
volunteers 278
Summary 282
Evaluation questions 283
References 283

12 Close-down, evaluation and legacies 284

Introduction 285 Close-down 285 Evaluation 291 Divestment and legacies 298 The life expiry of events 299 Summary 305 Evaluation questions 306 References 306

Glossary of events terms 307 Index 310

LIST OF FIGURES

CHAPTER 1

- **1.1** A suggested categorisation of special events 4
- **1.2** A typology of events 6
- **1.3** Characteristics of special events as a service 17
- **1.4** Elements in the ambience and service of an event 20

CHAPTER 2

- **2.1** Assessing market scope and the economic impacts of events 32
- **2.2** A combination of motives for participating in an event, such as an opera gala 33
- 2.3 Possible motives for attending events (these may be primary or secondary) 34
- **2.4** Event component mix 35
- **2.5** Demand potentials 39

CHAPTER 3

- **3.1** Infrastructure of the events business 46
- **3.2** Events organisations (commercial and others) 47
- **3.3** Matrix of sample distribution channels and activities 48

CHAPTER 4

- **4.1** The implications of special events 63
- **4.2** Development of tourist destinations: some examples 69
- **4.3** Elements of tourism 69
- **4.4** Political stakeholders for events 76
- 4.5 PESTELI analysis factors 82

- **5.1** Example of an events management committee 89
- **5.2** Development of organisational structures in events 90
- **5.3** Generating ideas 95
- **5.4** Concept screening 96
- **5.5** Example pilot questionnaire for proposed events 97

LIST OF FIGURES vii

- **5.6** Events screening form 101
- **5.7** Examples of possible events objectives 103
- **5.8** Simple pre-event planner 105
- **5.9** Planning as a management activity for an event 107
- **5.10** The planning process for events management 108
- **5.11** Information-gathering and environmental searching 112
- **5.12** Simple example of marketing lead times: Middleburg Sports Day 115

CHAPTER 6

- **6.1** Examples of various event objectives 127
- **6.2** Cashflow at events 127
- **6.3** Some common budgeting mistakes 128
- **6.4** Preliminary (outline) budget form 131
- **6.5** Example of comparative outline budgets for a proposed company party 132
- 6.6 Break-even chart 133
- **6.7** General budget form 134
- 6.8 Detailed event budget summary 138
- **6.9** Purchase order form 140
- **6.10** Petty cash voucher 141
- **6.11** Sources of additional revenue in addition to ticket or admission prices 141
- **6.12** Types of event funding 142
- **6.13** Sources of patronage, grant funding and other income for events 147

CHAPTER 7

- **7.1** Venue-finding checklist 153
- 7.2 The events management process organisational and logistical activities 155
- **7.3** Logistic sequence for events 156
- **7.4** Example of a logistics production schedule 162
- **7.5** Example of a communications contact list 165
- **7.6** Further considerations in food and drinks services 166
- **7.7** Alternative cafeteria flow services 166
- **7.8** Examples of seated room layouts 168
- **7.9** Issues in determining menus and refreshments 171
- **7.10** Example of an equipment receival form 174

- **8.1** Key questions to ask about the target market 180
- **8.2** Catchment and origin 181
- **8.3** Example of a catchment area the Middleburg Music Festival 181

viii LIST OF FIGURES

8.4 Influencing the market 182
8.5 Determinants for participation in an event ('buying process') 185
8.6 Individual's expectations of an event 186
8.7 Event decision-making process for a university ball 187
8.8 Creating the marketing plan from the event objectives 188
8.9 Elements of the events marketing plan 189
8.10 Event components and target market matrix 190
8.11 Examples of marketing expenditure items 191
8.12 Event marketing budget form (adapt as required) 193
8.13 Example of a marketing schedule 194

CHAPTER 9

- **9.1** The management of risk 205
- **9.2** Various risk categories 206
- 9.3 Risk analysis quadrant 206
- **9.4** Example of a risk assessment form 207
- **9.5** Example of a risk-control plan 209
- **9.6** Warnings from history 210
- **9.7** Event site map coverage 215
- **9.8** Permits, licences and legalities 216

CHAPTER 10

- **10.1** Event and project management activities 226
- **10.2** Work break-down structure for a wedding marguee 227
- **10.3** Example of a Gantt chart 229
- **10.4** Ticket design information to include on a ticket 231
- **10.5** Pre-operations on the day 235
- **10.6** Pre-event briefing meeting for all staff 242
- **10.7** Example of the component elements at a guiz dinner 247
- **10.8** The event service experience 251

- **11.1** Simplified events organisation structure 256
- 11.2 Visitor services department at the Middleburg Music Festival events 257
- **11.3** The culture of event organisation 258
- **11.4** Framework for an event organisation's performance 262
- **11.5** Example of a job advert for an events coordinator 264
- **11.6** A committee of volunteers 265
- **11.7** Factors influencing the number of staff required 266

LIST OF FIGURES ix

- **11.8** Concentration of core services and staff 267
- **11.9** Job description form 269
- **11.10** Staffing an event 272
- **11.11** Activities on the day 278

- **12.1** Final phase of event activities 286
- **12.2** Event history contact record form 290
- **12.3** Types of information for evaluation of events 291
- **12.4** Sources of information for evaluation 292
- **12.5** Visitor satisfaction at the Middleburg Music Festival 294
- **12.6** Mystery guest report (extract) 294