

Block

2

EVENT MANAGER: ROLE REQUIREMENTS

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March, 2018

© Indira Gandhi National Open University, 2018

ISBN-978-93-87960-23-7

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Printed and published on behalf of the Indira Gandhi National Open University, New Delhi by Director, School of Continuing Education, IGNOU, New Delhi.

Laser Typeset by Tessa Media & Computers, C-206, A.F.E.-II, Okhla, New Delhi.

Printed at:

INTRODUCTION TO BLOCK 2

This Block titled ‘Event manager: Role Requirements’ describes the competencies and skills required by event managers to manage events successfully and to become professionals in the field. Event Management has to be a successful project and the most essential qualities to be possessed by event managers are good leadership and effective communication skills. These competencies and skills can be developed through conscious efforts and with practice.

The first Unit titled ‘Entrepreneurial Competencies for Event Management’ focuses on the entrepreneurial competencies necessary for the event profession. Competencies are required for studying and testing an idea through the feasibility process. This is followed by progressing the idea through financial and operational feasibility testing. Competitive advantage has to be gained and there has to be an interplay of critical success factors for the success of the event and the company. Besides these, problem analysis, opportunity and resource analysis along with demands and challenges faced by the event manager have been explained in this Unit.

The second Unit titled ‘Event Manager as a Professional Leader’ introduces you to certain skills that an event manager requires and which are applicable to all facets of Event Management. An effective team delivers a successful event. Hence building an efficient team and effective crisis management reflect the qualities of a good leader. For a successful leader the other necessary skills are networking, negotiation skills, technical skills, interpersonal skills, body language and language skills. The Unit also lays emphasis on having adequate service orientation and handling of pressures that affect the event manager and the team.

The third Unit titled ‘Communication Skills and Methods’ describes the role and importance of communication in the field of Event Management. Communication is a skill that is inherent to all other skills. In order to develop good communication skills you need to communicate with the right person, be culturally sensitive, develop empathy and develop good conversational skills. The Unit familiarises you with communication requirements during events. These requirements are fulfilled using different communication methods such as public relations, public speaking, Various types of meetings, written communication methods, and a combination of both written and oral communication methods. Theme and decor, gestures and body language, etiquettes and mannerism, and technology are other methods and modes of communication. The public address system plays a vital role during events.

The fourth and final Unit of this Block is titled ‘Building Portfolios.’ This Unit explains elaborately on how presentations and portfolios can be used as important tools to communicate your abilities, talents, work, achievements and services, to your potential clients. Through presentations event briefs, event designs, event plans and other relevant information are conveyed to teams and stakeholders. Portfolios are essential communication tools for beginners entering the event industry or setting up a business, as well as for Event Management Companies. Portfolios have several advantages such as highlighting your organisation, yourself, success stories, exemplary work, services and client list besides other information. Building good portfolios is an important step in projecting yourself, your company, in selling services successfully and in building a good reputation for self and company.

UNIT 5 ENTREPRENEURIAL COMPETENCIES FOR EVENT MANAGEMENT

Structure

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- 5.1 Introduction
- 5.2 Competencies Required: Being an Event Entrepreneur
- 5.3 Event Feasibility (Related to Competencies)
- 5.4 The Screening Process
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- 5.10 Demands and Challenges Faced by an Event Manager
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5.0 OBJECTIVES

While in the previous chapters, various events, their characteristics and the growth of the event industry have been discussed, this chapter deals with understanding the people and their competencies, which are responsible to take up event management as an entrepreneurial activity.

After reading this Unit, you should be able to:

- Explain the basic requirements of skills and knowledge that an event entrepreneur needs to have;
- Identify how all ideas are not feasible for further implementation and why they need to be screened and progressed further;
- Identify the meaning of competitive advantage and the critical success factors which are essential for an event;
- Analyse the problems and opportunities of any event; and
- Explain the demands and challenges faced by event managers.

5.1 INTRODUCTION

A person who wants to establish her / his events' business should possess essential skills to establish, develop and manage the business venture in a successful

manner. These skills will help you to plan, design, market, operate and develop events. For example, in the area of planning, Goldblatt, the founder of International Special Events Society has mentioned that individuals lack the expertise and time to plan events themselves. If one is just entering the profession, there is a lucrative market awaiting on many fronts. According to Goldblatt, an event planner wanting to enter the profession can work in the following areas: conducting research; event design creation; finding a site; arranging for food, decoration and entertainment; planning transportation to and from the event; sending the attendees invitations; accommodation arrangement for attendees; coordinating the activities of event personnel; supervising at the site; and conducting evaluations of the event. All of these depend on the activities involved in the event business, and the size and type of a particular event. Likewise if one is working in one special events area, there are many directions in which one can expand. By gaining knowledge on entrepreneurial competencies, you will gain the creative and business skills that you require to be your own boss.

5.2 COMPETENCIES REQUIRED: BEING AN EVENT ENTREPRENEUR

Who is a successful event entrepreneur? A person who senses an opportunity, mobilizes the resources internal and external, puts them into a product, service for social use, in the process making profit, is an entrepreneur. However the knowledge about the product or service is always essential.

If you are planning to take up event management as your career, you need to look at your attitudes, your knowledge and your skills. Are you a people's person? Do you believe in the process (event) and are you constantly being innovative?

Let us understand some of the entrepreneurial competencies.

Entrepreneurial Competencies

- 1) **Initiative:** Initiative means taking action that goes beyond job requirements or acting on the demand of the situation. This is a requisite entrepreneurial ability.
 - Do you take action before being asked to or forced to by events?
- 2) **Sees and Acts on Opportunities:** This means looking for and taking action on opportunities.
 - Do you see and act on opportunities (business, educational or personal growth), and seize unusual opportunities to obtain finance, equipment, land, workspace, or assistance?
 - Would you like to extend the business into new areas, products, or services such as not just entertainment management, but technical services as well?
- 3) **Communication and Persistence:** Communication and passion are two qualities that are essential for a successful event entrepreneur. Public speaking skills are necessary to persuade and convince clients, with logic and passion. These will also help in representing your business in the right way. Persistence is another essential skill. These skills are required to guide the marketing and project managers, as well as to coordinate every stage of event management.

- Do you use energy to present your ideas and creativity in speech?
 - Do you use relevant facts and vary your tone to make your presentation more dramatic?
 - Do you take repeated action to overcome obstacles that get in the way of reaching goals?
- 4) **Information Seeking:** Taking action on own, to get information, to help reach objectives or to clarify problems is important. For example, information updates are necessary for budget forecasts on event facilities like sets, special effects etc. and for current market rates of similar events.
- Do you undertake personal research, analysis or investigation on how to provide a product or a service?
 - Do you consult experts for business or technical advice?
 - Do you use contacts or information networks to obtain useful information?
- 5) **Concern for High Quality Work:** This means those activities that enable the meeting or exceeding existing standards of excellence.
- Do you state a desire to produce an event of high quality?
 - Do you compare your own work or your own company's work favorably with that of others?
- 6) **Commitment to Work Contract:** This involves placing the highest priority with getting a job completed.
- Are you making a personal sacrifice or putting extraordinary efforts to complete a job?
 - Do you accept full responsibility for the problems in completing a job for others?
 - Do you voluntarily contribute or work in their place to get the job done?
 - Do you express a concern for satisfying the customer?
- 7) **Efficiency Orientation:** This means finding ways to do things faster at a lower cost, or with fewer resources, or pool together individuals. This will enable the entrepreneur to effectively utilize existing human and material resources to produce a quality event.
- Do you use whatever little resources you have? Do you use information or business tools to improve efficiency?
 - Do you express concern about costs vs. benefits of some improvement, change, or course of action?
- 8) **Systematic Planning and Problem Solving:** Developing as well as using logical, step-by-step plans to reach goals, and identifying alternative strategies to arrive at solutions is integral to event management. Planning for instance in the micro-level event coordination activities involves liaison with the creative team, discussing, facilitating and arranging for technical specifications namely sound, light, stages and sets.

- Do you take a logical and systematic approach to activities? Does this enable you to plan by breaking a large task, down into sub-tasks?
 - Do you develop plans that anticipate obstacles, and evaluate alternatives?
 - Do you generate new, unique ideas or innovative solutions?
- 9) ***Self-Confidence and Assertiveness:*** Event entrepreneurs are leaders who have the ability to decide on a profitable business proposition and carry out effective management of resources. For this one needs to have a strong belief in self and own abilities. Assertiveness is an essential skill to confront problems with others directly.
- Do you express confidence in your ability to complete a task or meet a challenge, and stick with your own judgment in the face of opposition, based on logical outcome?
 - Can you confront problems with others directly and tell others what they have to do?
 - Can you reprimand or discipline those failing to perform as expected?
- 10) ***Persuasive and Influencing Strategies:*** One has to be a persuasive and use a variety of strategies to affect others. Events are physical in nature, and these require excellent persuasive skills to coordinate with clients, the labour and other junior coordinators, based on the time constraints and the one-off nature of events.
- Can you convince someone to buy a product or service, and to provide finance? (personal selling)
 - Can you convince someone to do something that you would like that person to do?
 - Can you develop business contacts and use influential people to accomplish your own objectives?
 - Can you use a strategy to influence others?

If most of the answers to the above questions from 1-10 are yes then you do possess entrepreneurial competencies. However at the end of the Unit do check your competencies with the help of the exercise given.

<p>Check Your Progress I</p> <p>Note: Use the space provided for your answer.</p> <p>1) What is the meaning of competency?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

2) Why is information seeking important?

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5.3 EVENT FEASIBILITY (RELATED TO COMPETENCIES)

All ideas are good but they need to be studied and tested. You as an event entrepreneur should bear in mind that all events require a feasibility process. This process will help in understanding which idea is more feasible and can provide successful outcome of the event. In practice, there is a need for a systematic approach which helps us in situations of limited expertise. The feasibility of major events usually involves intensive methods of assessment, such as cost benefit analysis or investment appraisal. There are three filters (or screens) that can be applied to an event. These are the marketing screen, the operation screen and the financial screen. A feasibility study provides a choice of various models for the event. Such a study will enable an understanding of the cost of each model and the benefits of each. With small scale personal events, the feasibility does not take on a formal process, as it is more likely that an informal decision will take place about what will happen like organizing a family dinner party with a size of 30 to 40 persons. There may be constraint about the availability of money to pay for these events and the venue to hold the event. In such cases the events are pre determined and the real issue is how to make this happen.

For large scale events there may be an issue of how to choose from a wide range of possible activities like fund raising, community sales and how to make choices which are likely to be effective.

Check Your Progress II

Note: Use the space provided for your answers.

1) Why do ideas need to be tried and tested ?

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2) What is the purpose of a feasibility study? Explain the process briefly.

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5.4 THE SCREENING PROCESS

Once you have identified the various opportunities and its feasibility you need to finalise the idea. The process of screening is very important. Not only is the event to be made possible, but it must also attract sufficient support to be successful. Let us consider this process in more detail. The first stage of screening is to come up with the initial concept or set of ideas which might be tested (Fig. 5.1) followed by the nature of the event, the purpose, how it should operate, what benefits it will provide to the participants and finally arriving at the concept.

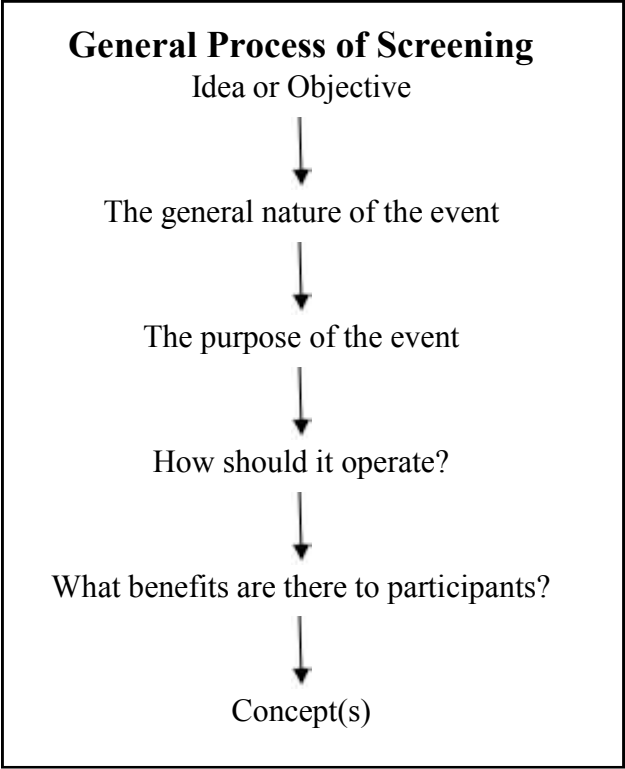


Fig.5.1: General Screening Process
Source: Shone and Parry (2004)

In some cases, a better range of ideas might be obtained by skipping through this general process, simply brainstorming a long list of events, and then dealing with the list in a serious way through a series of criteria to evaluate, regarding what really is feasible. There are several possible ways of doing this, by using evaluation criteria such as cost-benefit analysis or concept screening (Fig. 5.2).

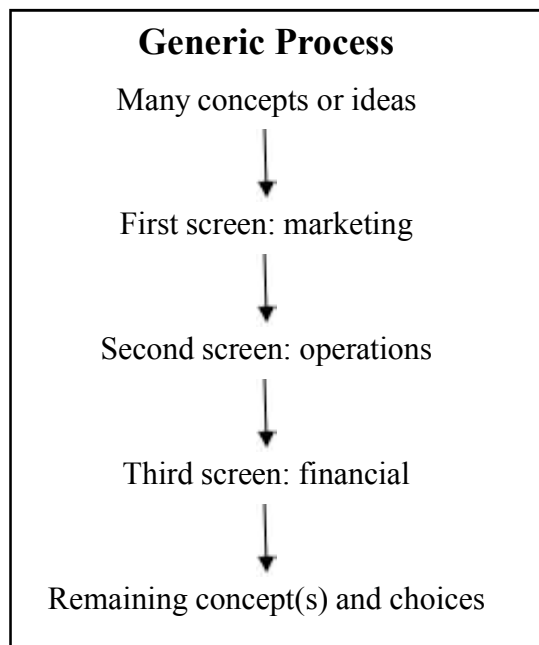


Fig. 5.2: Concept Screening

Refer to Fig.5.2 on concept screening which can happen through the following stages explained with the help of an example: (i) let us suppose there are ideas for a possible event like birthday party, kids gaming and sports show, flower arrangement show and sale of local dress designers; (ii) During the first screening, it may be realised that there were too many sponsored events locally, hence kids gaming and sports show will be screened out; (iii) In the screening for operations, it was felt that a birthday party might take a long time for arrangements due to lack of support services like catering, Disk Jockey (DJ), gaming etc, in the vicinity; (iv) In the financial screening it was realised that a similar sale of dress designers didn't make much profits last year. Hence the remaining concept 'flower arrangement show' can be considered.

Check Your Progress III

Note: Use the space provided for your answers.

1) Describe the steps in the screening process.

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5.5 PROGRESSING THE IDEA

The screening phase that involves brainstorming and filtering of ideas will be followed by serious financial and operational feasibility testing, in case of a major project. The clients or organizers would also have some feel for the acceptability of the event, given their knowledge of the market or who might be attending. In addition, with any event involving a significant budget or complicated organizational issues, a risk analysis might have to be undertaken.

How vulnerable is the project financially and operationally? What issues might constitute a risk? Are there factors related to fire, health and safety, crowd control, security, hazardous materials or activities which have to be considered?

Having found the preferred concept, the organizers might then wish to review the proposal again in the light of the objectives; does the proposal still meet the objectives? Hall, Catherwood and Richard sought to identify a range of possible objectives for events:

- Development of public involvement in the arts, sports or other leisure activities.
- Fund-raising for a special project or charity.
- Starting a new event to create a tourist attraction, extend the tourist season or make better use of a resource.
- Introducing a new idea to the market.
- Attracting more visitors to a venue or tourist destination.
- Focusing attention on a specified subject or project.
- Creating a sense of community, involving the community or strengthening its goodwill.
- Advancing and promoting the community for public benefit.
- Supporting community or organizational objectives.
- Promoting political and cultural exchange.
- Encouraging participation in, or support of, an organization.

It is common for events to have additional objectives, such as to educate, or to make money, or to leave a useful legacy. To take the idea forward there would have to be some building on the initial objectives, with a draft of the proposal containing the overall objective broken down into several aims, and then into the component parts or component plans for the event. Even relatively simple events may have several component parts. How will these be put together? Who will be doing the organizing and who is responsible for what? Where will the event be held and has more than one venue been approached? When will the event happen and are suitable dates and times available? What materials, supplies and equipment might be needed? What transport, parking or access will be provided? Why is the time schedule for achieving this important, and what are the deadlines?

