

Block

1

EVENT OPPORTUNITY ASSESSMENT

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COURSE INTRODUCTION

‘Planning of Events’ is a process that tells us what will happen. This makes this process one of the most crucial aspects of Event Management. Every event is different and complex in itself, with different requirements. In some cases the event organiser may not be familiar with the requirements of a particular event or it could be the type of event that the Event Management Company does not generally organise or it could simply be a routine event. Whatever may be the case, effective planning ensures the success of an event. Planning of an event also unleashes our creative side and can be great fun!

This Course explains ‘Event Planning’ through a unique basket of Blocks, which is mandatory during the planning stage of events. Block 1 titled ‘Event Opportunity Assessment,’ clearly highlights the client’s expectations for the event, which has to be understood by the event organiser right at the initial stages of planning. Following this the feasibility assessment of an event forms the basis of bidding for events. In the chapters on bidding, the key bid components, bid process, and bid proposal / event proposal that help in winning the event business have been described in detail for you, to put in perspective their cruciality in event planning.

Moving further, Block 2 will provide you with an understanding of the laws, contracts, risks and risk management. As we see events grow in every country, there will be more laws emerging. Legal issues are linked to all aspects of an event, as there are many bodies from whom approval or support is required to stage a particular event. While knowledge of risks is very necessary at the planning stage itself for risk management, knowledge about contracts which are bilateral agreements and are legally binding, is equally mandatory, as there is little awareness and less documentation about contracts in event management literature.

Block 3 titled ‘Event Planning Process’ consists of Units that discuss event design in creating an effective event experience and describes event planning through the lens of strategic planning. Efficient human resource planning, another important aspect and logistics management have been discussed in detail. As entertainment comprises a major part of most events, planning and management of entertainment and entertainers becomes very important in making most events effective and successful.

INTRODUCTION TO BLOCK 1

This Block titled 'Event Opportunity Assessment' is the first Block of Course-2, Event Planning. This Block provides an understanding of the initial and most crucial stages of the event planning process.

Unit 1 explains what has to be understood from the client / sponsor of the event and the client's expectations from the event. This step is taken right from the beginning of planning. It further provides insights on the client and event company's partnership.

Moving further into Unit 2, you get an insight into the importance and process of a feasibility assessment that leads to the development of a successful plan for the event. It discusses the process of screening events using various tools, and eventually creating a feasibility report, for the event that can be executed. The feasibility study forms the basis of the next process, bidding for events.

Bidding for events has been discussed elaborately in Units 3 and 4. In Unit 3 the bidding process has been described in detail that includes the key components of a bid and the critical factors that influence winning of bids. The chapter highlights the importance of a bid as an essential aspect of the event planning process. During the bid process, a proposal is prepared and delivered to the owner of the event, by the event company. The process of writing an event proposal, in response to a request for proposal and delivering it effectively for winning a bid has been highlighted in Unit 4. This Unit also presents a detailed understanding of how a good quality proposal helps in the winning of event business.

These Units will build your knowledge further into events, and their planning, and will enable you to put these in perspective with the lessons in the subsequent blocks of the programme.

UNIT 1 GETTING TO KNOW YOUR CLIENT

Structure

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Knowing Your Client
- 1.3 Sample Client Interview Form
- 1.4 Servicing the Sponsor's Needs
- 1.5 How to Identify Appropriate Sponsorship?
- 1.6 Strengthening Relationships with the Client
- 1.7 Let Us Sum Up
- 1.8 Keywords
- 1.9 References and Suggested Readings
- 1.10 Check Your Progress – Possible Answers

1.0 OBJECTIVES

People who attend events are keen to do so as they are excited to have a change from their daily lives, and sign up for the product or service you offer. As target audience, they also get a chance to network amongst themselves. Besides this it is invigorating for the event management staff, who get to interact with them, and see to it that they have a positive impact on them. While events provide experience to the target audience, it gives a chance for you and your event management team to come face to face with your client right from planning to implementation stage and post-event stage. This is the first Unit of Block-1 titled Event Opportunity Assessment, of Course-2 titled Event planning.

