

GLOBAL EDITION

PLANNING
AND MANAGEMENT
OF MEETINGS,
EXPOSITIONS, EVENTS,
AND CONVENTIONS

George G. Fenich, Ph.D.
School of Hospitality Leadership
East Carolina University

PEARSON

Boston Columbus Indianapolis New York San Francisco Hoboken
Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montréal Toronto
Delhi Mexico City São Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo

Preface 13
Acknowledgments 15
About the Author 17

1 INTRODUCTION

1.1 Planning and Management of Meetings, Expositions, Events, and Conventions 19

1.2 The MEEC Industry 20

- 1.2.1 Components or Elements 20
- 1.2.2 Definitions 21
- 1.2.3 Magnitude of the MEEC Industry 22
- 1.2.4 Trends in MEEC 22
- 1.2.5 Evolution and Maturation of the MEEC Industry 22
- 1.2.6 MBECs 23
- 1.2.7 Uses of the Standards 24
- 1.2.8 Uses for Meetings/Events Professionals 24
- 1.2.9 Uses for the Academic Community 24
- 1.2.10 Uses for Associations 25
- 1.2.11 Translating MBECs into Educational Content 25

1.3 Planning and Managing Meetings, Expositions, Events, and Conventions 25

Summary 26
Key Words 26
Review Questions 26
References 26
About the Chapter Contributor 26

2 Strategic Planning in Meetings, Expositions, Events, and Conventions 27

2.1 Introduction to Strategic Planning 28

2.2 What is Strategic Planning? 28

- 2.2.1 Strategic Planning Process 29

2.3 STEP 1: Where are we now?— Situation and Feasibility Analysis 30

- 2.3.1 SWOT Analysis—Revealing Organizational Performance 31
- 2.3.2 PESTELI Trends Analysis 31
- 2.3.3 Benchmarking 32
- 2.3.4 Scenario Planning 32

2.4 STEP 2: Where we want to get to?—Future Direction 33

- 2.4.1 Goals 33
- 2.4.2 Objectives 34

2.5 STEP 3: How are we going to get there?— Concept Development 34

- 2.5.1 Potential Risks 36
- 2.5.2 Resource Allocation 36
- 2.5.3 Planning Cycle 36
- 2.5.4 Marketing Plan 37

2.6 STEP 4: How will we know when we have gotten there?—Monitoring and Measuring Value or Success of Meeting/Event 37

Summary 38
Key Words, Acronyms, and Phrases 38
Discussion Questions 39
Reference 39
About the Chapter Contributor 40

3 Meetings and Events as Complex Projects 41

3.1 Introduction to Project Management 41

- 3.1.1 Historical Perspective 42
- 3.1.2 Applying PM 42
- 3.1.3 PM Life cycle 42
- 3.1.4 PM Techniques and Processes 46

Summary 52
Key Words and Terms 53
Review and Discussion Questions 53
References 53
About the Chapter Contributors 54
Links 54

4 Risk Management for Meetings, Expositions, Events, and Conventions 55

4.1 Risk Management Defined 55

4.2 Risk Planning 56

4.3 Creating a Risk Team 56

4.3.1 Risk Team 57

4.4 Risk Assessment 59

4.4.1 Identifying Possible Risks 59

4.4.2 Risk Analysis—Which Risks Must We Plan For? 59

4.5 Developing a Risk Management Plan 62**4.6 Risk Mitigation (or Management) 63**

4.6.1 Contingency Plans 63

4.6.2 Insurance and Contracts 63

4.7 Security 65**4.8 Implementing the Risk Plan 67***Summary 68**Key Words and Terms 69**Review and Discussion Questions 69**References 69**About the Chapter Contributor 70***5****Stakeholder Management 71****5.1 Identifying your Stakeholders 72**