All these questions will have to be answered. More work can be done later, but even if this is put into a few pages as notes it will be a useful start and the planning can then be built from the initial ideas. The most important aspect of this pre-planning phase is to have enough time, not only to work up the detailed plans properly, but also to determine whether the event is achievable in the time available. In general, volunteer organizations may require more time to deal with complex events than professional or full time organizations, but equally, those professional organizations are likely to have a far more realistic appreciation of the amount of work involved and the likely time it will take to achieve.

Check Your Progress IV

Note: Use the space provided for your answers.

1) Why do we need to progress ideas?

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5.6 COMPETITIVE ADVANTAGE

The competition in the events business needs to be understood .The new entrants (organisations / people who are new in the events industry), the bargaining power of suppliers and clients, and above all the intensity of competition among event agencies are few crucial factors. One also needs to understand factors like price, for example: freelancers can offer very low price as they work on minimum overheads; the competition from other media tools like radio, internet; and unethical ambush marketing tactics used by the client's competitors

The crucial issue to gain competitive advantage is to maintain a different approach and level as compared to your competitors. Have a clear understanding on the event quality of your firm, overall coordination of the event, and strategic importance of quality in every aspect by benchmarking to the best being offered in the industry. The variations and the innovations undertaken by the competitors have to be noted. Experience and ability of the sales personnel has to be assessed in the context of other companies and needs to be done in a realistic, competitive environment and in the context of technological advancement. Constant review of profitability is of utmost importance.

Check Your Progress V

Note: Use the space provided for your answer.

1) What is competitive advantage?

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5.7 CRITICAL SUCCESS FACTORS

Critical success factors (CSFs) are those few things that must go well to ensure success for an event manager or an event management company. They represent those managerial or enterprise areas that must be given special and continual attention to bring about high performance.

CSFs include issues vital to an organization's current operating activities and to its future success.

In an event, there are important CSFs which are the keys to successful implementation :

- a) Specialists and Generalists: People working for an event should not only be specialized in their area but have the capability to do other general tasks.
- b) Versatility and Multi-tasking: Managers, volunteers, and other personnel should be versatile and be able to work on several tasks at the same time. The ability to pool resources together is very essential.
- c) Time management: Everyone needs to be aware that event activities are time-bound. Following schedules strictly is one of the important factors.
- d) Strategic management: In event management, strategy plays a big role. Managers would need to have strategic management capabilities to ensure that the event is managed smoothly.
- e) Operational service management: This is one the most important factors as services in an event are what differentiates one from another. Every event would have a unique set of operational services.
- f) Passion and hard work: Without passion and a strong will, the objectives of the event cannot be met. Being passionate about the work ensures hard work and commitment. These will help you overcome hurdles. The drive or passion to achieve the goals of event management cannot be taught, whereas time management can be taught.
- g) Communication and networking: This is the key to successful event management. You need to communicate clearly and respectfully as everyone has a role to play, that ultimately leads to the event manager's success. As already mentioned, communication helps in sharing ideas. One also needs to accept criticism and be open to new ideas.

For example, there was a study conducted to identify critical success factors for the management of wedding tourism in South Africa. Personal interviews were held with wedding planners and owners / managers of wedding venues; questionnaires were also distributed via email. The following critical success factors were identified: strategic planning, SWOT analysis, human resources, financial management, market segmentation, promotion and operational management. It was clear that services must meet the needs of guests. Operational services like ensuring high levels of hygiene, having a liquor license, accessibility, and secure parking were considered extremely important aspects for a wedding venue. It was revealed that owners of wedding tourism products and wedding planners would have to consider and apply the critical success factors, in order to promote growth of the industry.

Check Your Progress VI

Note: Use the space provided for your answers.

- 1) Mention five Critical Success Factors required for an event manager or an event management company.

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5.8 PROBLEM ANALYSIS

For a problem analysis or evaluation, two key issues need to be looked into: (i) Has the event met its objectives? (ii) What improvements are required for the next edition?

The event objectives should be reviewed, not only for the satisfaction of the event coordinator, but also to ensure that the stakeholders can be reassured of the effectiveness of the event, and that if stakeholders such as sponsors, clients, society Resident Welfare Association, and so on put money into the event, the money is well spent. This is the reason for the publication of final reports and accounts, particularly in case of big public events.

Some formal or structured research and observation at events is necessary to enable what might need to be done for future editions. Identifying and solving of problems can only be done properly if there is enough information to find out what the cause of a problem was. There is no use of simply ‘talking’ about a fight that broke out in the ice cream tent when the ice cream supply got over. We need to know the cause of the problem. If the apparent cause was the ice cream running out, why was this? Was the cause of this an under-ordering, an over-demand, or the ice cream delivery getting stuck in the traffic? Without adequate information we cannot deal with the problem and prevent it from happening again. What were the major problems? Related to this is the question of how to allocate resources and time for solving problems. Were the problems of a serious nature and did they constitute critical failures in the eyes of the visitors?

We should identify persistent problem areas which need time and effort to solve: by collecting and collating the ‘problem area’ information. We can then rank the problems in order of priority or seriousness (‘most serious – least serious’ or ‘most frequently stated – least frequently stated’). With this list of priorities, the most serious problems can be sorted out, so that in the next event edition they will not occur and the visitors’ experience at the event will improve. It is best to give the task of solving a particular problem to one person who has the authority and the means to solve it, or to a small subgroup of the organizing committee, once the problem has been identified, rather than having the problem discussed endlessly in big committees and not getting solved.

Amongst the problems, the ones which cause the greatest difficulty should be dealt with first. Where we are looking fairly informally at our list of problems, it might simply be down to ‘gut feeling’ about which would be the best to solve, because, given the limited management time and expertise, not every problem on a list can be solved (though perhaps some of the lesser problems could be given to junior staff or volunteer helpers to solve; these might even provide more creative solutions than what the professionals might provide). On the other hand, we might be running a major event again in the next year, and the effort put into evaluative problem-solving might be well worth the effort. Hence the need for evaluation of events. This shall be discussed in detail in Block 2 titled Event Control and Evaluation of Course 3.

Check Your Progress VII

Note: Use the space provided for your answer.

1) How do we conduct problem analysis?

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5.9 OPPORTUNITY AND RESOURCE ANALYSIS

As stated earlier, opportunities in events are increasing day by day. Quite possible that consumers are influenced by media, films or the surroundings. As mentioned in Unit 4 of Block 1, there are various opportunities in event planning, management and functional areas, for different events like social and cultural events, entertainment and art events, business and trade events, and so on. These opportunities can be: Event Director, Event Manager, Event Planner, Event Administrator, Event Coordinator, Operations and Logistics Manager , Marketing and Event Manager, Exhibition Coordinator, Entertainment Manager, Sports Manager, Venue Manager, Tourism Event Coordinator / Manager, Vendor Manager, Security Manager, Wedding Planner, Catering and Food & Beverage Manager, Conference and Banqueting Manager, Light & Sound Engineer, Technology Support Manager, Arts and Cultural Development Officer, Catering Director, Fundraising Event Leader, Event Designer, Costumes and Sets designer, Creative Manager and many more.

Based on the opportunities chosen, expertise such as skills, knowledge and interest, as well as financial resources have to be identified. A list of all opportunities, irrespective of how improbable they seem and in particular any opportunity associated with the specific company strengths, etc. should be compiled. This can be followed by ranking the opportunities in the order of their importance or contribution value to the firm. The compatibility of the

opportunities with the company is then determined by checking how heavily the company will need to invest in the opportunity in terms of resources like time and finance. Then the numeric values are assigned to the opportunities selected in terms of potential attractiveness and probability of success.

Efficient mobilisation of resources is a relative term that changes its definition as per the dictates of the strategic plan. Once the events company is aware of the possible courses of action, it is imperative that it carries out a check on the resources available. Every business has its own constraints and obstacles. The challenge and thrill therefore lies in overcoming these constraints imposed upon the company. Thus, understanding the limitations of resources available is crucial to authentically go ahead with any plan whether at the strategic level or at the individual event level. A check should be first carried out on the availability of financial resources to develop opportunities. Need for personnel and ability of the organization structure to handle the opportunities should then be evaluated and redesigned if necessary. For example, if a corporate set up for an event company is a constraint, it could very well adopt the flexi-time and project teams' concept of software companies for a better output. An exhaustive research in understanding brands and their personality should be carried out and concepts should be built around the research thus providing an information resource bank. Still on the personnel resource check, it should be ensured that adequate number of experienced volunteers and labour are available in the production / execution department. Also, dedicated, trained and event savvy sales personnel should be made available at all the branches. The issue of pricing is highly important. The pricing of an event should not be determined by other events, but should rather be on the basis of costs of the present event. It has to be profitable. Costs usually get underestimated. The items should be listed, costed properly and budgeting of items used in the event should be done. Ticket price has to be fixed on the basis of actual costings. It should be considered in the light of competition and what the market will pay.

After the financial and personnel resources, come the networking components in terms of importance. The availability of their time and services is as much a constraint to the event companies as any other resource. If given due importance and sufficient time to deliver, this resource crunch can be tackled. This is built on the foundation of professional relationships. Hence, most often, professionalism on the part of the event company works wonders for the confidence of the network components and they become partners in the event rather than mere components thus eliminating a constraint. Focus should then be shifted to logistics. Most often, the opportunity to invest in long-term use assets reduces the burden of sourcing and dependency on suppliers and transporters, thus improving the efficiency of the logistics function. The resources required for this should therefore, be assessed. Public Relations effort needed to develop opportunities should also be studied since for an event management company, advertising essentially means an efficient PR, and creating hype about the events being handled becomes very important. And there should be sufficient funds and enough personnel for handling the same. The resource availability analysis provides an input into the current situation of the event firm, for maximum gain from limited resources.

Check Your Progress VIII

Note: Use the space provided for your answer.

1) Why do we need to match opportunities with resources?

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5.10 DEMANDS AND CHALLENGES FACED BY AN EVENT MANAGER

Event management always has demands and challenges that are faced by an event manager.

Clients, service providers, colleagues with their teams and volunteers turn to one person – the event manager, for all their demands. If the event manager is able to delegate the work to others who can take responsibility, there are less demands. Demands in an event are actually requirements which are made more critical due to the time factor and urgency.

For example, the client may come up with a demand of needing a videographer as well as a camera man during his daughter’s wedding ceremony. Although, the earlier requirement was for only a camera man, the sudden need arose due to a suggestion from a relative of the client. Refusing to cater to the demand may upset the client, so the event manager would like to find a solution by trying to arrange for a videographer. The client will be happy that the event manager did try to find a solution and did not outright refuse to make the last minute arrangement.

An event manager will need to handle event risks pertaining to finance, health, safety, casualties, accidents, fires and hazards. The challenge also arises when the event manager needs to find out ways to overcome difficult situations. One of the traits of any event manager is being calm and collected. If one is overwhelmed with the situation and it is felt that things are going out of control, the event will turn into a failure. An event manager should not only be self-confident but should be able to garner support of colleagues and teams to get out of difficult situations.

For example, if a wedding was to take place in an open space as this is required when there is a ceremony, and suddenly it starts raining, the event manager would have known there was a possibility and kept a standby area of the covered porch in the wedding hall. Although smaller, this area would be able to take care of guests who would need to gather around a little closer, but would be able to see the wedding ceremony. The challenge of changing to another venue would require the skills of an experienced event manager and the team.

Check Your Progress IX

Note: Use the space provided for your answer.

1) What kind of demands and challenges may arise for an event manager?

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5.11 LET US SUM UP

The event entrepreneur should have the following competencies: initiative, acting on opportunities, communication and persistence, self-confidence and assertiveness, persuasive and influencing strategies, information-seeking, hard work, efficiency orientation, systematic planning and problem-solving, concern for high quality work, and commitment to work.

Event management requires a feasibility assessment process, by identifying opportunities and assessing their feasibility. Ideas need to be screened, because one can think of many ideas, but not all of them may pass the analysis test. These are general tests to see the nature, purpose and benefits, and generic tests to see the operational, marketing and financial aspects. Screening also helps in converting ideas into a concept. Progressing an idea involves reviewing the proposal and understanding the concept viability from the operational, marketing, and financial point of view, and the acceptance of the concept to prospective clients.

For event management to be successfully done it requires the organizers to have a competitive advantage in comparison with others who may have other capabilities and competencies, infrastructure, financial backing and marketing expertise. Although there are many factors which lead to an event being conducted well and to the satisfaction of the clients and stake-holders, there are always some key Critical Success Factors which are required such as specialists and generalists, versatile and multi-tasking, time management, strategic management, operational service management, passion and hard work, and communication and networking. Problem Analysis can give us an idea of what can be avoided to ensure that the event is successful.

We try to match opportunities with resources so that we know what is available in terms of competencies, finances, marketing talent and other resources. There are several demands and challenges which are faced by event managers. Some are from their own team, some from service providers, others from the client and representatives and risks such as health, safety, financial, hazards etc. Planning, tactics, strategy and other methods help to cater to the demands and overcome these challenges.

5.12 KEYWORDS

- Competencies** : is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react to a situation following behaviors they have previously found to succeed.
- Feasibility** : is an evaluation and analysis of the potential of the proposed project which is based on extensive investigation and research to support the process of decision making. Feasibility aims to objectively and rationally uncover the strengths and weaknesses of an existing business or proposed venture, opportunities and threats present in the environment, the resources required to carry through, and ultimately the prospects for success.
- Client** : They own the event. Clients can also act as sponsors for the event. They sponsor events because they use events as an effective marketing tool to create for themselves a desired position in the minds of the target audience.
- Screening** : The step just prior to concept evaluation in the event feasibility process. It involves use of scoring, checklists, or personal judgments and is based on information from experience and various market research studies (including concept testing). Screening calls for judgments that predict the event company's ability to conduct the event and its ability to market the event successfully and profitably. It culminates in directions to guide event management personnel in their developmental efforts.
- Process** : A step by step method to arrive at a certain logical conclusion after undergoing various tests at each step.
- Progressing** : The sequence of brainstorming, then filtering ideas to see if an event is appropriate, thereupon taking it further and developing an idea or concept.
- Competitive Advantage:** Competitive advantage means that a company or a business is able to offer something that gives it an advantage over its competitors, thus enabling the company to attract more customers.

Critical Success Factors: Critical success factors (CSF) are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. CSFs include issues vital to an organization's current operating activities and to its future success.

Analysis : Analysis is the process of breaking a complex problem into smaller parts to gain a better understanding of it.

5.13 REFERENCES AND SUGGESTED READINGS

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5.14 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

- 1) Competency means we have the skills and knowledge to undertake a task or assignment.
- 2) In information-seeking, one seeks information in order to help reach objectives or to clarify problems. Information updates are necessary for planned concepts, budget forecasts for event facilities like sets, special effects etc. and for current market rates of similar events. Information seeking

includes personal research, analysis or investigation on how to provide a product or a service.

Check Your Progress II

- 1) It is best if we test our ideas before we start putting all our efforts behind the event and find out if the idea was feasible or not. Only a feasible idea will provide the desirable outcome of the event. For example : You want to organize a music concert with a famous rock band and find out that the city in which you are planning this does not have a good concert venue.
- 2) A feasibility study provides a choice of various models for the event. Such a study will enable an understanding of the cost of each model and the benefits of each. With small scale personal events, the feasibility does not take on a formal process, as events are predetermined; for example, an informal decision will take place about what will happen like organizing a family dinner party with a size of 30 to 40 persons. For large scale events there may be an issue of how to choose from a wide range of possible activities like fund raising, a product launch and how to make choices which are likely to be effective. A feasibility study involves a systematic approach which helps us in situations of limited expertise. The feasibility of major events usually involves intensive methods of assessment, such as cost benefit analysis or investment appraisal. There are three filters (or screens) namely: the marketing screen, the operation screen and the financial screen.

Check Your Progress III

- 1) The general process of screening is to find out the nature and purpose of the idea, how it would operate and what are the benefits to the participants so that it can become a concept to be tested.

The concepts or ideas have to be further screened. Some ways are through intensive methods of assessment, such as cost benefit analysis or investment appraisal. Another method is the concept screening process that involves three filters (or screens) namely the marketing screen, the operation screen and financial screen.

Check Your Progress IV

- 1) We need to progress ideas so that we can further develop them and find out if the concept is viable based on certain objectives.

Check Your Progress V

- 1) There is competition for any event. We need to find out what are our advantages over others and try to provide that to our clients.

Check Your Progress VI

Any five of the following CSFs:

- a) Specialists and Generalists: People working for an event should not only be specialized in their area but have the capability to do other general tasks.
- b) Versatility and Multi-tasking: Managers, volunteers, and other personnel should be versatile and be able to work on several tasks at the same time. The ability to pool resources together is very essential.