After completing this Unit, you will be able to:

- Understand the factors to be considered while deciding which sponsorship is appropriate for the event;
- Know the aspects that are to be understood from the client / sponsor, including their expectations from the event, and what the event organiser should know from the client;
- Understand the event's obligation to the sponsor and vice versa; and
- Discuss activities that will strengthen relationships between event organiser and the client.

1.1 INTRODUCTION

Good planning of events is a time-consuming and complex process, but brings in many benefits to the client and to the event organisation. Without planning, members of the event team will have no idea about its objectives and no means to measure their success in achieving them. An understanding of the event concept from the client involves defining the event's purpose and aims, as well as the specific objectives on which the success of the event will be measured. The client's expectations from the event define the opportunity the client offers to

the event organiser. Hence the start of the planning process begins with knowing your client and what the client wants.

While planning the event, when your clients ask you questions, you are learning their objectives, true desires, fears and challenges regarding the event they want you to conduct for them. This helps you better understand their needs. If your client is the one funding the event, the provision of a clearly developed concept, plan and evaluation strategy will generally avoid problems down the line, including legal ones. Following this understanding the event is crafted. Hence it is essential to know and understand your client, the initial step in planning an event. Planning and organisation are the key factors that determine the success of an event. You - the event planner have the opportunity to offer a great event experience, provided you understand your client well. Thus client relationship has to also be recognised as an important aspect of event management, as it could take you beyond the event towards a long sustainable relationship.

1.2 KNOWING YOUR CLIENT

Know the Client/Customer before organising an event can be a buzz word. It involves making reasonable efforts to: understand what is on the mind of the client and the event objectives, determine true identity and beneficial ownership of accounts, determine source of funds, understand the type of event with the necessary elements desired by the client, the nature of customer's business, reasonableness of operations in relation to the customer's business, etc. which in turn helps you, the event manager to manage the customer's need based event. Once a working relationship is established, we will be able to see the level of service provided by both parties. In this way the event planning process gets easier by working together and by referring business to one another.



Every event is a project and the project initiation phase makes a beginning with two questions in you - the event manager's mind: (i) Will this event be feasible? and (ii) Will this be the correct approach to achieve the desired result? The output of this phase will become the specific plan for your event. Hence the feasibility process is the start of the event planning process that begins with identifying and understanding of the client. This Unit in particular will talk about understanding who your client is. After identifying your clients / sponsors, you will be able to work first-hand with them and begin a relationship that will help secure the event management plans.

Who are the Clients / Sponsors?

Clients are those people or organisations who act as sponsors for the event. They could be individuals, groups or corporate clients. In order to attract sponsors, event managers must offer tangible benefits to sponsors and effective programmes to deliver them. A sponsor's needs may be different from that of the event manager. Hence it is important for the event managers to identify what the sponsors want from the event, and what the event can deliver for them. Becoming an event sponsor / client offers a multitude of benefits including getting to know and establish a relationship with the event organiser, venue and other vendors involved in the event.

Why do clients sponsor events?

Clients sponsor events because events are effective marketing communication tools that create for themselves a desired position in the minds of the target audience. According to McDonnell et al., sponsorship is a commercial contract in which the event promises to deliver certain benefits and rights to the sponsor in return for cash or goods in kind. The funds given by the clients fully or partially subsidise an event to make it affordable for the target audience. Time, planning and effort are required for ensuring that these benefits are given to the sponsor.

How do you decide on appropriate sponsorship?

You need to determine first whether a particular sponsorship will be suitable for the event. Sponsorship is not for all events. Obtaining sponsorship is a time consuming process and could be damaging to your ego if there is refusal from sponsor. If an event cannot offer a sponsor appropriate benefits, then a donation to the event may be appropriate. A donation is actually philanthropy, with no obligation for benefits to be given in return. For an event to be suitable for sponsorship, the following questions have to be addressed:

- Does the event have some benefits that can be offered to the potential sponsor?
- Does the target audience approve of commercial sponsorship?
- Is the company suitable for sponsoring the event? (For example, it won't be right for a tobacco or liquor company to sponsor an event for teenagers.)
- Is the event company equipped with people who have the expertise and time to construct sponsorship packages?
- Does the event have a policy on sponsorship? (A sponsorship policy should highlight what the event organisation can and cannot do in terms of attracting and delivering sponsorship benefits)

Once the above questions are answered in positive, you may go ahead to obtain the particular sponsorship.