5.1.1 What is a Stakeholder? 72

5.1.2 Internal and External Stakeholders 72

5.1.3 Stakeholders' Interest in Event Planning 72

5.1.4 Opportunities and Challenges Stakeholders Present 73

5.2 Determining Potential Impacts of Stakeholders 75

5.2.1 Legitimacy 75

5.2.2 Power 75

5.2.3 Stakeholder Roles, Desired Support, and Resulting Obligations 76

5.2.4 Sponsors 76

5.2.5 Vendors 78

5.2.6 Attendees 79

5.2.7 Developing Plans for Alliances 80

5.3 Stakeholders' Relationships 81

5.3.1 Power 81

5.3.2 Influence 81

5.3.3 Interest 81

5.4 Planning Stakeholders Programs and Activities 81

5.4.1 Be Aware of Varied Interests and Goals of Stakeholders 82

5.4.2 Plan Activities that Meet the Needs of Stakeholders 82

5.4.3 Develop Plans for Dealing with Stakeholder' Concerns 83

5.4.4 Protocols 83

5.4.5 Plan Sequence and Flow of Stakeholder Activities 83

5.4.6 Interaction with Stakeholders 83

5.5 Managing Stakeholders' Relationships 84*Summary 84**Key Words and Terms 85**Review Questions 85**References 85**About the Chapter Contributor 86***6****Accounting and Financial Planning 87****6.1 Introduction to Accounting and Finance Essentials 88**

6.1.1 Essential Terminology 88

6.1.2 Undertake Financial Management 90

6.1.3 Allocate Expenses for Meetings, Conventions, and Other Events 91

6.2 Developing the Budget: What to Include 93

6.2.1 Factors Affecting Budgets 94

6.2.2 Projecting Revenue 94

6.2.3 Setting Registration and Exhibit Fees 94

6.2.4 Calculating the Attendee Registration Fee 95

6.2.5 Calculating Exhibit Space Fees 95

6.2.6 Establishing Sponsorship, Advertising, and Promotional Fees 96

6.3 Types of Budgets 97**6.4 Budget Approval Process 98**

6.4.1 Monitoring the Budget 100

6.5 Evaluation 100

6.5.1 Return on Investment 100

6.5.2 Return on Equity 102

6.6 Policies and Procedures 102**6.7 The Master Account and Establishing Credit 102**

6.7.1 Payment Reconciliations 103

6.7.2 Managing and Controlling Cash 103

6.8 Payment Methods and Currency Considerations 103**6.9 Managing Cash Flow 104***Summary 104**Key Words and Terms 105**Review and Discussion Questions 105**Reference 105**About the Chapter Contributor 105**Activities: Financial Planning Chapter 105*

7

Event Program Planning 107

Section 1**7.1 Plan Program Components and Elements 107**

- 7.1.1 Pre-Event Research 110
- 7.1.2 Innovating Events 113
- 7.1.3 Legal Aspects of Events 114

Section 2**7.2 Event Program 117****7.3 Integration of Additional Marketing Activities Within the Event 121**

Summary 123

Key Words and Terms 123

Review and Discussion Questions 123

References and Online Resources 124

About the Chapter Contributors 124

8

Planning and Designing the Environment 125

8.1 Introduction 126**8.2 The Event Requirements 126****8.3 The Event Location 127****8.4 Determining Speakers 128****8.5 Contracts and Agreements 130****8.6 Staging and Technical Requirements 132****8.7 Crowd Management Strategies 133****8.8 Managing Event Risk 135**

Summary 137

Keywords and Terms 137

Review and Discussion Questions 138

References 138

About the Chapter Contributor 138

9

Site Planning and Management 139

9.1 Introduction 139**9.2 Site Specifications 140**

- 9.2.1 Budget 140
- 9.2.2 Profile and Image 141
- 9.2.3 Facilities 142
- 9.2.4 Licensing 142
- 9.2.5 Expected Attendance 142
- 9.2.6 Site Flexibility 143
- 9.2.7 Accessibility 143

9.3 Identify Sites 144

- 9.3.1 Develop Site Selection Criteria 144
- 9.3.2 Conduct Site Inspections 145
- 9.3.3 Evaluate Potential Sites 146
- 9.3.4 Select the Site 146