- c) Time management: Everyone needs to be aware that event activities are time-bound. Following schedules strictly is one of the important factors.
- d) Strategic management: In event management, strategy plays a big role. Managers would need to have strategic management capabilities to ensure that the event is managed smoothly.
- e) Operational service management: This is one the most important factors as services in an event are what differentiates one from another. Every event would have a unique set of operational services.
- f) Passion and hard work: Without passion and a strong will, the objectives of the event cannot be met. Being passionate about the work ensures hard work and commitment. These will help you overcome hurdles. The drive or passion to achieve the goals of event management cannot be taught, whereas time management can be taught.
- g) Communication and networking: This is the key to successful event management. You need to communicate clearly and respectfully as everyone has a role to play, that ultimately leads to the event manager's success. As already mentioned, communication helps in sharing ideas. One also needs to accept criticism and be open to new ideas.

Check Your Progress VII

- 1) A review of the event objectives, what are the problems, and how they can be avoided need to be carried out, not only for the satisfaction of the event coordinator, but also to ensure that the stakeholders can be reassured of the effectiveness of the event. Knowing what is the best or worst about an event will help to increase satisfaction levels. This process may help to identify persistent problem areas which need time and effort to solve: by collecting and collating the 'problem area' information. We can then rank the problems in order of priority or seriousness ('most serious – least serious' or 'most frequently stated – least frequently stated'). With this list of priorities, we can sort out the most serious problems, so that in the next event edition they will not occur or at least be less of an inconvenience or difficulty for the visitors, and will improve the visitors' experience of your event. It is best to give the task of solving a particular problem to one person who has the authority and the means to solve it, or a small subgroup of the organizing committee, once the problem has been identified, rather than having the problem discussed endlessly in big committees and not get solved. In any list of problems, the ones which cause the most difficulty should be dealt with first by measuring the impact of the problem.

Check your Progress VIII

- 1) We need to match opportunities with resources to find out if we have the competencies, people, infrastructure and finances to conduct the event successfully.

Check Your Progress IX

- 1) Clients, service providers, colleagues with their teams and volunteers turn to one person- the event manager, for all their demands, which could range from how to get a basic task done to something which is very complex.

- 5) It bothers me when things are not done very well
- 6) I give much effort to my work
- 7) I find ways to do things faster
- 8) I plan a large project by breaking it down into smaller tasks
- 9) I think of unusual solutions to problems
- 10) I feel confident that I will succeed at whatever I try to do
- 11) I tell others when they have not performed as expected
- 12) I get others to support my recommendations
- 13) I develop strategies to influence others
14. No matter who I'm talking to, I'm a good listener
- 15) I do things that need to be done before being asked to by others
- 16) I prefer activities that I know well and with which I am comfortable
- 17) I try several times to get people to do what I would like them to do
- 18) I seek the advice of people who know a lot about the problems or tasks I am working on
- 19) It is important to me to do a high quality job
- 20) I work long hours and make personal sacrifices to complete jobs on time
- 21) I am not good at using my time well
- 22) I think about the advantages and disadvantages of different ways of accomplishing things
- 23) I think of many new ideas
- 24) I change my mind if others disagree strongly with me
- 25) If I am angry or upset with someone, I tell that person
- 26) I convince others of my ideas
- 27) I do not spend much time thinking about how to influence others
- 28) I feel resentful when I don't get my way
- 29) I do things before it is clear that they must be done
- 30) I notice opportunities to do new things
- 31) When something gets in the way of what I am trying to do, I keep on trying to accomplish what I want
- 32) I take action without seeking information
- 33) My own work is better than that of other people I work with

Event Manager: Role Requirements

- 34) I do whatever it takes to complete a job
- 35) It bothers me when my time is wasted
- 36) I try to think of all the problems I may encounter and plan what to do if each problem occurs
- 37) Once I have selected an approach to solve a problem, I do not change that approach
- 38) When trying something difficult or challenging, I feel confident that I will succeed
- 39) It is difficult for me to order people to do things
- 40) I get important people to help me accomplish what I set out to do
- 41) I get important people to help me accomplish my goals
- 42) In the past, I have had failures
- 43) I take action before it is clear that I must
- 44) I try things that are very new and different from what I have done before
- 45) When faced with a major difficulty, I quickly go on to other things
- 46) When working on a project for someone, I ask many questions to be sure I understand what that person wants
- 47) When something I have been working on is satisfactory, I do not spend extra time trying to make it better
- 48) When I am doing a job for someone, I make a special effort to make sure that the person is satisfied with my work
- 49) I find ways to do things for less cost
- 50) I deal with problems as they arise, rather than spend time trying to anticipate them
- 51) I think of many ways to solve problems
- 52) I do things that are risky
- 53) When I disagree with others, I let them know
- 54) I am very persuasive with others
- 55) In order to reach my goals, I think of solutions that benefit everyone involved in a problem
- 56) There have been occasions when I took advantage of someone
- 57) I wait for direction from others before taking action
- 58) I take advantage of opportunities that arise
- 59) I try several ways to overcome things that get in the way of reaching my goals
- 60) I go to several different sources to get information to help with tasks or projects

- 61) I want the company I own to be the best of its type
- 62) I do not let my work interfere with my family or personal life
- 63) I get the most I can out of the money I have to accomplish a project or task
- 64) I take a logical and systematic approach to activities
- 65) If one approach to a problem does not work, I think of another approach
- 66) I stick with my decisions even if other disagree strongly with me
- 67) I tell people what they have to do, even if they do not want to do it
- 68) I cannot get along with people who have strong opinions or ideas to change their minds
- 69) I get to know people who may be able to help me reach my goals
- 70) When I don't know something, I don't mind admitting it

Scoring Sheet For Self-rating Questionnaire

- Instructions:** 1) Enter the rating from the completed questionnaire on the lines above the item
- 2) Number in parentheses: Notice that the item numbers in each column are consecutive; item number 2 is below item number 1, and so forth.
- 3) Do the addition and subtraction indicated in each row to compute each competency score.
- 4) Add all competency scores to compute the total score.

Ratings of Statements	Score	Competency
$\text{---} + \text{---} + \text{---} + \text{---} - \text{---} + 6 =$ (1) (15) (29) (43) (57)	---	Initiative
$\text{---} - \text{---} + \text{---} + \text{---} + \text{---} + 6 =$ (2) (16) (30) (44) (58)	---	Sees and acts on opportunities
$\text{---} + \text{---} + \text{---} - \text{---} + \text{---} + 6 =$ (3) (17) (31) (45) (59)	---	Persistence
$\text{---} + \text{---} - \text{---} + \text{---} + \text{---} + 6 =$ (4) (18) (32) (46) (60)	---	Information seeking
$\text{---} + \text{---} - \text{---} + \text{---} + \text{---} + 6 =$ (5) (19) (33) (47) (61)	---	Concern for High quality of work
$\text{---} + \text{---} + \text{---} + \text{---} - \text{---} + 6 =$ (6) (20) (34) (48) (62)	---	Commitment to work contract
$\text{---} - \text{---} + \text{---} + \text{---} + \text{---} + 6 =$ (7) (21) (35) (49) (63)	---	Efficiency Orientation

Event Manager: Role Requirements

$$\frac{\quad}{(8)} + \frac{\quad}{(22)} + \frac{\quad}{(36)} - \frac{\quad}{(50)} + \frac{\quad}{(64)} + 6 = \frac{\quad}{\quad} \text{ Systematic planning}$$

$$\frac{\quad}{(9)} + \frac{\quad}{(23)} - \frac{\quad}{(37)} + \frac{\quad}{(51)} + \frac{\quad}{(65)} + 6 = \frac{\quad}{\quad} \text{ Problem Solving}$$

$$\frac{\quad}{(10)} - \frac{\quad}{(24)} + \frac{\quad}{(38)} + \frac{\quad}{(52)} + \frac{\quad}{(66)} + 6 = \frac{\quad}{\quad} \text{ Self-Confidence}$$

$$\frac{\quad}{(11)} + \frac{\quad}{(25)} - \frac{\quad}{(39)} + \frac{\quad}{(53)} + \frac{\quad}{(67)} + 6 = \frac{\quad}{\quad} \text{ Assertiveness}$$

$$\frac{\quad}{(12)} + \frac{\quad}{(26)} + \frac{\quad}{(40)} + \frac{\quad}{(54)} - \frac{\quad}{(68)} + 6 = \frac{\quad}{\quad} \text{ Persuasion}$$

$$\frac{\quad}{(13)} - \frac{\quad}{(27)} + \frac{\quad}{(41)} + \frac{\quad}{(55)} + \frac{\quad}{(69)} + 6 = \frac{\quad}{\quad} \text{ Use of Influence Strategies}$$

$$\frac{\quad}{(14)} - \frac{\quad}{(28)} - \frac{\quad}{(42)} - \frac{\quad}{(56)} + \frac{\quad}{(70)} + 18 = \frac{\quad}{\quad} \text{ Correction Factor}$$

From the competencies score, you can draw your own profile now. Note which competency has the lowest score. Can you find out the reasons for it? However any competency scoring below 18 is a low score. The highest obtainable score is 25.

UNIT 6 EVENT MANAGER AS A PROFESSIONAL LEADER

Structure

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Skills of the Event Manager
- 6.3 Working with the Team
- 6.4 Networking and Negotiation Skills
- 6.5 Technical Skills
- 6.6 Interpersonal Skills, Body Language and Language Skills
- 6.7 Service Orientation
- 6.8 Handling Pressures
- 6.9 Let Us Sum Up
- 6.10 Keywords
- 6.11 References and Suggested Readings
- 6.12 Check Your Progress – Possible Answers

6.0 OBJECTIVES

The previous Unit focussed on the entrepreneurial competencies that an event manager should possess. After reading this Unit, you should be able to:

- Explain the role and skills of an event manager;
- Describe how an event manager works with a team and gets the best out of them;
- Understand the benefits of having good networking and negotiation skills;
- Explain why technical, interpersonal and language skills are important;
- Understand why service orientation is an essential quality required for an event manager; and
- Know about handling pressures.

6.1 INTRODUCTION

Event managers need skills and competencies to supervise all kinds of events. You would need to manage diverse corporate events, such as product launches, press conferences, corporate anniversary parties, meetings, conferences, and marketing programs such as road shows and grand opening events. In addition, you would need to coordinate special corporate hospitality events such as concerts, award ceremonies, film premieres, parties to launch new products or services, fashion shows, commercial events, and even private (personal) events such as weddings and religious services.

The variety of specific event-related services could range from a few select services for clients with limited budgets, to handling of all creative, technical and logistical aspects of an event.

Event management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually launching the event. Post-event analysis and ensuring a return on investment, have also become significant for the event industry. The event manager would need to look at the entire event from the financial feasibility perspective.

You, the event manager, play the most important role of managing an event right from ideation to implementation, and effectively leading a team. Events need to be creatively conceptualized, well-designed and thoroughly executed. Event managers, who are involved in this process at a very early stage, are able to understand every aspect. You would need to have a holistic approach and be able to put together various parts into one integrated event.

6.2 SKILLS OF THE EVENT MANAGER

As discussed about events and their characteristics in Block 1 of this Course, an event is like a project with a theme. Usually the event is time-bound and planned for a specific duration with a venue or even a series of venues. They may be held only once like a wedding or periodically like the Olympics.

Ranging from exhibitions, conferences, festivals, weddings, engagements, baby showers, fashion shows, rock concerts, award ceremonies, film premieres, product launches to sporting events and game shows, events can be on any possible theme.

Various aspects and elements of an event are gradually placed together. There are some items which can be bought or procured like flowers, some items hired from providers like sound systems and decorations, some parts of the event contracted to service vendors for participation or guest registration, and some important elements like halls and auditoriums which are rented from hotels. Attention to every single detail is required. Many a times, you would need to apply project management skills to the creation and development of festivals, events and conferences.

At the early initiation stages, an event manager plays the role of an architect and gets involved with making important decisions on the concept of the event, as this would have a direct impact on how the audience or participants would perceive it. The communication would need to be effective. One of the core skills required for an event manager is organisational skills. Other skills and competencies required include creativity, planning, technical knowhow, marketing and communication / networking, financial expertise, understanding of logistics, peoples' management and above all crisis management. Clearly, you, the event manager would need to be a person with multi-faceted capabilities.

An event manager would require technical knowledge about stage equipment, microphones, amplifiers, speakers, lights, and laser-show. Also, familiarity with graphics, special effects software, audio-visual file formats, applications and programs which are IT related would be an asset. Marketing skills required would help in effective brand building and communication strategy.

If the event manager has budget responsibilities at the early stage s/he may be termed as event or production executive. The early event development stages include site surveying and site design. Others stages include client servicing, brief clarification, drafting of an event budget, cash-flow projections, purchase, procurement and risk management. You would need financial expertise to estimate and control costs, to work within budgets and to ensure that a profit is achieved. Also a good understanding of logistics, people and material movement, transportation, time estimation, and possible bottlenecks are all essentials for an event manager.

People management capabilities will ensure maximum productivity and cooperation. You would also need to have problem solving and time management skills, and be able to build interpersonal relationships. An event manager who becomes involved closer to the event like a concert will often have a more limited brief. The key disciplines closer to a concert event, for example, are health and safety, crowd management, logistics and vehicle selection, sound, light, video, detailed scheduling, agenda planning and security. A high performance team will support a good event manager. One of the essential qualities of an event manager is to encourage and motivate the team on a continuous basis. As an event manager you should have the ability to inspire your team to achieve higher goals. The success of your event will lie in your capable hands, as the event manager, backed up by a competent and efficient team.

Check Your Progress I

Note: Use the space provided for your answers.

1) What are the skills required by an event manager?

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6.3 WORKING WITH THE TEAM

Behind every successful event is an effective team which works cohesively and harmoniously. An event manager has a team and a team structure built to manage the event with all the intricacies, crises, challenges, pressures and commitments. In effect, the team’s collective competencies added to the capabilities of each individual will be a critical factor for a successful event.

Every individual in an event team will have their specific strength areas and core skills and competencies. Some may have vendor contacts, others would have crowd and adverse situation handling abilities. An individual may be a good negotiator, while another a good communicator.

Leadership qualities in an event manager are a major asset and need to be continually enhanced. A team would follow instructions, take responsibility, be accountable, take the initiative only when they feel their leader has faith in them

Sometimes school, college or university friends' circles and societies, communities or colleagues are in a position to help, support and facilitate. For example if a fire safety clearance certificate is required and an old school friend is in-charge, one can put in a request for a hopeful result. Another example could be requirement for a police clearance for arranging a very large event at a sensitive venue. There might be an acquaintance of a college friend who may be able to help. Over a period of time, an event manager can build a large network of these contacts as well as those of vendors, suppliers, providers, contractors, caterers, decorators, hotels, convention centres.

Negotiating for an event manager is a process of achieving agreement through discussion. It is a skill that all event managers should have as it will give them the ability to negotiate with clients, suppliers, contractors and vendors.

You need to identify how to have negotiating leverage with vendors and venues. Knowing the best business practices on how to identify and negotiate for what is important can help you make final decisions on venues and vendors. This will help save money and keep the event within the stipulated budgets.

Sometimes hotels and other venue providers require a high deposit and cancellation fees. You should know how to negotiate for lower deposits and cancellation fees. A caterer may be charging a high amount and not providing a wide menu choice. You can negotiate deals which will benefit you and your client. An example could be hiring of a large hall for a wedding where the minimum guarantee is of payment for 300 guests. If you have a guest list of 250 people, by negotiating you may be able to get the minimum guarantee reduced to 225 guests.

Check Your Progress III

Note: Use the space provided for your answer.

1) How do networking and negotiation skills help an event manager?

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6.5 TECHNICAL SKILLS

As an event manager, ideally, you need to have the capabilities to understand IT (Information Technology) which would include computer hardware, software, networking and internet. In addition, knowledge of technical facilities like lighting, electricals and electronics is necessary. If you have some idea of space and can understand technical site maps and drawings, it can help in knowing what kind of space is required and what could be the layout.

A very common occurrence is the following example in exhibition events :

One example would be when most exhibitors have understated their socket and plug point requirements and at the last moment request for additional ones

How will you provide more sockets and plug points ?

It could also be that the output connection of the laptop did not match the input connection of the sound system. These kinds of problems occur very frequently.

There are event management software companies which provide event managers with software tools to handle many common activities such as delegate registration, hotel booking, travel booking or allocation of exhibition floor-space. You should be able to understand this software and the basic functioning.

You also need to understand the power requirements of various electrical and electronic components used in the event. Calculation of the power consumption is required to estimate the total amount of power required. Some of the IT, electronic and electrical equipment may also require power back-up from a generator in case there was a power failure from the mains.

For example, even if there is a power failure and the lights for the audience get affected, the stage lights and other equipment like sound equipment required for the stage performers should be backed up. Many events like a dance performance follow a rhythm and sequence and if this gets disrupted, the entire flow of the performance is affected. It would be difficult to continue from where the break took place and the performer would be disturbed and not able to perform to the optimum.