What does the client want to find out from the event organiser?

Clients find out whether the event being sponsored or cosponsored by them are in tune with their image and personality. Hence the client has to choose the right event. Right event is the one which is worth sponsoring, provided the client knows that the event will offer benefits that s/he decides to derive. The client would also like to look at the event company's or the organiser's background in terms of their expertise and experience. Thereupon the event organisers plan the

promotional campaign and strategy, to entice specific target segments for the sponsoring company's products. The client would also want to negotiate with the EMC or event organiser, who provides a host of activities and services to run the event effectively with interest, to cut down on the overall cost of the event and reduce the direct expenditure on the event.

What does the client expect from event organiser?

Corporates and individuals know about the benefits of events as a strategic marketing tool and look out for value addition to their brand / company through the event, that is cost effective. This is what they primarily expect from the event organisers. A good way to achieve this is for the EMC to strengthen relationship with the client, go beyond formal sponsorship agreement and treat the sponsor as partner in the event. The client may also expect to keep a long term relationship with the EMC for conducting more events for them in future, so that costs can be reduced in future too, because of the client's active involvement.

What do you - the event organiser need to know from the client?

It is important for the event organiser to know the history of the client, i.e the individual or the company that wants to host the event. Has the client hosted events before? Which were the event companies who organised these events? The background of the client is very important for an event planner who wants an understanding of purpose of the event, suitability of the client's profile, budgetary considerations, the client-event fit in terms of the type of event, the client's requirements, etc. The event organiser has to identify what the event objectives are. The objectives have to be carefully thought through, and sufficiently precise and clear to ensure that the purpose of the event is obvious to all those involved including the head of the organising committee or clients, down to the staff and volunteers at the operational level. Clarity in the beginning also helps in the planning process and the objectives should not be too complicated, consisting of one or two primary objectives.

A detailed account from the client to the organiser regarding expectations from the event will give better benefits during the event. This should happen during the briefing from client, on which the event organiser is totally dependent to learn the client's objectives and interests. It is likely that you will spend many hours with the client during the project. All relationships are better when the individuals in the relationship take the time to know one another. The facts on preferences in food, decoration, gift items, ambience, seating, logistics etc is information you should know. Many such facts will help the event organiser to create and customise the event concept. Customisation, as already discussed in Unit 11- Managing an Event Management Company, of Block 3, Course 1, means that an event is customised according to the brand personality, budgets etc., depending on the customer / client's needs and marketing objectives.

Understand why the client wants the event in the first place. Clients want the event often due to: their products' marketing and promotion, seasonality, product / service launches, presence of competitors, inexpensive or cheap availability of the event, event held in the previous years, or sometimes even due to the negative publicity that could emerge due to their absence. For some clients, attendance numbers in the event may not be as important as the media coverage that it generates. The client's objective may also be to develop network with public

officials at an event where their chief executive officer officiates. The client may be seeking mechanisms to drive sales or may want to strengthen relationships with consumers through hosting activities. Hence clients' objectives vary.

Intext Activity 1

Name a type of event (with specific details) for which a particular sponsorship may be appropriate and list the reasons for this.

How can you - the event manager determine the established goals and priorities of the client?

For this you need to ask, probe and listen to the client. The more you ask questions, the more you understand situations better. Along with your client you need to determine which elements of the event are absolutely necessary and will enhance the event significantly. This information will be critical when you begin to analyse the feasibility, which you will study in the next Unit.

In order to see to it that the event must meet the prioritised needs and goals and objectives of the client, ask the following questions to the client so that the event elements get prioritised:

- What must be done? – Is it doable?
- What should be done? – Is it affordable?
- What can be done? – Is it meaningful?

Once the list of goals and objectives is established, you must work with the client to rank them in order of precedence and preference. After weighing the opportunity the client offers you, say yes to the jobs that are within your capability but may require you to work a little harder than usual. The client will be grateful. The more work you do on the client's behalf, the more valuable you become. You know the systems, the people, and the culture. Saying yes often makes the client's job much easier.