9.4 Design Site Layout 147

- 9.4.1 Space 147
- 9.4.2 Structures 147
- 9.4.3 Utilities 148
- 9.4.4 Parking 149
- 9.4.5 Communication 149
- 9.4.6 Safety, First Aid 149
- 9.4.7 Legal Requirements 149
- 9.4.8 Signage 149
- 9.4.9 Service Contractors 150

Summary 151

Key Words and Concepts 152

Review and Discussion Questions 152

References and Internet Sites 152

About the Chapter Contributor 152

10

Food and Beverage Planning 153

10.1 Introduction 154**10.2 Specifications and Guidelines 154****10.3 Labor 154****10.4 Labor Laws 155****10.5 Staffing 155****10.6 Banquet Event Order 156****10.7 Regulations and Legislation 156**

- 10.7.1 Liquor Laws 156
- 10.7.2 Public Health 157

10.8 Menu Planning 157

- 10.8.1 Special Diets 157
- 10.8.2 Planning the Menu 158

10.9 Food Cost 159

- 10.9.1 The Formula 159

10.10 Receptions 159**10.11 Determining Quantities of Food and Beverage 159****10.12 Beverages 160****10.13 Styles of Table Service 161****10.14 Room Setups 163**

- 10.14.1 Space Planning 164
- 10.14.2 Tabletop 168

Summary 168

Key Words and Terms 168

Review and Discussion Questions 169
Web Resources 169
About the Chapter Contributor 169

11

Marketing of Meetings, Expositions, Events, and Conventions 170

11.1 Introduction 170

11.2 What Is Marketing? 171

11.3 Identifying Target Markets 172

- 11.3.1 Demographics of Stakeholders 173
- 11.3.2 Psychographics 173
- 11.3.3 Desired Outcomes 173

11.4 Locating the Target Market 173

11.5 Reaching Your Target Audience 174

11.6 Types of Marketing for Events 174

- 11.6.1 Direct Marketing 174
- 11.6.2 Indirect Marketing 176

11.7 Effective Marketing Communications 180

- 11.7.1 The Brochure or Invitation 181
- 11.7.2 Using Photographs in Marketing Materials 181
- 11.7.3 Photograph Resolution and Printing 181

11.8 Event Marketing Strategy 182

- 11.8.1 Marketing Assessment 184
- 11.8.2 Key Performance Indicator 184
- 11.8.3 Web Analytics in Marketing 184
- 11.8.4 Other Types of Tracking Analytics 185

Summary 185

Key Words and Terms 185

Reference 186

Review and Discussion Questions 186

About the Chapter Contributor 186

12

Promotions Planning 187

12.1 Promotions 187

- 12.1.1 Size of Target Markets 189
- 12.1.2 Message Objectives 189
- 12.1.3 Promotional Activity Budget 190
- 12.1.4 Promotion Plan 190
- 12.1.5 Strategies to Stimulate Action: Urgency to Buy 191

12.1.6 Cross-Promotions 191

12.1.7 Sponsorship 191

12.1.8 Partnership Opportunities 192

12.1.9 Invitation Letters 193

12.1.10 Consumer Decision-Making 193

12.2 Sales Promotions 196

12.3 Advertising 196

- 12.3.1 Direct Selling 197
- 12.3.2 Social Media Outlets 197
- 12.3.3 Advertising Effectiveness 198

12.4 Public Relations (PR) 198

Summary 199

Develop Sequence of Event Activities 200

Key Words and Terms 202

Review and Discussion Questions 203

About the Chapter Contributors 203

13

Sales Initiatives in the Meetings and Events Industry 204

13.1 Two Types of Sales Initiatives 204

- 13.1.1 Primary Sales Initiatives 205
- 13.1.2 Secondary Sales Initiatives 215

Summary 220

Key Words and Terms 221

Review and Discussion Questions 221

Resources 221

Trade Publications 221

About the Chapter Contributors 221

14

Epilogue 223

14.1 Introduction 223

14.2 Content Areas in This Book 223

- 14.2.1 MBECs 225

Summary 227

Key Words, Acronyms, and Phrases 227

Discussion Questions 227

About the Chapter Contributor 227

Index 229