Another important aspect is the requirement of sound equipment. You as an event manager should be able to calculate the approximate wattage required for a large concert in an open ground, a medium sized concert in an amphi-theatre, or a smaller concert in a hall. If the sound system of a very high wattage with corresponding speakers is hired for a smaller requirement, it will be too expensive. On the other hand, a smaller wattage sound system may not be adequate. The same could be for the lighting requirements.

You need this knowledge to coordinate with the technical service providers.

Check Your Progress IV

Note: Use the space provided for your answer.

1) What are the technical skills that an event manager must possess?

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6.6 INTERPERSONAL SKILLS, BODY LANGUAGE AND LANGUAGE SKILLS

An event manager’s interpersonal skills will enable the ability to communicate with clients effectively.

Interpersonal skills include not only how we communicate with others, but also our confidence and our ability to listen and understand. Problem solving, decision making and personal stress management are also considered interpersonal skills. Event managers need to have the confidence to communicate with their clients. As an event manager you need to have empathy, which is being in the shoes of your client.

Event managers with strong interpersonal skills are more successful. If you are viewed as someone who is more calm and confident, your clients, suppliers and colleagues will feel more comfortable in communicating with you. As an event manager you must be aware of the interpersonal skills that can help you improve and you could continually develop these skills.

Body language is seen as part of an event manager’s communication. This becomes more visible when you are constantly on the move and directing your team and interacting with various people. Aggressive movements make people nervous and these are not desirable acts during implementation of an event. You can look dynamic and full of energy. This will bring inspiration to others and they may also get energized. Looking harassed and stressed are not positive signs any event manager should convey through body language. This may lead to your team and others feeling uncomfortable to approach you for any clarifications, guidance or facilitation.

Language is a very essential skill for an event manager. Sometimes you are communicating with people who may speak different languages, and this would require you to speak in those languages. English is definitely required. Apart from that, Hindi the national language and one local language would be desirable. It will help you to communicate better. It is important to constantly evaluate the way you communicate with your clients, suppliers and service providers. The event management profession is highly dependant on communication skills.

Check Your Progress V

Note: Use the space provided for your answer.

- 1) Write about the interpersonal skills, body language and language skills required by an event manager.

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6.7 SERVICE ORIENTATION

By being service oriented, an event manager can always satisfy and get clients to come back and also refer you to others. All you need to do is provide customer service that exceeds your clients' expectations and outshines your competitors' customer service. This can be done through polite behaviour, pleasant smiles, prompt response to requests, etc. Relationships are a key factor and they affect how services are provided.

In event management, speed is a very important factor of success. Clients always request for something that is time-sensitive. For example, they need a quotation so they can decide on how much to spend for the event. Try to reply to your clients as soon as you can. A delayed response to a client's email, phone call or voicemail will aggravate the client's anxiety level.

Even if you cannot work on the task they are requesting you to accomplish right away, at least acknowledge that you have received their request and then supply them with a timeline of when you will be able to get the task completed. You can let your client know the status and how things are progressing. Status updates give clients reinforcements that they are involved in the project. If you are experiencing trouble with something which is not in your control and need client intervention, let them know right away. It shows that you are keeping them in the loop and that you have things under control. If it is something major, communicating your concern right away allows clients to plan for alternative ways to manage the event.

An event manager should believe in commitment. If you say you are going to do something, make sure you do it. Event managers are meant to be professional. If you need more time on something, you should let your client know as soon as possible, not after you have already missed the deadline. Honoring your commitments is very important. If a client asks you to do something that will not cost you a lot in time and income, you have the option of going the extra mile and doing it for them. This will definitely result in an indebted and happy client, it can also go a long way in terms of keeping you in mind when they plan their next event. For example, if there is an extra flower decoration required at the entrance of the venue and your client requests for this, you can negotiate with your flower decorator and get this done without any extra cost.

As an event manager, it is important to be a good listener to what your clients are communicating to you. Try to understand what they are saying and ask for clarifications on things that may not be clear. Clients might be unfamiliar with certain terminologies in event management like for example, the meaning of 'MG', which is minimum guarantee of guests. Listen to what their needs are, and then offer your suggestion on the best way to go about fulfilling them.

You need to be seen as an expert event manager. Your client is giving you their company's money to do something in which they believe you have a high level of mastery. You need to keep yourself up-to-date with the profession and always be ready to answer questions your client needs to know. If you do not show signs of confidence that you know your job or responsibilities as an event manager, you risk the chance of ruining your professional reputation.

Check Your Progress VI

Note: Use the space provided for your answer.

1) What do you understand by service orientation?

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6.8 HANDLING PRESSURES

One of the aspects of event management is learning how to handle or manage situations under pressure. This pressure sometimes comes from people who are clients, customers, vendors or even colleagues. Knowing how to deal with difficult situations when you are under pressure can make conducting an event much easier.

You may be confronted with a complaint from a colleague who is not getting cooperation from one of your contractors. Listen to the complaint and acknowledge that it needs to be resolved with the contractor.

Clients rarely state their budgetary limitations. They may be very demanding on the deliverables for an event. If you have a client who is not able to come to a clear idea on the budget, then it is a good idea to set up a meeting and talk about this. Once the underlying budgetary problem is revealed you will be able to find a solution that will improve the situation for everyone. For example, you can suggest how the event can be managed within a smaller budget.

Some clients who are difficult are not going to appreciate the efforts that you make, and sometimes their difficult nature will push boundaries that can affect the event. This may make the event non-feasible. If you notice that a client, vendor or employee is pushing your safety boundaries you need to take steps to protect the event by clearly communicating that this could lead to failure of the event.

As the workload builds until the event itself, the event manager tries to appear calm to everyone but actually tries to make sure that everything is going well, and may actually be firefighting and resolving difficult issues with the suppliers and service providers.

Finally, before you know it, the event is over and you have managed a very successful event. You don't actually become relaxed, if anything you are totally deflated with little energy left. If you do not manage this properly with yourself and your team then you can burn out. If you do not manage the pressure, you are prone to make bad decisions and this can exert more pressure on yourself.

The client expects a great event, the audience a quality experience and you are responsible for various aspects of this.

Check Your Progress VII

Note: Use the space provided for your answer.

1) Write in brief, a few examples of pressures that an event manager has to handle.

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6.9 LET US SUM UP

There are several kinds and categories of events which can be organized. An event manager is the key person who manages the event right from conceptualization till the event has concluded, and much beyond that as clients need to come back for the next event. Every event needs an efficient team which has a mix of people who have varied skills and expertise. The event manager, with the help of interpersonal skills, should be able to get the most out of her / his team members by motivating them and guiding them to undertake the various tasks and responsibilities.

When an event manager has the right contacts through good networking skills, it makes it easier to get quality support from vendors, suppliers and others who will be part of the event. If the event manager has good negotiation skills it is even better, as s/he would be able to get attractive discounts and prices from the vendors, suppliers and service providers. Since there are many aspects of the event which may have technical requirements, it always helps if the event manager has technical skills which are either through study or acquired on the job. By having a broad understand of technical matters, an event manager who understands IT as well as basic working of a diesel generator, a sound amplifier or strobe lights, will be successful in conducting any event.

Language skills and a good command of English always helps as the environment has become global and most people speak English. Besides this knowledge of national language Hindi and a local language will be an asset. An event manager who has these skills will be able to communicate better with all stake-holders. Service orientation is one of the keys to success of an event. The entire experience of the event should give a feeling to the participants of not only what is provided but how it provided and presented. Every little gesture makes a difference.

Since events always are conducted under time and other constraints, there may be several pressures which affect the manager and the team. How these are managed to ensure that the event is a success depends on their skills and capabilities.

6.10 KEYWORDS

- Communication** : It is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behavior. It is the meaningful exchange of information between two or a group of people.
- It is any act by which, one person gives to, or receives from another person, information about that person's needs, desires, perceptions, knowledge, or affective states. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or nonlinguistic forms, and may occur through spoken or other modes.
- Networking** : This is a socioeconomic activity by which groups of like-minded businesspeople recognize, create, or act upon business opportunities. A business network is a type of social network whose reason for existing is business activity. There are several prominent business networking organizations that create models of networking activity that, when followed, allow the business person to build new business relationships and generate business opportunities at the same time.
- Negotiation** : Is a dialogue between two or more people or parties, intended to reach an understanding, resolve point of difference, or gain advantage in outcome of dialogue. Negotiation is a process where each party involved in negotiating tries to gain an advantage for themselves by the end of the process. Negotiation is intended to aim at compromise.
- Technical Skill** : It is the knowledge of and proficiency in a certain specialized field. This field includes electrical, mechanical and civil engineering, IT and computers, manufacturing, etc. These skills are of more importance at various managerial levels since they are dealing directly with technology, technical contractors and technical service providers.
- Service Orientation** : Service is a way to provide value through intangible propositions like polite behaviour, pleasant smiles, prompt response to requests, etc. Relationships are a key factor when it comes to events and how services are provided. A large part of the client satisfaction will depend on the degree to which s/he has been provided a good service from the event manager and her/his team. Hence, the need to listen to the needs of the customer and fulfill them through the

appropriate service and build a long lasting relationship which would lead to repeat events and positive word-of-mouth.

Pressure : Working under pressure usually means working under a deadline. It can also mean that one is working in an environment that is very busy. An example of working under pressure is handling a long impatient queue of teenagers at a rock concert. The best way to get through a crowd handling activity, is to remain calm, be polite and not let the pressure affect you.

6.11 REFERENCES AND SUGGESTED READINGS

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6.12 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

- 1) The role of an event manager is that of an architect, where s/he conceptualizes and manages an event. S/he also interacts with clients and service providers. For the above role, one of the core skills is organizational skills. Other important skills are creativity, planning, technical knowhow, marketing and communication / networking, financial expertise and understanding of logistics. Besides the above, one of the essential qualities of an event manager is the ability to encourage, motivate and inspire the team to achieve higher goals.

Check Your Progress II

- 1) A team is important for collectively managing an event because the event manager needs a team to whom s/he can delegate various tasks. The manager divides the tasks and collectively the individual team members are able to come up with one successful event. A team also helps in crisis management.
- 2) Team Building is necessary because it helps improve team performance if managed correctly. It is a well researched and documented 'people' intervention. Any team building programme must start with the end in mind and be clear with the objective.

There are specific components of effective high performing event management teams which should routinely be addressed and these include clear understanding of the team's mission, knowledge of individual and team goals, open and honest communication, understanding own and colleague's roles, and a high degree of empowerment.

Check Your Progress III

- 1) By having contacts in the industry, an event manager is able to take their help in getting the best venues and service providers. Her / his negotiation skills helps in getting the best prices for ensuring the event is conducted within the stipulated cost.

Check Your Progress IV

- 1) Events have technical needs and aspects, which a manager has to understand. S/he has to ensure that the technical service providers are doing their work as per the stipulated specifications. There has to be a clear understanding of Information Technology which would include computer hardware, software, networking and internet. An event manager must be capable of having an idea of space to understand technical site maps and drawings, that can help in estimating space required to conduct the event. Technical knowledge of essential prerequisites, for example file formats like mpeg, flv etc is necessary when audiovisuals are played, to alert self and others regarding installation of appropriate software programmes or applications. Knowledge of software tools that are provided by event management software companies for delegate registration, hotel booking, travel booking or allocation of exhibition floor-space is important. One needs to understand the power requirements of various electrical and electronic components, and power back-ups of electronic equipments like generator. You as an event manager should be able to calculate the approximate wattage required for a large concert in an open ground, a medium sized concert in an amphi-theatre, or a smaller concert in a hall. The same could be for lighting requirements.

Check Your Progress V

- 1) Event Management, as a profession is highly dependant on communication skills. Interpersonal skills reflect the ability of the event manager to not just communicate, but instill the confidence and ability to listen and understand. Problem solving, decision-making and personal stress management are also considered interpersonal skills. These skills can be continually developed over a period of time. An event manager should have the qualities of empathy and confidence while communicating with clients. While directing her/his team, and interacting with people, body language becomes visible. A body language that makes you look dynamic and full of energy, will bring inspiration to others and may energize them, rather than showing them aggressive movements, being harassed and stressed. The demands on an event manager place possessing of language skills on high priority. Although English speaking is a skill that is definitely required, knowledge of the national language Hindi, and one local language is desirable, to enable effective communication. It is important to evaluate the way one communicates with clients, suppliers and service providers.

Check Your Progress VI

- 1) Service-orientation of the event manager and her / his team helps ensure that the client's needs and requirements are met in a pleasant and polite way. It is more about how the event team performs its activities so that the participants of the event are satisfied. The customer service that you provide should exceed your clients' expectations and outshine your competitors' customer service. There are certain aspects of service orientation that are important. One of them is speed, when it comes to responding to clients. Another is status updates to clients, which reinforce the fact that you are involved in the project and how things are progressing. An event manager has to be a good listener and try to understand the client's needs. Commitment to the client is a major aspect that ensures that an event manager is a professional. Honouring their commitment is the sign of a professional event manager; for example, if a client asks you to do something that will not cost you a lot in time and income, you have the option of going the extra mile and doing it for them. This will definitely result in an indebted and happy client, who will keep you in mind when they plan their next event. When the clients give you their company's money to conduct an event, it means that they believe you have a high level of mastery and thus you need to prove that you are an expert event manager. Keeping up to date with the profession is important for professional reputation.

Check Your Progress VII

- 1) Some of the pressures that an event manager handles range from non-arrival of a chief guest on time, power backup problems, sudden rain in an open-air venue, to situations where a participant is not happy with the queue waiting time and others are upset with the ice-cream having run out.

UNIT 7 COMMUNICATION SKILLS AND METHODS

Structure

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Importance of Communication
- 7.3 Communication Skills for Event Management
- 7.4 Communication Requirements in Events
- 7.5 Methods of Communication
- 7.6 Conclusion
- 7.7 Let Us Sum Up
- 7.8 Keywords
- 7.9 References and Suggested Readings
- 7.10 Check Your Progress – Possible Answers

7.0 OBJECTIVES

The objective of this lesson is to orient the learners about good communication skills that are essential for the success of the event and the event manager. After completing this Unit you will be able to understand :

- The importance of communication in event management and development of relevant skills;
- Communication requirements in events; and
- Various communication methods used with team members, clients and other stakeholders.

7.1 INTRODUCTION

In the previous Units of this Block, you had learnt about the competencies required to become an event entrepreneur. We had also discussed how working with the team, networking, negotiation skills, technical skills, interpersonal skills, body language, language skills, service orientation and handling of pressures are essential qualities for the event manager to become a professional leader. Besides the above skills, time management, problem solving, decision-making and evaluation are important skills, required for an event manager, irrespective of the type of event being handled. A skill that is common to all these skills is communication skill. In this Unit we shall learn how good communication is the key to every event's success and how we can improve our communication skills.

7.2 IMPORTANCE OF COMMUNICATION

The term 'communication' is not just about what we say but how we say it too. It includes our body language and the emphasis we give to different images or

symbols along with the words. In other words, communication is a combination of the message we wish to convey and the manner in which we do it. But more importantly it is what the receiver (the reader, the listener, the observer, or the audience) understands by what we are trying to express. *Communication is therefore, the effective exchange of different messages resulting in a degree of shared meaning, shared understanding, and even shared enthusiasm.*

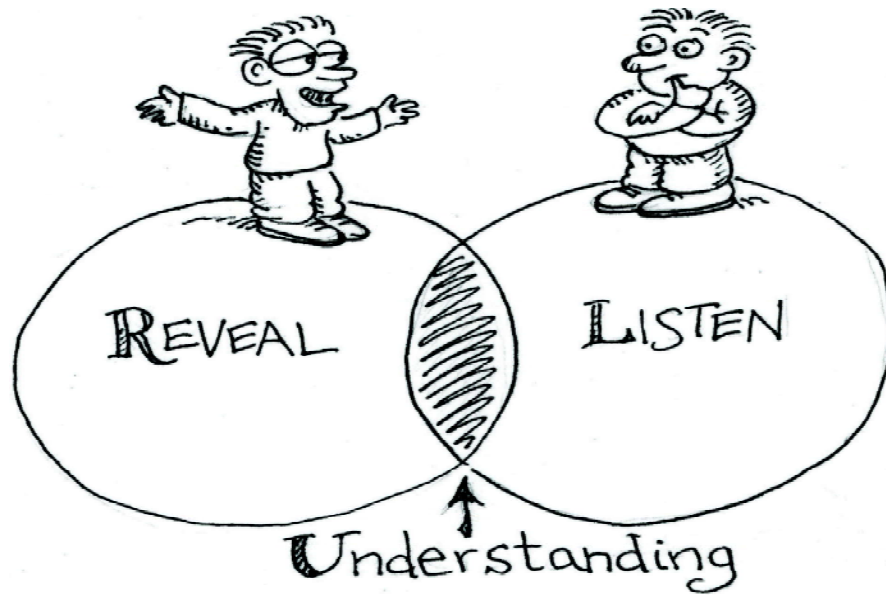


Fig. 7.1: The Purpose of Communication

Effective communication is one of the core capacities which are integral to the way an event manager works. It can result in higher productivity. Communication can happen between different people, for different purposes and in different ways. For example, flags are used to communicate messages in car races. Similarly personnel who work for safety, security and operations are connected through phones. An event planner who effectively communicates expectations and goals to employees is more likely to have employees who will have a better attitude at work and produce quality work on time, or ahead of schedule. Hence, the survival and credibility of many event managers, depends on their ability to communicate effectively.