Also be willing to say no when the situation demands it. In many cases, clients ask the event managers to do things beyond the event manager's capabilities or interests. These new requests may also be outside the contract agreement. Hence don't be afraid to say, "I'm just not qualified to perform this service." Take time to understand both - the client's reason for asking as well as your ability to deliver. Don't automatically say yes just because 'the customer is always right.'

Clients hire event managers / planners / organisers to help them solve problems. The more problems you can help them solve, the better. Sometimes your activities allow you to see things that can be helpful to the client. Weigh these opportunities, and when appropriate, help (or offer to help) the client in solving the problem - even if they didn't know that the problem existed. You as an event manager don't need to sell or provide a service that a client doesn't need.

1.3 SAMPLE CLIENT INTERVIEW FORM

The Client Interview Form can help in determining what the client wants. The form gathers the following details from the client / host: client's profile, event specifications, event objectives, audience profile, budget, event design and event

proposal specifications. It is a kind of consultative selling process where you keep asking the client in a skilful and nice way, to define the reaction or expected response from the audience at the event, and the results. This Client Interview Form, by Silvers, given below, may serve as a preplanning checklist as well as a tool for consultative selling practices. You can adapt this checklist to meet the needs of your organization and the types of events you are coordinating.

Date:

Referred By:

Host or Client Profile

New Client

Repeat Client

Contact Name :

Company :

Address :

City : State/Province :

Zip/Postal Code : Country :

Phone : Fax :

E-mail : Web URL :

Organization Type :

Organization's Function :

Number of Years of Hosting This Event :

Reporting Structure:

Key Stakeholders:

Support Personnel Available (check all that apply):

Committees Performers Temporary Staff

Family/Friends Sponsors/Cosponsors Vendors

Participants Staff/Employees Volunteers

Patrons/Supporters Student/Interns

Other (explain):

Event Specifications

Function Type :

For Whom :

Date (s) :

√Fixed or Flexible:

Duration :

- √ Start Time:
- √ End Time:
- √ Agenda:
- √ Flash Points: (important highlights)

Location :

- √ Preselected:
- √ Fixed or Flexible:
- √ Preferences:
 - Geographic Site (proximity, destination, access)
 - Environment (climate, urban, rural , remote)
 - Facility (hotel, conference centre, museum, unique, etc.)
 - Interior / Exterior
 - Requirements (features, handicapped access, amenities)
- √ Where has this event been held before? (past 3 to 5 years)

Expected Attendance :

- √ Highest Number:
 - √ Lowest Number:
 - √ Desired Number:
- 1) Position of the event within the overall schedule of events:
 - 2) Other known concurrent / competing events:
 - 3) Arrival / departure pattern:
 - 4) Specific activities or elements that must be incorporated:
 - 5) Special requests:
 - 6) Special requirements:
 - 7) Specific theme selected / preferred:
 - 8) What marketing material will be based on event design?

Event Objectives

1) What is the purpose of the event? (Check all that apply)

Advertising/promotion	Entertainment	Problem resolution
Appreciation	Governed mandate	Product introduction
Cause-related support	Hospitality	Product positioning
Celebration	Idea exchange	Recognition
Circulation	Image enhancement	Recruitment
Commemoration	Incentive / reward	Revenue generation

**Event Opportunity
Assessment**

Competition	Motivation	Sales
Decision making	Networking/Interaction	Teambuilding
Education/training	Policy development	Tourism/visitors
Other: (please explain)		

Comments:

2) What are the specific objectives for the event?

Attendance	Membership	Return on investment
Contributions	Participation	Revenues
Guest satisfaction	Patrons/supporters	Sales
Image perception	Performance increase	Sponsorship
Learning outcomes	Publicity	Tourism inquiries
Other (please specify)		

Comments

- 3) Measurements to be used to indicate successful achievement of each of these objectives?
- 4) How and by whom will measurements be collected?
- 5) What other areas are to be evaluated?
- 6) What evaluation criteria will be used?
- 7) How and by whom will evaluations be conducted?

Audience Profile

1) Who is the audience?

- √ Male/female ratio
- √ Age range
- √ Spouse/companion attendance
- √ Children in attendance/age range
- √ Position or profession
- √ Income level
- √ Educational level/background
- √ Where are attendances coming from?
- √ Cultural background or restrictions
- √ Previous attendance at similar events
- √ Group personality

Participatory/Active	Spectator / Passive
Mature/Conservative	Fun/Interactive
Adult-Oriented	Family-oriented

Luxury / Opulence

Rugged/Outdoors

Getting to Know Your
Client

Adventurous

Serious

Sophisticated

Competitive

✓ Accommodations for people with Special Needs.

2) What are *the attendees'* expectations?

√ What has been done before?

√ What did they like?

√ What did they not like?

3) What are *your* expectations?

√ What did you like?

√ What did you not like?

4) How do you want attendees *to feel* after the event?

5) What do you want them *to think* after the event?

6) What do you want them *to do* as a result of the event?

7) Why do *they* attend this event?

8) Do you have supporting research / evaluation data?

Budget

1) What expense budget range are you considering?

2) What does this expense budget include?

Invitations / Marketing Materials

Travel / Transportation

Venue

Décor

Food and Beverage

Entertainment

Technical Production (lighting / sound / AV)

Gift and Amenities

3) Do you have any vendors already contracted for these items?

4) If so, who and for what aspects?

5) Are there revenue expectations?

6) If so, what are the revenue sources?

7) Are there any mandated payment procedures?

8) Who has authority to sign facility and supplier contracts?

9) What insurance coverage is in place?

Event Design

1) **Anticipation**

√ Advertising / Promotions / Public Relations

√ Invitations / Brochures / Registration Materials

√ Printing and Postage

√ Mailing Lists

√ Other.....

Comments:

2) Arrival

√ Travel Arrangements

√ Meet and Greet

√ Ground Transportation

√ Parking Services

√ Admissions / Credentials

√ Registration

√ Attendee Services

√ VIP / Celebrity Security

√ Other :

Comments

3) Atmosphere

√ Décor

√ Lighting / Soundscaping

√ Audio Visual Equipment

√ Special Effects

√ Furnishings

√ Seating Setup

√ Staging Requirements

√ Special Storage Requirements

√ Signage Requirements (sponsor recognition)

√ Telecommunications Needs

√ VIP Areas / Accommodations

√ Other :

Comments:

4) Appetite

√ Food Service Scope

√ Menu Preferences / Requirements

√ Menu Restrictions

√ Dietary Requirements

√ Specialty Items / Desserts

√ Service Style Preference

- √ Seating – Reserved or Open
- √ Beverage Service Scope
- √ Beverage Preferences / Restrictions
- √ Service Style Preference
- √ Brand Preferences / Specialty Drinks
- √ Host Liability Insurance
- √ Special Waitstaff Attire
- √ Other :

Comments

5) Activity

- √ Live Music
- √ Recorded Music
- √ Dancing
- √ Headliner Act / Celebrity
- √ Multimedia Production
- √ Theatrical / Dance Production
- √ Speakers
- √ Ceremony
- √ Exhibits / Demonstrations
- √ Interactive / Games
- √ Sports Tournaments
- √ Tours
- √ Parade
- √ Music Licensing Fees
- Other :

Comments

6) Amenities

- √ Prizes
- √ Gifts
- √ Awards
- √ Logo Merchandise
- √ Programmes
- √ Collateral / Conference Materials
- √ Other:

Comments:

3) How do you decide on sponsorship?

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4) In order to see to it that the event meets the prioritised needs, goals and objectives of the client what must the event manager do?

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5) What is the use of the 'Client Interview Form'?

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1.4 SERVICING THE SPONSOR'S NEEDS

After the contract agreement (contracts have been discussed in detail in Block 2 of this Course) between the event organiser and the client / sponsor, and before getting into organising the event for the sponsor, one needs to understand the mutual obligations of the event and its sponsor. According to Geldard and Sinclair, these are as follows:

The Event's obligations to the Sponsor:-

- To deliver all the benefits promised and outlined in the contract without constant reminders from the sponsor.
- To be genuinely committed to positive sponsorship outcomes for all stakeholders.
- To protect the rights of the sponsor.
- To acknowledge the sponsor at every appropriate opportunity.
- To provide using creative ideas and innovative programmes to assist the sponsor in meeting objectives.
- To ensure that all members and staff of the event organisation are aware of the event's obligations to the sponsor.

- To constantly update the sponsor about relevant matters happening in the event company about the event.
- To warn the sponsor in advance of potential unpleasant publicity.