During the event management process, various stakeholders whether they are clients, team members, vendors or the media, are constantly sending important information to the event manager and to each other at all times. Transmitting of correct communication enhances the efficiency and success of the entire event process. All event managers for this reason face the challenge of developing communication strategies for free-flow of information and ideas. Proper sharing of information also plays a key role in the success of event planning and execution. Event managers combine their organizational and communication skills and manage all the complex details of any event from planning, budgeting to evaluating afterward. They have to share their ideas / visions openly with their clients and team members, accept their criticism and be open to new ideas.

An event manager who is an effective communicator, is likely to achieve what s/he wants. We spend over 80 per cent of our waking life in sending or receiving information. The likelihood of problems and conflicts due to incorrectly interpreting (understanding) the message could be greatly reduced if one has good communication skills.

Intext Activity 1

Recall an incident where you had failed to get your message across to your receiver and the other person misunderstood your message leading to a huge loss to you. Highlight the importance of communication.

Check Your Progress I

Note: Use the space provided for your answer.

1) What is the importance of communication in event management?

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7.3 COMMUNICATION SKILLS FOR EVENT MANAGEMENT

Events are all about people. In order to be professional, the event managers have to be communicative at all times. Good communication skills imply that the communicator (here the event organizer / coordinator / manager) makes messages / instructions simple and understandable. During event planning, and at the time of the event, it is important that everyone has a common understanding of the message. Event organizers thus develop confidence in communicating at all levels, with both individuals and groups. For example, an event manager, organising a corporate event will be in constant touch with the clients, by keeping them up to date with the latest developments / arrangements and by answering any questions that they may have. They need to act with total integrity in every situation because clients place a great deal of trust on event organizers. By being in regular touch with all the suppliers / vendors working on the event, it is conveyed as to what is required from them and how they fit into the event as a whole.

For the event management team, the event manger should be easy to talk to, and should be someone you want to work with. Effective communication helps build relationships with all those involved in the event regardless of how small their contribution is.

How to develop Good Communication Skills

Good communication is not an isolated series of one skill, it involves several skills. For example, speaking involves not only getting our message across but also being able to listen and understand what others are saying (active listening) and observing the verbal and nonverbal cues in order to monitor the effectiveness of our message. Multiple skills makes communication effective. Effective communication includes basic skills in listening, speaking, correct body language, questioning and sharing feedback. These can be developed with some concerted review and practice. Following are the points that have to be kept in mind while communicating:

a) Communicate with the right person

The person who picks up the phone may be very nice but if that person does not have decision making power, the contact will not lead to any desired results. Communicating with the person having authority would be effective in communicating one’s ideas and proposals.

b) Keep in mind the cultural backgrounds of people

Working with people of different cultural backgrounds influences one’s way of working and communicating. Likewise, guests attending an event may belong to different regions or countries. These backgrounds must be taken into account. Some gestures could be pleasing to people belonging to one culture but can be offensive to others having different background. For example, kissing women on their cheek to greet them may be a norm in western culture but may not be acceptable to people belonging to other cultural backgrounds. Cultural sensitivities of people should be taken care of while interacting with them.



Fig. 7.2: Cultural Differences in Communication

c) Empathy

As communicators, we should try to put ourselves in the place of receiver and understand from the receiver’s perspective. This way we can understand the receiver better and react positively to them. It also helps in eliminating possible obstacles while communicating. Communicating of feedback should be made easy. We should give them time to react, give them the right contact numbers, take away their fears, but be clear about what we expect from them. It is vital to keep one’s promises. The promise has to be realistic. If we cannot comply with the deadline or cannot keep the promise, it is better we tell the client about it. It is better for them to hear a “no” from us than to hear nothing at all.

Good communication is also the key to the implementation phase of the event. It is impossible to communicate in person with a large number of people at a time. Therefore, many forms of communication may be used to help ensure people know what to do: briefings about plans, the event programme, emergency procedures etc. The logistics officer, working with the marketing officer and the overall event co-ordinator must also organise pre-event meetings and use communication tools such as site maps, bulletins and newsletters to help get across major issues to staff, crew, artists, volunteers and helpers, in order to achieve coordination of efforts.

d) Develop Conversational skills

They are important when working on several projects at a time. The way you speak to your clients and your team will define your conversational skills. This also includes telephone etiquettes. During event planning stage, communication problems amongst team members are quite common. In order to avoid such problems and develop strong conversational skills, doing the following is necessary:

- Improve listening skills
- Try to overcome any language barriers
- Read the body language of people
- Do social networking for benefit of self
- Influence the team to improve performance, by interaction
- Deal with conflict at workplace

If you have effective communication skills, then half the job of hosting the event is done. Polite and courteous behavior will leave a positive image on the client. This also works by showing patience when the client is in an angry state. Simple and good communication skills will enable people to find it enjoyable to work with the event manager. It is the event manager’s job to make sure that this happens.

Check Your Progress II

Note: Use the space provided for your answer.

1) What do you mean by effective communication?

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2) Your client is a foreigner who lives in Japan. What would you keep in mind while communicating with him?

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- **On-site communications** mean the normal information exchange that is required during the event, and must also be set up for a quick response to an emergency, should it occur. Throughout the event coordination process, there is a constant flow of information. The on-site communications need special attention as these happen during the busy hours just before, during, and just after the event. For example, it would be sensible to designate (and train) a spokesperson to respond to the media in times of crisis, and create access to controls to prevent damaging or distressful footage from being broadcasted.
- Events that are large and which take place in arena-type venues (large grounds / open areas), may require communication to happen between more than one technician and coordinators. A **communication ring** is useful at such times. This is the chain of links between different people involved in event management. For this the crews should be given sufficient time to set up communication systems or possibly radio communications if needed, in the case of large events. To support this mechanism, the logistics officer, while planning the provision of communications, can prepare a list of contacts consisting of internal team members and external members (stakeholders). This list can be built up as the event is being created and acts as an event phone book, without the need of bits of paper or diaries with contact lists.
- Communication makes it possible for the **event to become user friendly** by making communication channels clear and accessible. For people with special needs (disabilities such as mobility, sight, hearing, speaking,) the professional event coordinator must ensure that the event and the site are ‘user-friendly.’ This has to be done with a lot of sensitivity towards their needs. To ensure effective communication with individuals having hearing, vision or speech impairments, services or devices such as qualified interpreters (who convey to them the meaning), assistive listening headsets, television captioning and decoders, telecommunication devices for deaf persons, video-text displays, readers, brailed materials (for visually impaired) and large-print materials could be used.
- Communication will be the key to success while **dealing with human resource personnel**, right from the initial interview through their training and to their performance evaluation. You as an event manager should be clear about your expectations from them, about their responsibilities, their salaries, and the purpose and outcomes of a successful event. As a professional, you must create and communicate an atmosphere of trust, respect, teamwork and appreciation for a job well done. For a large team working on an event, a web-site could be created for ‘team members only’ for access, where important announcements, messages, dates, training sessions, profiling of members, and important leaders, staff and volunteers who got recognitions for their work could be included. It could even include on-line training programmes and electronic version of the policy manual of your event management company.
- Adopt an approach that facilitates **two-way communication for the employees’ performance evaluation**. You need to check regularly on the progress of tasks delegated to them. Talking to team members regularly, even informally, about their jobs and how they can improve their performance

would be beneficial. You must bring in feedback mechanisms (in oral or written form) that allow workers to seek guidelines, additional training and contribute suggestions. If they are facing any problems, their answers can help in improving the training programme, by your answering to their needs.

- To understand the channels of communication better, one needs to look at the organizational chart that is segmented into various components or departments. These components provide the hierarchy of communications on-site at the event. The organizational chart should be combined with the site or floor plan of the event venue, and with the event schedule. This will make it easier to understand the communication channels when the event is going on. These channels should be strengthened with a contact list, including the telephone numbers and frequencies of radios or other equipment, assigned to each contact person. It must be conveyed clearly as to who is to implement contingency or crisis plans, and who will respond to media if an incident occurs.
- In terms of **security operations**, communications are facilitated through golf carts or bicycles in the event site. By making communication channels clear and accessible, and making safety a top priority, everyone can ‘speak up’ (speak up individually) and speak to the contact person concerned for hazards and emergencies. The technologies that facilitate communications for security are two-way radios, cellular phones, and for noisy environments, headsets, hand / collar microphones and earphones. Nowadays for the purpose of security, metal and motion detectors are used for screening people at the entrance. X-ray screening is done for packages or baggage. Remote or passive security means equipment such as closed-circuit television (CCTV), cameras, motion detectors and intrusion alarms (to alert personnel/ staff for any person who enters illegally). The camera is a labour-saving device and there are rules as to where, when and how you are allowed to use it at the venue.

Intext Activity 2

Prepare a brief speech on ‘Importance of communication for the event manager’. Keeping all the above points in mind, give this speech to your group of friends. Seek their suggestions for improvement and keep a record of them.

Check Your Progress III

Note: Use the space provided for your answer.

1) List 5 people you would need to communicate with while working on an event.

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2) What are the basic communication requirements in events?

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3) Why do event managers need two-way communication?

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7.5 METHODS OF COMMUNICATION

We all know that there are many methods to convey messages. An event manager uses various methods to communicate during the planning, implementation and post-event stage.

Verbal Communication Methods

This is oral communication that involves use of words for communicating. It could be said to be the most used form of communication. Whether we have to present some important data to our colleagues or have a meeting with a client, these skills are vital. We are constantly using words verbally, face-to-face or by telephone, to inform our clients, vendors or to the guests. The person on the receiving end would also need to exercise much caution to ensure that s/he clearly understands what is being said. Thus, for effective oral communication we would need to cultivate both our listening and speaking skills, as we would have to carry out both roles (of speaker and receiver) during event planning and execution. These skills are necessary for interactions with both individuals and groups. There is a need to gain the client's trust and share a working relationship. To fulfill these objectives, the event manager has to be friendly and professional. The ability to relate to the client at a personal level leads to a great and lasting professional relationship, and is an added advantage for success in the long run. Some of the important oral communications which an event manager should consciously improve upon, are as follows:

a) Public Relations

Strong interpersonal relations are built with frequent professional interactions and working together closely with the team. Aspirants of event management will have to develop public relation skills at an early stage, through experience and practice, as they cannot be developed overnight.

The role of public relations (PR) is also to manage the organization's and the event's image in the mind of the audience and the public. This is done

mainly through press releases. With the help of up-to-date information sources and photographs, the media gets the background information needed to develop stories about the event. Media briefings can be conducted before and during the event, particularly if high-profile people like celebrities, entertainers and athletes can increase publicity. A very critical and challenging role of PR comes when there is a need to inform the media about a negative incident. The incident-reporting system can play a role in this regard by informing senior members, team members or the PR manager. In some situations words have to be chosen carefully. Hence the PR role can be a sensitive one. For example, a simple statement of regret would be more tactful than giving the cause of an accident. An important role in PR is the entertainment of guests or VIPs attending the event. Here, as a host, you need to take care of the following: be attentive to the needs and expectations of the guests; be able to make easy conversation; be mindful of their cultural backgrounds and expectations; provide them the information / help they need; and design situations in the event to meet the protocol of the VIP guests (such as their security needs, seating arrangements, space, serving of foods and beverages etc). As a multicultural host, you need to show respect; relate to people by understanding them and making them understand; show empathy; not make generalizations about the places from where people of different countries come; and be patient and courteous. The other situations where PR is required are: making travel arrangements by telephone or e-mail, welcoming delegates at airport or event venue, running meetings, entertainment during meals / events, and providing commentary during tours. The benefits of PR should be to the satisfaction of customers at all levels. The above activities also help largely in promoting the event.

b) Public Speaking

Public speaking is a process of speaking to a group of people with the conscious intention to inform, influence, convince, motivate or entertain them or to negotiate with them to achieve a desired, preplanned objective. Public speaking is usually face-to-face communication between people with a purpose or predetermined objective.

These skills are important for convincing or negotiating with the clients or just to get them interested. These skills are highly useful while addressing the media or during press conferences which are held usually after a public event. The major benefits of these skills are (Fig. 7.3):

- To ***negotiate*** with the client to get business, to engage vendors and event performers.
- To ***motivate*** team members or potential attendees for their greater participation in the event.
- To ***seek the involvement*** of more people at every level like getting volunteers for the day of the event.
- To ***transmit information*** to a group of individuals like potential clients, team members, larger audience or invitees.
- To ***train and educate*** the event team members in improving their efficiency and generating better coordination.



Fig. 7.3: Benefits of developing Public Speaking Skills

c) Personal Meetings

Successful meeting management is an important management competency essential for every event manager. Managers must understand situations that require meetings; the types of meetings; how to plan, run, and close meetings; and how to manage activities after meetings. Furthermore, managers should be able to troubleshoot problems that arise from organizational meetings and know options for technology-enabled meetings. Personal meetings happen face to face in a same room or via electronic media like video conferencing, e-mails, telephone usually to negotiate or to make decisions by consensus. *An effective meeting is the one which takes only as much time as is needed to accomplish its goals, where the discussion is focused on its purpose and these goals are achieved by mutual consensus and agreement.*

The agenda for the meeting should indicate the desired outcome of the meeting, the major topics to address, and the type of action needed. We may also want to list the names of the participants next to an agenda item. For example, an agenda item might be: ‘monthly update on event design.’ This will give the participants a better idea about the duration of the meeting.

To conduct a successful meeting we must start by stating the objectives clearly. If the meeting is aimed mainly for persuading a group and not just informing them, give more thought to the audience profile. Once the meeting starts, it’s our job to guide the discussion and keep the meeting on track without letting the participants go off track. This requires a delicate balance of both control and flexibility. We should also encourage participation from everyone and not downplay individual suggestions. Meetings don’t always resolve differences. Different perceptions may remain. We must underscore the key items i.e. what priorities were set, what specific steps are to be taken, by whom, in what period of time. If specific action is to be taken, we must make sure everyone understands what’s expected of them. Set deadlines for follow-up action. The ‘minutes’ (documenting) of any meeting should reflect these outcomes of the meeting, so that there is a record of tasks and responsibilities that were decided.

d) Briefing and Debriefing Meetings

Face-to-face meetings are a primary component of the on-site implementation, during the planning phase. The on-site meetings include the pre-con (the pre-event briefing), the post-con (the post-event briefing), daily briefings, and the all-important safety meeting. The pre-con meeting includes all the stakeholders of the event, and is a review of the entire event, its components, the design, the production schedule, roles, responsibilities and the outcome that has to be achieved by meeting expectations. The post-con is an after event meeting, a review of what actually took place to resolve problems and then noting suggestions for future events. The daily briefing meetings are held on a regular basis for the purpose of updating plans and monitoring them, for all the functional aspects and emerging issues of the event. The safety meeting is the one where not just department heads or management of the sub-contracted suppliers should be involved, but also the staff who are setting up and operating the equipment for the event. This is very important as usually these people are excluded or neglected from the chain of communications, and hence do not receive the necessary safety messages. Safety meetings can help prevent accidents, and such meetings have high attendance and participation.

A functional network of all assistance methods called a command centre should be created, so that problems and emergencies can be responded to before they become hazards. In the case of large events, this can probably be an office that is there within the event grounds, or a room that is specifically used for this purpose. For smaller events like a fundraising event or a reception, the command centre can simply be a table that may be located at the back of the venue.

e) Technology-Enabled Meetings

Technology now allows people in remote locations to meet in a way that is similar to face-to-face meetings. Conference telephone calls and videoconferencing are alternatives when parties cannot meet in person.

Conference calls are made via telephone, and all parties are able to listen to and speak to one another. Many workplace telephones have the ability to place conference calls, and these calls are relatively inexpensive, especially when compared to the cost of an employee or client travelling long distances to attend a meeting.

The major difficulty associated with conference calls is the participants' inability to see one another. Because of this, participants may not know who is speaking, therefore, it is important that individuals identify themselves before speaking. Another problem with not seeing others is that interruptions are common in conference calls; care must be taken to wait for each person to speak in turn. Finally, as with all telephone conversations, facial expressions and eye contact are not possible, and thus, the meaning of a person's words may be lost.