The Sponsor's obligations to the Event:

- To provide cash or in-kind payments for the services of the event company as agreed upon, in a timely manner.
- To be genuinely committed to sponsorship and promote its interests whenever possible.
- To commit sufficient promotional funds, whenever necessary for successful sponsorship.
- In order to ensure that the event satisfies the sponsor's marketing needs listed in the sponsorship agreement, it is important that the event company looks after (i.e. services) the sponsor, for example, maintaining harmonious relationships between the sponsor's staff and the staff of the event organisation.

1.5 HOW TO IDENTIFY APPROPRIATE SPONSORSHIP?

A good way to identify potential sponsors for the event is to analyse their event using the following criteria, as proposed by Crompton through a memorable acronym of CEDAR EEE which summarises the screening process that businesses use when evaluating sponsorship proposals. CEDAR EEE stands for :

- Customer audience
- Exposure potential
- Distribution channel audience
- Advantage over competitors
- Resource investment involvement required
- Event's characteristics
- Event organisation's reputation
- Entertainment and hospitality opportunities

Customer audience: Here you need to consider if the demographic, attitudinal, cultural and lifestyle profile of the target audience is the same as what the product market is meant for. Is sponsoring for this event the best way to communicate about the product to the target audience?

Exposure potential: To understand exposure potential, the following questions should be addressed as sub-criteria:

- i) What will be the inherent news value of the event?
- ii) Will the extended print and broadcast coverage be local, regional or national, and will the geographical scope of the media cover the product sales area?
- iii) Can the event be tied to other media advertising channels? Will banners and signages be included in sponsorship and will they be visible during telecasts?

- iv) Will the promotional material be used, and will the product's name and logo be identified on promotional materials such as in – event's posters, items like cups and T-shirts, their point-of-sale displays, on tickets, press releases, television, radio and print advertisements in various publications: If so how many of these?
- v) Where in the programme brochure will the product's name appear?
- vi) What is the number and size of programme advertisements?
- vii) If public address system is to be used, will the product's name be mentioned? If so, how many times and with what frequency?
- viii) What will be the location of display booths, if any and will they be visible in telecasts?

Distribution channel audience: Will wholesalers, retailers or franchisees participate in the event and become aware of the sponsorship advantages and promotions ?

Advantage over competitors: To ascertain this advantage, you need to use the following questions:

- i) In what way is the event unique and distinctive from others?
- ii) What is the unique advantage of the event over the competitors?
- iii) Does it have a USP (Unique Selling Proposition)?
- iv) Are the sponsors strong and has the sponsorship been beneficial?
- v) Do we need multiple sponsors or do we go by a single sponsor?
- vi) Are the sponsors compatible with the event's philosophy?
- vii) Does the event have a 'first-mover' advantage over competitors?
- viii) Is the communication plan, media, signage, advertising uniquely, different from competition?
- ix) Will the competitors be allowed to use similar techniques in their events?

Resource investment required and implementation: This talks about total cost, sponsorship cost and elements such as cash, staff time, administrative requirements, implementation , promotional investment etc. Check if there is any barter involved (goods or services given in exchange for gaining other goods and services). Does the event guarantee a minimum level of benefits to the company?

Event characteristics: What kind of event will be held ? Is it the best of its kind? Will this type of event enhance the product's image? Will the event be repeated or will it be a one-off event?

Event Management Company's Reputation: Is the EMC reputed? Does it have an image with which the sponsoring company wants to be associated? Does the EMC have a proven track record in staging the event and other events? Was the past experience of the sponsoring company a positive one? It has to be checked if the EMC has undisputed control and authority over the activities it sanctions. What are the company's potential liabilities and is there insurance? How quick is the EMC in delivering benefits to its sponsors based on past records and how

responsive is the organisation's staff to sponsor's requests? Is the event organisation's staff readily accessible?

Entertainment and Hospitality Opportunities: Will this event provide opportunities for direct sales of the product or related merchandise? Will there be celebrities to serve as spokespeople for the product? At what cost? Are tickets to the event included in the sponsorship? How many tickets are used, for how many events and for what activities in the event? What opportunities will be there for the sponsoring company's guests or their team to interact with celebrities?