Videoconferencing is done through an internet connection, and it allows participants to see and hear one another through a video or computer screen. In videoconferencing, unlike telephone conference calls, participants can see one another. However, many videoconferences have a short time delay, as

a person speaking in one location must wait for the others in the other location to receive the message. This means that reactions to speaker may lag such that the speaker cannot easily understand the reaction to her or his words.

Written Communication Methods

Written Communication is used when we have to provide detailed information such as figures and facts, or while establishing proof of facts or contracts for future reference. It is also generally used to send documents and other important material to stakeholders. Written documents can be stored for later use as it can be recorded and easily referred. Important documents such as contracts, memos, and minutes of meetings are also in written form for this purpose. It can be seen in recent years however, that verbal communication has been replaced to a great extent by a faster form of written communication, and that is e-mail. Reports, contracts and other documents are prepared as a proof of understanding and for future reference. They are recorded carefully and mostly communicated through email and fax.

Combination of Oral and Written Methods

a) Advertising and Media Coverage

You must be familiar that advertising and media coverage can be both oral and written methods of communication. Advertising is used to communicate to people about an event and support the event's image. Besides public relations, advertising and media coverage are used as marketing tools for events. These have been discussed in detail in Block 3 of Course 4 - Event Marketing and Promotion.

b) Presentations

While communicating an idea or blue print of the proposed event to a group, presentations are used. They are also useful for self or company's image portrayal and hence are essential with clients, training team members and volunteers. It is necessary for every event manager to acquire this skill. Presentations are also used to influence, motivate and impress the clients and stakeholders regarding plans and achievements. Some presentations are entertaining in nature. Developing the confidence to give good presentations, to stand up in front of an audience and speak well, will be beneficial during event preparation and execution. Just like public speaking skills, presentation skills can be developed with practice. We shall be discussing the preparation of presentations in the next Unit.

Check Your Progress IV

Note: Use the space provided for your answer.

1) How is public relations (PR) important for successful event management?

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2) What are the major benefits of public speaking skills?
3) What are briefing and debriefing meetings?
4) How are presentations important to event managers?

Conveying Messages through Theme and Décor

Themes are very popular devices that are used to convey ideas in a broad variety of events. Themes are used in exhibitions, festivals, birthday parties, anniversaries, fund-raisers, weddings, meetings, fairs, marketing events, other social events and sometimes even in educational events. Theme is a form of non-verbal communication that touches both our conscious and sub-conscious minds and emotions. According to Silvers, a theme allows us to quickly communicate a broad range of ideas and images based on widely held cultural assumptions and associations. For example, a wedding theme could be a traditional one representing the ethnicity of India. The persons getting married would follow the theme by wearing their traditional wedding garments, serving food of their state / region, playing their music and using traditional décor. The guests can wear traditional dresses that belong to their part of the country or state. A theme thus involves all the five senses – the sight, sound, taste, touch and smell, throughout the event design. Sensory cues such as sights (what we see) and sounds are mental or cerebral; whereas taste, touch and smell are physical. Sensory cues in an event environment may include the following:

- Sight - floral arrangements, colours, fabrics, setting, props, lighting, food presentation and garments of people.
- Sound - background music (instrumental or songs), noise of audience, dialogue, talk, discussion, musical entertainment, entertainment on stage, dining sounds (such as sounds of cutlery while eating, glasses clinking, crunchy foods etc).

- Taste - food, beverage, atmospheric and olfactory aftertaste (in the mouth)
- Touch - fabrics, furnishings, surfaces (hard and soft) and food textures
- Smell - flowers, food aromas, aromas of room fresheners, scented candles/ incense / oils, fuels (cooking and power generators), and smell coming from people.

The event manager, with the help of the event designer should incorporate all the above five senses, by emphasizing and increasing the positive sensory cues and removing the negative ones.

The theme is established with the help of décor. Décor is the installing of design on walls, ceiling, floor, and architectural features of the venue. The designer may treat the setting as a ‘blank canvas’ onto which colours, lines, shapes and textures may be added. The right décor can transform an ordinary venue into a new environment and communicate important messages. Event décor is an art form that literally ‘sets the stage’ for the event experience.

Gestures or Body Language

It is another form of communication usually combined with oral communication to make it more effective. Our smile, our gestures and several other body movements send out a message to the people around us. To quickly communicate instructions, hand signals (gestures through hands) may be used between staff members. Using the right gestures while dealing with the clients, vendors, stakeholders and team members is important. We must always remember to maintain eye contact. This would show that we are serious and confident about what we are saying.

Etiquettes and Mannerism

Etiquette is a code of conduct of behaviour related to the expected social behaviour by a group. Manners are the expressions of etiquettes and involve wide range of social interactions within cultural norms. These are some simple rules regarding what to do or not to do to make others feel good and comfortable.

An event manager uses all these methods to communicate ideas and message to the client, team members, event attendees and others.

Intext Activity 3

List the methods of communication you have used in your life from those explained above.

Communication using Technology

A professional event manager uses a variety of communication methods to keep connected with internal and external people involved in the event. S/he needs to know what is going on outside the event that could affect what is going on inside the event, and vice versa. This can be achieved with the help of high-tech and sophisticated systems, such as computer networks and closed-circuit television surveillance.

Messages can be sent through audio mode or visual mode. Signs, message boards, posters, banners, video monitors and projection screens may be used to support verbal announcements that have been delivered to the audience. For recording,

cameras and video recorders may be used to communicate a message such as for example, the arrival of a VIP guest or a celebrity or a performer or a surveillance of the audience in waiting or a waiting line at the entrance or a performance on stage or a brand launch and so on.

Communications are facilitated for security operations as discussed in Section 7.4 through golf carts or bicycles in the event site.

The Public Address (PA) System

The PA system is a vital link between the event and the audience. It plays the role of delivering information about the activities, of delivering promotional messages throughout the events and about important safety and emergency announcements in large events like annual festivals, sports events, fairs, exhibitions etc. The treatment given to these messages before delivering (through announcements) are important. A microphone is mostly used. For example in welfare announcements such as lost child, instructing lost people to meet their families at a certain location in the venue; and in safety announcements such as evacuation (leaving) of venue, fire alarm, location of secure zones etc; the messages should be treated and then delivered so that they don't create panic amongst people. The tone and the wording of the announcements should be such that they don't create panic amongst people. There should be a sequence of announcements depending on the urgency and severity of the emergency situation. The event manager should ensure that these announcements / broadcasts should reach all the required areas of the event site. These include inside and outside the buildings, corridors, toilets, dressing rooms, parking areas, conference / meeting rooms, reception, stairs and paths going into and outside the venue. Other kinds of communications to show emergency and evacuation are sirens and bells, and these should be followed by calming announcements to avoid panic amongst people.

Check Your Progress V

Note: Use the space provided for your answer.

- 1) Do theme and décor also have a role to play in events communication? If yes, please justify.

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- 2) Name any two technologies that are used for communication during events. What are they used for?

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3) How is the Public Address System utilized during events?

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7.6 CONCLUSION

Every manager needs an array of communicational skills to become successful. As future event managers, and those already in the field, we must communicate ourselves effectively and build successful relations with our clients, guests, stakeholders and most important of all, our team members. This Unit provides us with the necessary thrusts required to develop them and practice them in our professional life.

7.7 LET US SUM UP

This Unit has dealt with the relevance of communication to event management and how communication skills can be improved. By communicating effectively during the planning, implementation and post-event phase, an event manager will be able to achieve what s/he wants. For this s/he needs to communicate with the right person, be sensitive to the cultural backgrounds of people, feel empathetic towards the receiver of the messages, and develop conversational skills. There are communication requirements during the pre-event stage and on-site. For large events that are organised in arena-type open venues, a communication ring is useful. The communication requirements to be met by people with special needs should be user-friendly. While dealing with human resource personnel and employees' performance evaluation, communication has to create an atmosphere of trust, responsibility, team work, job appreciation, and the feedback mechanisms have to be strong. The channels of communication should be strengthened with the help of an organisational chart. For security reasons, communications in events need to be facilitated by using appropriate technologies.

We use verbal communication methods such as public relations, public speaking, personal meetings, briefing and debriefing meetings, and technology-enabled meetings in event management. Communication in written form is through email, reports, contracts and other documents. A combination of oral and written methods includes advertising, media coverage and presentations. Theme and decor also play a significant role in conveying ideas and messages during events. Gestures, etiquettes and mannerism are other methods by which an event manager communicates ideas and messages to the team members and clients.

Communication is supported through technology including high-tech and sophisticated systems such as computer networks and closed-circuit television.

For the purpose of security, technologies facilitate communications. They are also used to support verbal announcements and for recording purposes during events. The Public Address system is vital for delivering information about activities, promotional messages, and safety / emergency announcements. The messages require appropriate treatment before the announcements. Thus the role of communication skills and methods is significant to the success of the event manager and the event.

7.8 KEYWORDS

- Empathy** : The capacity for understanding and sharing another’s feelings or ideas, by putting yourself in the receiver’s place.
- Conversation** : Informal verbal exchange of information, ideas, feelings or opinions.
- On-site Communications** : These communications encompass the normal information exchange that is required during the event and involves the use of communication channels. It also includes quick response to any emergency.
- Logistics** : The discipline of planning and organising the flow of goods, equipment and people to their point of use.
- VIP** : Very Important Person
- Communication ring** : This ring is the chain of links between different people involved in event management. It is useful in large events that take place in arena-type venues (large grounds/open areas), where communication is required between more than one technician and coordinators. For this radio communication systems may be set up and a list of contacts can be developed comprising of internal team members and external members (stakeholders).
- Performance evaluation in communication**: In this process feedback systems should be such that allow workers to seek guidelines and additional training as well as contribute suggestions.
- Prop** : Anything used by a performer or entertainer while performing on stage
- Theme** : Theme is an idea that pervades a work of art. Themes are very popular devices that are used in events like exhibitions, festivals, birthday parties, anniversaries, fund-raisers, weddings, meetings, fairs, marketing events, other social events and educational events. They are used to quickly communicate a broad range of ideas and images that are linked to cultural backgrounds or associations. A theme touches our conscious and sub-conscious minds, and emotions.

- Décor** : Decor is basically the style or mode of decoration. At the event venue, decor entails installing of design on the walls, ceiling, floor, and architectural features.
- Gesture** : This is a bodily motion or posture, intended to express or emphasize something. It is a useful communication tool in event management.

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7.10 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress I

- 1) Communication is basically the effective exchange of different messages resulting in a degree of shared meaning, shared understanding, and shared enthusiasm. Effective communication leads to higher productivity. An event planner who effectively communicates expectations and goals to employees is more likely to have employees who will have a better attitude at work and produce quality work on time, or ahead of schedule. During the event management process, various stakeholders whether they are clients, team members, vendors or the media, are constantly sending important information to the event manager and to each other. Transmitting of correct information leads to success of the entire event process. Proper sharing of information plays a key role in the success of event planning and execution.

Check Your Progress II

- 1) Effective communication includes basic skills in listening, speaking, correct body language, questioning and sharing feedback. These can be developed with some concerted review and practice.

- 2) His cultural background has to be kept in mind while interacting with him. The communicator must be familiar with his language and way of greeting, to facilitate smooth communication.
- 3) The implementation phase of the event is a crucial phase and it is impossible to communicate in person with a large number of people at a time. Therefore briefings about plans, the event programme, emergency procedures etc must take place. These should be reinforced by pre-event meetings and use of communication tools such as site maps, bulletins and newsletters to send important information to the staff, crew, artists, volunteers and helpers, in order to achieve coordination of effort.
- 4) To develop strong conversational skills, doing the following is necessary:
 - Improve listening skills
 - Try to overcome any language barriers
 - Read the body language of people
 - Do social networking for benefit of self
 - Influence the team to improve performance, by interaction
 - Deal with conflict at the workplace

Check Your Progress III

- 1) Clients; event team members; vendors and suppliers; volunteers; and local agencies like police, travel and tourism departments, fire department, municipality and guests.
- 2) There are various communication requirements in event management.
 - During pre-event stage, communication involves conveying that information to the team, which requires successful participation of people. This means preparing the guests for the event experience and the measures to enhance the experience.
 - On-site communication is a major requirement, as there is a constant flow of information in the busy hours just before, during and after the event. Also during the time of emergency, if any.
 - A communication ring is useful in arena-type large venues that require more than one technician and coordinators. This is the chain of links between different people involved in event management. Support of communication systems like radio communication and an event phone book consisting of contacts having internal team members and external members will be useful.
 - For people with special needs the mode of communication should be user-friendly. Services or devices such as qualified interpreters, assistive listening headsets, television captioning and decoders, telecommunication devices for deaf persons, video-text displays, readers, brailled materials (for visually impaired) and large-print materials could be used.
 - While dealing with human resources personnel, the event manager must create an atmosphere of trust, respect, teamwork and appreciation for a well performed job. To strengthen communication, a website could be

- created for team members with their profiles, achievements, recognition for good work, important announcements and on-line training programmes.
- In performance evaluation, two-way communication is effective. Through feedback mechanisms (oral and written), the event manager will be able to allow workers to seek guidelines, additional training and contribute suggestions. Their answers can help in improving the training programme, when the event manager answers to their needs.
 - The organisational chart that is segmented into various components or departments will help understand communication channels better by providing the hierarchy of communications on-site. These should be combined with site or floor plan. Communication will be further facilitated by a contact list and the assigned persons who will implement contingency or crisis plans, and who will respond to media in times of crisis.
 - Communication for security reasons is facilitated through golf carts or bicycles. Accessible communication channels can make anyone ‘speak up’ (speak up individually) and speak to the contact person concerned for hazards and emergencies. Technologies such as two-way radios, cellular phones, and for noisy environments, headsets, hand / collar microphones and earphones, metal and motion detectors, X-ray screening and remote or passive security equipment such as closed-circuit television (CCTV), cameras and intrusion alarms should be used.
- 3) Two-way communication is needed to regularly check on the progress of tasks delegated to the team members and is a feedback mechanism (oral or written) for their performance evaluation. This feedback enables workers and team members to seek guidelines, training, suggestions etc. By answering to their problems their needs are addressed.

Check Your Progress IV

- 1) Public relations (PR) are strong interpersonal relations that are built with frequent professional interactions and working closely with the team. Besides this PR plays a major role in managing the organization’s and the event’s image in the mind of the audience and the public, through press releases and media briefings. When it comes to informing the media about a negative incident, PR becomes challenging and sensitive. PR aims at satisfaction of customers. It plays an important role in entertainment of guests or VIPs attending an event, by being: attentive to their needs and expectations, conversational, and mindful of cultural backgrounds, as a multicultural host. Role of PR is also seen in making travel arrangements by telephone or e-mail, welcoming delegates at airport or event venue, running meetings, entertainment during meals / events, and providing commentary during tours. The goal of PR is satisfaction of customers.
- 2) The major benefits of public speaking skills are: to motivate team members and audience to participate, to negotiate with clients, to seek everyone’s involvement, to inform larger audience and to train the event teams, volunteers etc.

- 3) Briefing and debriefing meetings are basically on-site meetings, that include the pre-con (the pre-event briefing), the post-con (the post-event briefing), daily briefings, and the all-important safety meeting.
- 4) Presentations are important tools as they help in communicating an idea or a blue print of the proposed event, portrayal of self or company's image to a group, and hence are essential with clients, training team members and volunteers. In a good presentation, the presenter stands up in front of the audience and speaks well. This influences the receiver of the message, and is beneficial during event preparation and execution.

Check Your Progress V

- 1) Themes are a form of non-verbal communication that allow us to quickly communicate a broad range of ideas and images based on widely held cultural assumptions and associations. They are used in a wide variety of events. A theme provides sensory cues in an event, such as: for sight (through floral arrangements, colours, fabrics etc); for sound (through background music, noise of audience etc); for taste (through food, beverage etc); for touch (through fabrics, furnishings etc); for smell (through flowers, food, aromas etc). Efforts should be made to incorporate and emphasize the positive sensory cues and in removing the negative ones. Theme is established through decor, which is installing of design on walls, ceiling, floor, and architectural features of the venue. The right décor can transform an ordinary venue into a new environment and communicate important messages.
- 2) Video monitors, projection screens, cameras and video recorders, two-way radios, cellular phones, headsets, hand / cellular microphones and earphones.
 - Video monitors and projection screens to support verbal announcements.
 - Camera and video recorders to communicate the arrival of a VIP guest or a celebrity, or for surveillance of audience waiting in line or to record performance on stage.
 - Two way radios and cellular phones for security.
 - Headsets, hand / collar microphones and earphones for communicating as well as for use in noisy environments.

(write on any two of the above)

- 3) The Public Address (PA) system helps in delivering information about activities, promotional events and important safety announcements in events like cultural events, sports events, fairs, exhibitions etc. These announcements / broadcasts mostly through a microphone, should reach all the required areas of the event site. These include inside and outside the buildings, corridors, toilets, dressing rooms, parking areas, conference / meeting rooms, reception, stairs and paths going into and outside the venue. To show emergency and evacuation, sirens and bells can be used, and these should be followed by calming announcements to avoid panic amongst people.