1.6 STRENGTHENING RELATIONSHIPS WITH THE CLIENT

Following are the key activities to strengthen relationships with clients / sponsors:

- Have a clear contract with your client right at the beginning. A better understanding of the clients' role and event organisation's services will make a good head start to their relationship. Convey and make your client understand about what your role is and isn't. You and your client should know when the event will be over and how you will measure its success. This clarity between you and the client will result in an improved relationship. Remember that you need to maintain professionalism, i.e. see to it that clients / sponsors are treated efficiently, with their reasonable demands met in a speedy manner. This is because sponsorship is partnership and loyalty to that partnership will be repaid.
- Staying focused on your contract and on your deliverables is the best thing you can do to maintain and build your client relationship. When you say that you will deliver it, and deliver to the client as promised, you build your own credibility and enhance your relationships.
- Creating a sponsorship agreement, by outlining every detail and benefit the sponsor will receive, gives a visual to the sponsor, with the expectations clearly delineated for both parties and guaranteeing that no detail is forgotten.
- A contact person for the sponsor, who is within reach, through mobile phone, can make important decisions and forge harmonious relationships with the sponsor's staff.
- It would be beneficial to do research on the sponsor's organisation, staff, products, brands and marketing strategies, in order to maintain a harmonious relationship and satisfy the sponsor's needs better.
- As a service provider you are to be seen as a trustworthy business partner and help the client. Partnership provides a level of trust in the relationship where the client may take your suggestions and do as you recommend as an expert in the events field. To get higher value from the event, clients will have to involve themselves with the event activities actively, right from the time of event briefing to the actual execution of the event. This is because some of the best ideas come through partnerships. When the Grand Australian Sumo Tournament was held in Sydney and Melbourne, in 1997, Toyota was a major sponsor with a Sumo Sale national advertising campaign in television

and print media. This campaign contributed to the image of the Sumo visit as a major cultural event celebrating the centenary of Australia / Japan relations. Sales of Toyota got promoted as well as the profile of the event, through this sponsorship. Thus, however renowned or good the event company or event organiser is, the clients have to do their part by engaging efficiently in event activities.

- Add value to the client with extra activities in the event. It is important to add as much value as possible to the sponsorship deal preferably at the lowest cost to the clients / hosts of the event. For example, if the client is looking for pre-event publicity, then it could be dealt by sending out an email about the event to the target audience, announcing the client as an event sponsor, as well as including their company logo and link to their website, which can be extremely valuable to them, and should ensure that the client is not additionally charged for this. In addition we can also consider including the client and the social media campaigns of the event in press release.
- Be a learner by being open to new approaches and approaching each project with fresh eyes. The client might expect a service from you that is creative and more challenging from what you have done before. For example, organising an Innovative Educational Convention that is more participatory and activity-packed with experiments and intellectual games. Hence there are always nuances that you can incorporate, that will make a difference. Take the time to inquire about them and integrate them into your solution.
- As an event organiser, motivate your staff members about the sponsorship-inform them adequately about the objectives of the sponsorship, and how the needs of the sponsor can be satisfied. For example, the sponsor might want the staff of the event company to wear uniform that bears the logo of the sponsor and so on.
- There may be use of celebrities like film actors, sports or theatrical celebrities, politicians, national and international artists, to add value to the event. Arrangements should be made for a meeting of sponsors with them.
- Use all the available media to acknowledge the sponsor's assistance. This does not only show courteousness, but may probably be a part of the contract. There could be use of media like public address system, media releases, announcement on websites, newsletters, annual report, post event meetings and staff briefings.
- Keep a sponsorship launch to tell the target market that a particular brand for example, Samsung or Coca-Cola, will be sponsoring the event. The style of launch will depend upon the type of sponsorship and the creativity of the event organizer.
- Keep monitoring the media for all the coverage and stories about the event and update the sponsor on this with the help of copies of media reports. This will convey to the sponsor that the event is taking interest in the sponsorship and is alert to the benefits the sponsor is receiving.