UNIT 8 BUILDING PORTFOLIOS

Structure

- 8.0 Objectives
- 8.1 Introduction
- 8.2 Preparing Presentations for Effective Communication
- 8.3 Planning and Building Portfolios
- 8.4 The Principles of Portfolio Design
- 8.5 Case Study of a Profile Portfolio
- 8.6 Conclusion
- 8.7 Let Us Sum Up
- 8.8 Keywords
- 8.9 References and Suggested Readings
- 8.10 Check Your Progress – Possible Answers

8.0 OBJECTIVES

Presentations and portfolios are tools that are widely used in the field of Event Management today. This Unit talks about how these special communication tools can be prepared for the purpose of generating benefits for the event manager and the company. After completing this Unit, you will be able to:

- Understand the significance of presentations and portfolios as communication tools that are used for special purposes;
- Prepare presentations and use them;
- Build portfolios; and
- Learn how to showcase ourselves, your organization and the successful events that you had organized in the past, by developing portfolios.

8.1 INTRODUCTION

In the previous Unit, we had learnt about presentation as one of the important tools for effective communication. In this Unit, we will learn how presentations and portfolios are used to effectively communicate our abilities, talents, services and achievements to our potential clients. People in the field of event management are increasingly using portfolios to portray their work or their organization. This tool, if used effectively, will help sell services better and help build the reputation of the business entrepreneur or the company.

8.2 PREPARING PRESENTATIONS FOR EFFECTIVE COMMUNICATION

Event managers or senior team members use presentations as tools to convey ideas, event briefs, event plans, event designs, plans for event safety / security / logistics and several needed aspects of the event when communicating with their

teams and external stakeholders. Basically a presentation can be used while talking to a group or in briefing and debriefing meetings, and may usually contain a 'persuasive' element. Presentation requires skills as the presenter controls the presentation and the message is not just delivered verbally, but augmented by facial expressions, voice projections, body language, gestures and visual aids, videos etc. Presentations are delivered directly before the audience, and sometimes done through videoconferencing when the presenter is present at a distance. Presentations are of different types according to their purpose. However, we will now learn some basic steps in preparing presentations.

Basic Steps in Preparing a Presentation

Consider a situation where you have to delegate duties to your team for the forthcoming event and you decide to use a presentation for the same. We will call this presentation as PAeg and read it as an example. Following would be the steps:

Step 1. Decide the objectives of the presentation: The main objective of your presentation PAeg will be 'to delegate the collective and individual duties (invitations, ushering, escorting the guests, venue preparation etc.) to all the volunteers for a music concert.

Step 2. Make a plan: To prepare presentation PAeg, you need to plan the following:

- Formulate objectives: There would be at least one objective for every task. The objectives of PAeg may be to a) make all volunteers aware of the venue and traffic movement for the day of the event, b) delegate individual duties to the volunteers to escort each guest personally from car to the concert ground / auditorium, c) look at the seating arrangement, mikes etc. by a team of four volunteers, and so on. You may think of more objectives and add to this list.
- Identify your audience: Audience comprises the receivers for whom the presentation will be done. They need to correctly understand the information we want to pass on. In this case, all the volunteers who report to you- their team leader, would be the audience. If it is felt that some other personnel should also be made aware of these details, you may include them in this list.
- The beginning should be catchy to get the attention of audience: You can establish a theme or a catchy title to introduce your PAeg, so that your audience feels interested and energized.
- Collect information to be conveyed: The details of your presentation should now be ready with you. This will consist of information such as what you expect from the event, traffic movement plan, details of the programme design, safety and security arrangements, food and refreshment arrangements, escorting arrangements, transportation etc. We also need to have the list of volunteers, their contact numbers and other details, all the duties which need to be delegated, the names of the volunteer heads, venue details and details of the delegates of the conference. Additional information can be added according to the specific needs.

- Arrange messages in a sequence: The messages have to be arranged in a proper sequence. For example, first show the list of volunteers, followed by the team they belong to, name of the volunteer head of each team, team leaders, their duties etc. You may use flow charts, venn diagrams, thematic diagrams and diagram of the event site for this purpose.
- Break down your topics into sub topics and smaller parts: Now we will show the breakup of all tasks assigned to each team and will write down all details.
- Support message with visuals, data or statistics: Most of the presenters prepare slides that are loaded with heavy content and lengthy sentences. The audience tends to lose interest and focus, in such presentations. Preferably present your messages in the form of points and not heavy sentences. You can elaborate and explain each point while moving through your presentation. Substantiate your presentation with tabulated or listed information, venue photographs and other pictures to clarify and compare your information. Graphics will add more interest and enhance the quality of your presentation. Care should be taken that the presentation is not very long and does not exceed the time limit.

Step 3. Prepare the slides: The number of your slides may vary depending upon the content but they would follow the following sequence:

- a) Title slide
- b) Table of contents
- c) Message slides
- d) Conclusion
- e) Thank you

Step 4. Add value to the slides: You can add more value to your slides, make them eye catching and appealing by using appropriate background, different colors, animations legible font, outlines etc.

Step 5. Prepare your talk: You will now prepare your talk in accordance with the slides you have prepared and by explaining the content given in each slide.

Step 6. Make the Presentation: While making presentation you have to keep the following points in mind and begin your presentation:

- a) Introduce yourself and greet the audience.
- b) Present the structure of the presentation to the audience so that they know what to expect.
- c) Create a rapport with your audience by maintaining eye contact with them and using heuristics.
- d) Present the information given in the slides by explaining each slide. Your communication skills, PR and public speaking skills will be put to use at this stage.
- e) You can repeat important points again and again to make sure that the message has been correctly understood.

- f) You may pause and invite questions during the presentation if there is a necessity.
- g) You will end the presentation by summarizing your objectives and by thanking everyone present in the room for their cooperation.

Step 7. Invite questions and feedback: A question answer session is important to clear all doubts of the audience and to answer their queries. A good presenter will see to it that all the information has been communicated for necessary action during the event. A senior presenter or an experienced presenter may use heuristics to give solutions to problems / questions posed in the question answer session by the team present. Through her / his experienced based examples, such discussions will enable the group to understand messages better and make them aware that taking necessary actions through quick decision-making is necessary in certain situations. Feedback also completes the communication cycle i.e. message sent by sender to receiver and receiver has given the feedback to the sender.

Step 8. Schedule a follow up date: If needed, you can schedule another date / meeting as a follow up for this session before dispersing. This is also required if another agenda related to the presentation has to be discussed in the next presentation.

<p>Check Your Progress 1</p> <p>Note: Use the space provided for your answer.</p> <p>1) What would you keep in mind while making a presentation?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

<p>Intext Activity 1</p> <p>Prepare a presentation on how you will set up On-Site Event Communications for a Musical Evening in an open ground.</p>
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8.3 PLANNING AND BUILDING PORTFOLIOS

Portfolio is a type of specialized presentation prepared to showcase your talents, originality, creativity and skill sets to potential clients, often to convince them. It can be used as business card or as a brochure (manual or electronic) or as an album to introduce your organization to potential clients to highlight your achievements by briefly highlighting your client list, major events successfully executed in the past.

Origin of Portfolio

The word portfolio has been derived from the French word ‘*porte folio*’ meaning a page carrier or a device to carry loose pages. Portfolio can be defined as

collection of pictures, actual photographs, drawings, paintings, architectural sketches, collage or designs emphasizing the creativity, originality, talents and skill sets of a person, an organization or an event. It can be in handmade, printed or digital forms.

As the event industry grew, many event managers felt the need for a tool to introduce themselves, and effectively communicate their talents as well as achievements to their potential clients. They needed to convince stakeholders and new clients, to gain their confidence and attract business. This led to the development of portfolios as an important communication tool.

Today, event managers use portfolios to introduce themselves, their organization or any event by showcasing the talents and achievements. They are the most important tools for promoting an event firm. Creative event managers portray their abilities and skill sets through portfolios. The portfolios used today are largely digital, sent through e-mail or created on the specialized computer software and printed on paper. The portfolio used on the event company's website is sometimes in the form of a showreel.

Purpose of Portfolios

An event portfolio or a showreel showcases your work to draw in more customers and clientele by providing examples of your work. Owners of Event Management Companies (EMCs) are business owners or entrepreneurs who offer services to people. By showing examples of their work done, they will prove to the clients that they can work for the clients in a satisfactory and reliable manner. The portfolio will show the quality of the EMCs work. Each portfolio has a goal or a purpose. The purpose of the portfolio helps in choosing our content, visuals and presentation. A portfolio can be prepared for the following purposes:

- To establish the EMCs entity
- To introduce the products and services offered
- To build their brand value in the market
- To generate business from potential clients and stakeholders
- To gain the confidence and faith of clients in the EMCs abilities and talents.
- To highlight their achievements
- To present a potential event idea to a client

These purposes help an event manager to select suitable information and organize the portfolio in an appropriate manner to reach the goals.

Advantages of Portfolios

Portfolios can be used to your advantage as an event manager. The advantages of using portfolios are:

- To showcase your *work done successfully* in past like some major events.
- To highlight your *client list* and how your events have helped them in achieving their goals; for example a good product launch contributes significantly to promotion of the product.
- To signify the *evolution of your organization* from its birth to the successful position it enjoys today in the industry.

- To showcase your *creativity, originality and skill sets*.
- To create suitable *impression on the potential client and to gain more business*.
- To enable client to *bid for the event*.
- To share the *event design or event components* with the client.
- To highlight the *positive aspects of your work* like beautiful venues and layout, extensive security arrangements and heart-warming welcome of the guests.
- To *market your products and services*.
- To create your *brand value*.

However, to reap all these advantages an event manager requires different portfolios for each purpose.

Types of Portfolios

Portfolios can be of different types depending upon whom the EMC or the individual entrepreneur wishes to get introduced to with the goal/s. Individual portfolios are basically of the following nature:

Individual portfolios

- Self introductory / profile (like business card)
- Job seeking
- Self campaign
- Individual work achievement / showcasing

Company / Institution / Organization Portfolio

- Profile of the Company / Institution / Organization
- Showcasing the work achievements, client list or promoters / reputation building
- Showcasing skill set, innovation, creativity or originality of work and ideas
- Marketing or product selling / sales generation
- Networking

An EMC or a business entrepreneur may have one or many of these portfolios. We should select and use a combination of these portfolios, depending on our purpose.

Building Portfolio - Steps

You can follow some basic steps and try to build your first portfolio. You can also look at the profile portfolio given as a case study later in this Unit to get some more ideas regarding visuals, content and their presentation

1) *Decide the purpose or goal*

The first step in preparing portfolio is to clearly define your purpose or goal. Each portfolio has a specific goal. You should have clear understanding of what you wish to achieve by preparing and showing this portfolio. The type of event you organize helps you to determine your target market. For example, you may decide to prepare your own profile to introduce your organisation to your potential clients.

2) *Define your target market*

You also need to define your target market or the people who require your services. They may be the clientele you wish to attract to your business in case you have started on your own. Develop the contents of your portfolio based on the needs of your clientele. For example, if you are a wedding planner, your target market is families within a certain financial demographic. If you are a corporate event organizer who focuses on brand activation, your target is companies, and so on. Therefore consider all those features in your portfolio that are meant for your target market and appeals to them. Your target market may be of a varied range, depending on the number of markets you cater to. For example, Fountainhead is one of the top experiential marketing agencies of India that caters to activation events, MICE and digital events. Similarly, E-Factor Entertainment is a popular EMC that provides services for wedding planning, corporate event management, brand promotions and entertainment. The different services that each of these organizations provide are for different target markets. An EMC may therefore have one type of target market or more than one type as in the above cases. While developing a portfolio consider all the factors that may evoke the interest of the target market in starting business relationship with us.

3) *Select the appropriate content*

The next step is to select the content of the portfolio. You need to decide what type of content is required and be selective. A look at the case study given later in this Unit will give an idea about what kind of content is there in the portfolio. However, you would decide the content of your portfolio according to your own goal and audience. For this purpose you need to follow the following steps:

Select appropriate technology

As portfolios are mostly created on computer and are also often sent through email on internet, PDF, jpeg or other similar file formats can be used to create a digital portfolio. Customers can be provided an online portfolio of your work. You can take the help of some specialized software or of companies that prepare portfolios. However, keep the technology simple. PDF versions of the documents are on the website, that are easy to remember, find and type. The best file format is the one which can allow us to show our visuals and written content with clarity.

Design Cover page

The cover page introduces the portfolio to the client and hence should be able to generate interest instantly. It should be attractive with very little written matter. The background should be such that the name or title should stand out and get focus.

Insert Information (recent and updated)

Include information that you wish to convey to your client. Organize this information page wise with appropriate titles. You can also use the knowledge you have gained in preparing presentations to select and organize your content as portfolio. However, the information used in the portfolio should be recent and updated.

Reinforcement on the goal

The selected content must reinforce your goal. Study the latest developments in your field of event management and other EMCs before preparing your portfolio. The entire content should help in focusing on the purpose of preparing portfolio. Your portfolio should be able to communicate your message to the client very clearly and precisely.

4) *Insert content that has received recognition*

Choose the best images / visuals. These should reveal the best of your work, your achievements. Portfolios of many successful event companies do this. On the other hand if an EMC handles educational events and wants to highlight events conducted for publishers, or writers with writing abilities, it should choose the best examples of those abilities. The written matter should be supplemented with appropriate visuals. In either of the cases choose visuals or written documents that have received most recognition, appreciation like awards and best feedback from customers.

To create interest, some focal points through catchy pictures, visuals, different background, symbols or statements such as inspirational lines could be introduced. If you are creating a self portfolio for event planning, these will help reinforce your goals. You may even put up your education certificates be it from a diploma / graduate / post-graduate program of a university or institute. This will help the potential clients to understand that you are serious about education and your business.

5) *Add case studies or recent glimpses of events*

Case studies of specific events, or event glimpses add interest to the portfolio. At the same time it is one of the best ways to showcase your skills.

6) *Review and edit*

Portfolio should be reviewed and edited to ensure that it is appropriate for the purpose it is designed. Editing also helps in making the portfolio precise, and informative at the same time.

7) *Present by printing or as computer file*

As discussed already your portfolio may take the form of a website or an online portfolio, or a file that can be sent to the client by email. You may depict details of your business, highlighting your best work in a brochure or even a scrapbook. It is preferable that the portfolio is bound and put together like an album with large images, and the portrayal of the best work product of your company. This is very useful when meeting your potential client.

Check Your Progress II

Note: Use the space provided for your answer.

1) What is Portfolio? State its purpose.

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- 2) Give any five advantages of portfolios.

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- 3) List the steps required in building a portfolio.

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Intext Activity 2

- 1) Go to any event company's website. Locate its portfolio / showreel and go through it.
- 2) Prepare a profile portfolio of your future event management company or a self campaign portfolio with the help of the steps for building portfolios discussed in the section above.

8.4 THE PRINCIPLES OF PORTFOLIO DESIGN

We need to create a winning portfolio so that we can sell our services with ease and confidence. Though there are various possibilities for developing the contents of a portfolio as discussed above, the basic design and development process is the same. The principles of effective portfolio design are guidelines to help us improve our portfolio and will safeguard us against pitfalls.

1) Define the criteria and strategies for success

A project that is well planned, becomes a factor for success. Hence it would be appropriate to define our criteria for a successful portfolio even before we start preparing it and the way it will contribute to our goal.

2) Prepare and use multiple portfolios

We may have more than one goal which we wish to achieve. An EMC may have different departments (each having different skills) that offer services to cater to different clientele / target markets, as discussed in the previous section. One portfolio cannot help in achieving all goals. Hence sometimes it is better to prepare different specialized portfolios. In many EMCs it becomes a necessity. A profile portfolio will be different from an event overview portfolio.

3) Target the market

Our portfolio must target specific market and specific audience to motivate our potential clients or to create a right impression on our visitor.

4) Usability of portfolio is top priority

The portfolio must be usable and easy to navigate. For this purpose we must use simple but right technology rather than the most advanced one. If our potential clients are unable to open and look at our portfolio on their computer, then the entire purpose of using a portfolio is defeated.

5) Use the right technology

We are preparing a portfolio to achieve our goal and not to promote certain technology or to test someone else’s technical skills. Therefore, use simple and easy to use technology.

6) Plan the portfolio like a project

We must build a portfolio as if we have taken up a project. Plan it, organize it, prepare it and update it regularly.

7) Narrow down and select the work / skills to be promoted

As mentioned earlier, our portfolio must project our best works and specific skill sets we wish to promote. Therefore, rather than showing many of our works, we should select one or few of our best skills and project them appropriately. Include extra information that makes you stand out from other EMCs or businessmen, such as outstanding events, awards, thank you letters, feedback from previous clients, and facts and figures about your business that make you impressive.

8) Depict clear information

The information should be clear and it should not have too many colours, prints or lines. The text should be easy to read, preferably in block letters and a flowing format that can make the client or observer to follow easily. Contact information should be easy to find and easy to use. It must be prominently placed in the portfolio.

9) Give a personal touch

Though portfolios help us in showcasing our professionalism, a personal touch helps to build its own identity.

10) Promote the work though networking

We can promote our work by joining online communities where many clients can view our portfolio. Blogs, websites, professional networking sites may be used for this purpose.

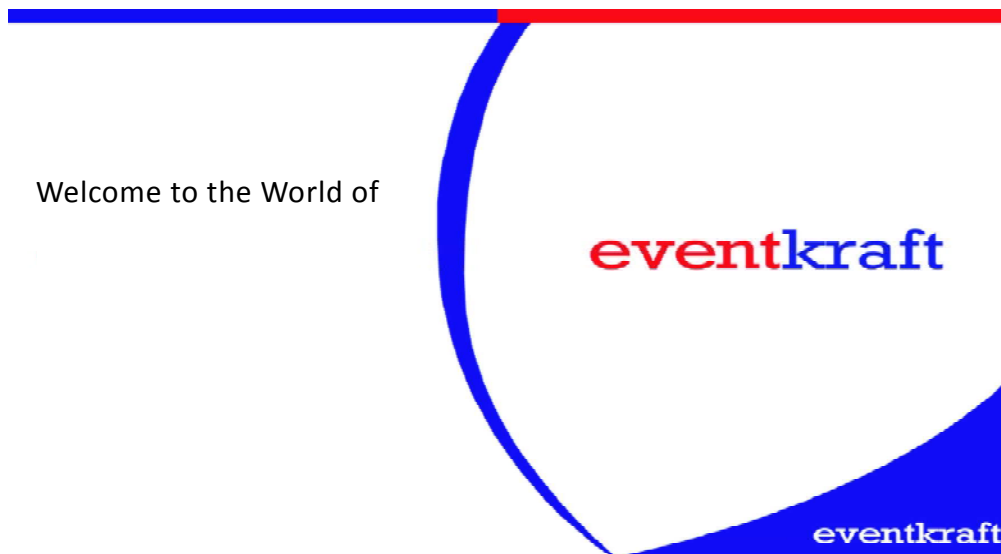
11) Develop long term portfolio goals.

Since a portfolio is used for a long time, we need to update it periodically to achieve our long term goals.

<p>Check Your Progress III</p> <p>Note: Use the space provided for your answer.</p> <p>1) List the principles you will keep in mind while preparing a portfolio.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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8.5 CASE STUDY OF A PROFILE PORTFOLIO

Eventkraft is an event management company based in Delhi. Let us now take a look at their profile portfolio. This portfolio has 36 slides / pages. The first slide shows the title page of the portfolio. The second slide highlights the advantage of connecting with Eventkraft. Slides 3-4 list the services provided by them. The seventh slide lists some of their important clients. Following this they have showcased events that they have successfully executed category wise. In slides 9-14 they have shown some meetings and conferences that they have organized for highly distinguished clients. Slides 15-23 highlight selected important special events and 24-29 show product launches. Slides 30-35 show a glimpse of brand activation and exhibitions. The last slide has contact address, phone number and web address for contacting the company. Some of the important slides of this portfolio are shown as follows:



Slide No. 1: Title Slide of Eventkraft's Profile Portfolio

THE eventkraft ADVANTAGE
Lighting up the right connect

In a world crowded with multiple media and communication options companies look for innovative and engaging solutions.

More importantly they want to interact with their target audience across multiple media.

As a highly creative and reliable group we strive for perfection to deliver the very best in quality and ensure a value for money.

We singularly focus on being able to make the difference to any activity we engage in so as to ensure our clients get the best return on their investment.

Slide No. 2 of Profile Portfolio of Eventkraft highlighting their Uniqueness

WHY US

Putting our hands together for that perfect moment.

We are a relatively young company but rich on experience and energy. The diverse skills and experience within the team gives us the ability to stand out from the crowd.

We ensure that suggestions and ideas from the client are carried in the design. Every aspect is planned and not left for last minute surprises.

Every event is unique....design is an art and perfecting its execution requires great skills, achieving both together is a kraft !

At eventkraft we do that....everytime, always.



Slide No. 3 of Profile Portfolio of Eventkraft



WHAT DO WE DO

Link Together a complete BTL Communication Solution

While the corporate office is in New Delhi we have over the years built up a very strong associate network not only in India but across the globe.

We also have considerable exposure in handling global projects and have worked on a number of International road shows, product launches, global trade events and incentives.

We believe there are no ground parameters for an event and our experience extends to innovative experiences - a wedding on a cruise liner, a fashion show in the skies and even a Desert Safari and camping offsite in Dubai.

Slide No. 4 of Profile Portfolio of Eventkraft

SERVICES

Product Launches
 Award Nights
 Dealer Meets
 Management Off sites
 Employee incentive meets
 Seminars and Conferences
 Award and Facilitation Events
 Exhibitions and Displays
 Concerts and Entertainment Events
 Brand Activation
 Road Shows
 Audio Visuals
 SFX



Slide No. 5 of Profile Portfolio of Eventkraft

WHO ALL WE HAVE LEFT A MARK ON

- Auto Industry**
 - Hyundai
 - Yamaha
 - Honda
 - Audi
 - NGK
- Media**
 - Hindustan Times
 - Fortune India
 - India Today Group
 - Discovery Channel
 - Businessworld
 - Star News
- Travel and Hospitality**
 - Amadeus
 - Accor
 - Tourism Malaysia
 - SunCity International Hotels
- FMCG**
 - Avon
 - Pepsico
 - LG
- Financial Services**
 - Standard Chartered
- Technology**
 - Nokia Siemens Networks
 - Toshiba
 - LG

eventkraft

Slide No. 7 of Profile Portfolio of Eventkraft

MEETINGS AND CONFERENCES



**British High Commission
New Delhi**

**Client: British High Commission
Event: Visit of Trade Delegation led by British Prime Minister**

Keeping in mind the high profile attendance we set up a number of niche Business Oriented function areas at the Taj Palace. Using the latest technology the entire area was networked with live telecasts.



eventkraft



**Client: PepsiCo
Event: PepsiCo India Mancom Offsite**

Senior management offsite have today gained considerable importance especially with increasing day to day work pressures and are no more an extended office routine.

The emphasis now is on casual discussion, team bonding and thinking for the future.

While during the day there were some brainstorming sessions the evenings were full of activities ranging from a Master Chef Competition / Dance to My Tune performances amongst a host of other activities.



eventkraft



**Ticketed Events
Delhi, Mumbai, Bangalore**

Korn came to India in the month of September and December and performed to an audience of over 15000 people in Delhi and Bangalore.

Guns & Roses came to India for the first time in the month of December. They performed to an audience of over 20,000 people in Bangalore, Delhi.

Both these shows were planned and executed by us in association with Mooz Entertainment.



eventkraft



**Client: RDM
Event: Celebrating 20 years**

RDM India is a leading BPO and to celebrate twenty years in India we put together a special interactive promotion for all employees culminating in a Gala Dinner.

Over a three month period prior to D-Day there were events at the office which included innovative games and activities. All employees were also given a chance to see the acclaimed show "Zangoora" of Kingdom of Dreams as also an evening out at I-Skate, a premier indoor ice skating venue.

The Gala Dinner had over 800 people in attendance with senior and long serving employees being facilitated. Culminated in gala dinner, awards and entertainment.



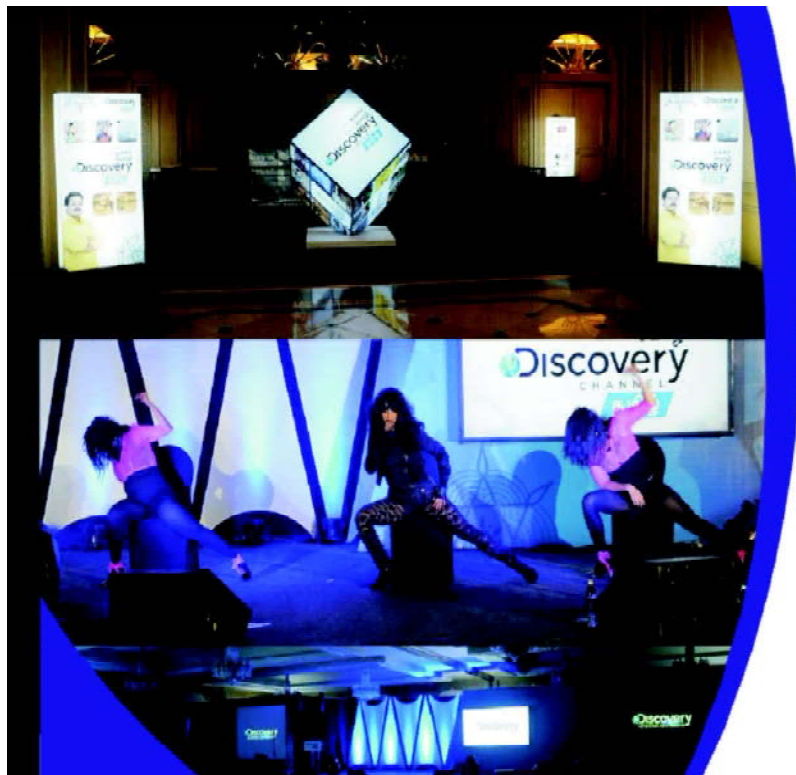
PRODUCT LAUNCHES



Businessworld

Client: ABP Group
Event: Launch of "Contemporary Banking in India"

The special edition book was compiled by Ms. Naina Lal Kidwai, Chairperson, HSBC, India. The evening was attended by top business leaders. The launch was preceded by a special panel discussion on Contemporary Banking in India.



Discovery
CHANNEL

Client: Discovery Channel
Event: Launch of Discovery Tamil

With the growing penetration of Television, Discovery Networks Asia-Pacific launched its first regional channel in India - Discovery Channel Tamil, which is programmed for Tamil Nadu viewers.

The event was conceptualized keeping in mind the local audience with special acts and entertainment by renowned artists.

Slide No. 24 and No. 27 of Profile Portfolio of Eventkraft



Client: Hyundai
Event: EON Customer Activation of Malls and Airport

As part of its global launch for EON, Hyundai initiated a series of Customer Activation activities. This was done of select malls across the country as also the Domestic and International Terminals in New Delhi.

Keeping in mind the influx of a number of similar models in this segment this helped Hyundai reach out directly to a large potential database of customers giving them an opportunity to see the car at their own convenience.

More importantly this was at touch points like malls and the airport where they had time to understand a bit more about the features.



eventkraft

Slide No. 30 of Profile Portfolio of Eventkraft

EXHIBITIONS



Client - NGK
Event: Auto Expo - Pragati Maidan

NGK, one of the leading spark plug manufacturers of the world, participated in the Auto Expo fair organized in Delhi. Auto Expo is one of the largest auto exhibitions held in Asia and almost all the leading automobile and auto part manufacturers participate in the fair.



eventkraft

Slide No. 33 of Profile Portfolio of Eventkraft

Source: Eventkraft Marketing Solutions Private Limited, New Delhi.

Notice how in the initial slides the company presents itself. It begins by introducing itself as an organization of credibility that provides innovative solutions with an advantage and why the clients should be choosing them for the services. They later come down to details about their business including the services they offer and their achievements. The portfolio consists of case studies of events conducted, under various categories. Note the usage of written matter and visuals in the portfolio and how they are blended. Portfolios of EMCs vary based on the categories of events they conduct and the services they offer.

Intext Activity 3

For the same website of the Event Management Company that you visited in Intext Activity 2 study the portfolio and suggest areas of improvement to make the portfolio more effective keeping the potential client/s in mind.

8.6 CONCLUSION

Effective communication is a key to the success of every event manager. Presentations and portfolios are two important tools which help in showcasing talents, skills, achievements and attracting clients. Developing the right skills in preparing and using them to achieve the desired goals will go a long way in building reputation of self, organization and promoting business.

8.7 LET US SUM UP

Presentations are common tools used by event managers to convey ideas, event briefs, event plans, and other aspects associated with events. Any presenter should follow some basic steps while preparing them, in order to develop good presentations and communicate effectively. Portfolios are specialized presentations that are specifically used to introduce self or organization and to showcase your talents and skill sets to potential clients. Some of the important advantages of portfolios are: getting your work showcased; highlighting client list; depicting the evolution of the organization, its creativity and originality; enabling client to do bidding; to share event design or event components; to highlight positive aspects of work; to market products and services; to create a suitable impression on the client; and gain more business. There are various types of portfolios that can be developed depending on the purpose or skill sets to be portrayed. The principles of portfolio design if followed properly will enable building effective portfolios. These will enable selling our services successfully, with ease and confidence.

8.8 KEYWORDS

- Presentation** : Presentation is the process of presenting a topic before an audience, by way of talk, lecture or demonstration. The purpose of presentation in event management could be to inform or persuade the audience.
- Heuristic** : Enabling a person to discover and learn something by herself / himself.

Portfolio : This is a type of a communication tool and a specialized presentation to showcase talents, originality, creativity and skill sets of the event manager or the Event Management Company to the potential client. It can be used as a business card or as a brochure (manual or electronic) or as an album. Sometimes in place of portfolio, showreel is used.

8.9 REFERENCES AND SUGGESTED READINGS

Links

<http://www.smashingmagazine.com/2008/03/04/creating-a-successful-online-portfolio/>

<http://www.itechnology.am/2013-design-issue/creating-a-successful-online-portfolio/>

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http://www.ehow.com/how_5162474_design-business-portfolio.html

<http://www.plannerslounge.com/wedding-planner-business-tips/>

<http://www.eventplanningblueprint.com/winning-clients-with-the-perfect-event-planning-portfolio>

<http://www.skillsyouneed.com/present/what-is-a-presentation>

8.10 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress I

- 1) You need to do the following while making a presentation:
 - a) Introduce yourself and greet the audience.
 - b) Present the structure of the presentation to the audience so that they know what to expect.
 - c) Create a rapport with your audience by maintaining eye contact with them and using heuristics.
 - d) Present the information given in the slides by explaining each slide. Your communication skills particularly, PR and public speaking skills will be put to use at this stage.
 - e) You can repeat important points again and again to make sure that the message has been correctly understood.
 - f) You may pause and invite questions during the presentation if there is a necessity.

- g) You will end the presentation by summarizing your objectives and by thanking everyone present in the room for their cooperation.

Check Your Progress II

- 1) Portfolio is a kind of specialized presentation that showcases your work to potential customers and draws their interest. By doing so, you will prove to the clients that you can work for them in a satisfactory and reliable manner. The portfolio will show the quality of the EMCs work. Development of a portfolio is driven by a purpose and it is this purpose that helps in choosing the content, visuals and presentation for the portfolio. Following can be the purposes:

- To establish the EMCs entity
- To introduce the products and services offered
- To build their brand value in the market
- To generate business from potential clients and stakeholders
- To gain the confidence and faith of clients in the EMCs abilities and talents
- To highlight their achievements
- To present a potential event idea to a client

- 2) Following are the advantages of using portfolios (Write any five)

- 1) To showcase your work done successfully in past like some major events.
- 2) To highlight your client list and how your events have helped them in achieving their goals; for example a good product launch contributes significantly to promotion of the product.
- 3) To signify the evolution of your organization from its birth to the successful position it enjoys today in the industry.
- 4) To showcase your creativity, originality and skill sets.
- 5) To create suitable impression on the potential client and to gain more business.
- 6) To enable client to bid for the event.
- 7) To share the event design or event components with the client.
- 8) To highlight the positive aspects of your work like beautiful venues and layout, extensive security arrangements and heart-warming welcome of the guests.
- 9) To market your products and services.
- 10) To create your brand value.

However, to reap all these advantages an event manager requires different portfolios for each purpose.

- 3) The following steps are required in preparing portfolio
- 1) Decide the purpose or goal

- 2) Define your target market
- 3) Select the appropriate content: For selecting and using appropriate content in the portfolio we need to follow the following steps:
 - a) Select appropriate technology
 - b) Design Cover page
 - c) Insert Information (recent and updated)
 - d) Reinforcement on the goal
- 4) Insert content that has received recognition
- 5) Add case studies or recent glimpses of events
- 6) Review and edit
- 7) Present by printing or as computer file

Check Your Progress III

- 1) The principles to be kept in mind while making a portfolio are:
 - Define the criteria and strategies for success
 - Prepare and use multiple portfolios
 - Target the market
 - Usability of portfolio is top priority
 - Use the right technology
 - Plan the portfolio like a project
 - Narrow down and select the work or skills to be promoted
 - Provide adequate contact information, documentation and explanations
 - Present the work within the confines of our goals
 - Give personal touch to it
 - Promote the work through networking
 - Develop long term portfolio goals