- If there are many sponsors for the event, make sure that the logo of the principal sponsor (the one who has paid the most) is seen on everything the event does such as T-shirts, flags, stationery etc.
- All communications ensuing from the event organisation should have the naming rights. Efforts should be made to ensure that the media is aware of and uses the name of the event. Although this is sometimes difficult, it must be attempted.
- Lastly, work at it. Recognize that client relationship is part of the job. Working on the relationship will not only make you successful in the current project, but will enhance your chance for future work, and make the project more enjoyable. Make the time to ask your client how they feel and how they think, and let them share their observations regarding the progress of the project and your performance. Always follow up with sponsors after an event. Let them know how successful the event was and how important it was for them to be a part of it. Continue to build on your experience and nurture your relationships.

Knowing the client and understanding what the client wants is the initial key step in planning the event. Going further, the next Unit will tell us how important event feasibility is as a brainstorming phase where several ideas are thrown around to see which is best for conducting the event.

Check Your Progress II

Note : Use the space provided for your answer

1) What are the event’s obligations to the sponsor?

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2) List down any five activities that will help in strengthening relationships with the client.

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1.7 LET US SUM UP

Understanding the client of the event in the right manner contributes a lot, right in the beginning of planning the event and throughout the project management process. The event organiser and the client work together on strategies and solutions for a successful event. In this process, the client's expectations defines the opportunity the client offers to the event organiser. This leads to delivering the desired event by the event organiser who aims in meeting the priorities, goals and objectives of the client. A strong understanding that sponsorship is essentially partnership, and has to be strengthened by knowing each other's roles well will enable the event company to focus on the deliverables and build trustworthy as well as long lasting partnerships. At the same time it should not be forgotten that the client / sponsor has to be genuinely committed to the sponsorship deal / contract that ensures sufficient commitment of promotional funds towards the event organisation, and other activities that promote the event.

1.8 KEYWORDS

- Sponsorship** : Sponsorship is a commercial contract in which the event promises to deliver certain benefits and rights to the sponsor in return for cash or goods and services in kind.
- Consultative Selling Process** : Consultative selling process is the process of providing the products and services that best meets your customer's needs as opposed to using traditional pushy selling tactics to get the sale by any means necessary. Here the salesperson plays the role of a 'consultant' rather than the traditional salesperson. This form of selling uses a consultative sales approach where you look after the customer's best interest and not what's best for you, who sells the event services.
- USP (Unique Selling Proposition)** : This term was initially proposed as a marketing concept and is used widely today in other fields. It is used to refer to any aspect of an object that differentiates it from similar objects. The proposition must highlight the uniqueness / specific benefit about the product, and must be strong enough to attract new customers as well as potential customers. 'Positioning' is an alternate term that is used for USP.

1.9 REFERENCES AND SUGGESTED READINGS

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1.10 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

- 1) During the initial planning stage, when your clients ask you questions, you are learning their objectives, true desires, fears and challenges regarding the event they want you to conduct for them. This helps you better understand their needs. Following this understanding the event is crafted. Hence understanding of client or ‘know your client’ is very crucial to event management. It involves making reasonable efforts to: understand what is on the mind of the client and event objectives, determine true identity and beneficial ownership of accounts, determine source of funds, understand the type of event with the necessary elements desired by the client, the nature of customer’s business, reasonableness of operations in relation to the customer’s business, etc. which in turn helps you, the event manager to manage the customer’s need based event.
- 2) Events act as a strategic marketing tool for the clients and clients look out for value addition to their brand / company through the event, in cost effective ways. This is what they primarily expect from the event organisers. A good way to achieve this is to go beyond formal sponsorship agreement and treat the sponsor as partner in the event. The client may also expect to keep a long term relationship with the EMC for conducting more events for them in future, so that costs can be reduced in future too, because of the client’s assured presence.
- 3) It has to be understood that sponsorship is not for all events. Obtaining sponsorship is a time consuming process and could be damaging to your ego if there is refusal from sponsor. Hence for an event to be suitable for sponsorship, the following questions have to be addressed:
 - Does the event have some benefits that can be offered to potential sponsor?
 - Does the target audience approve of commercial sponsorship?
 - Is the company suitable for sponsoring the event?
 - Is the event company equipped with people who have the expertise and time to construct sponsorship packages?
 - Does the event have a policy on sponsorship? (A sponsorship policy should highlight what the event organisation can and cannot do in terms of attracting and delivering sponsorship benefits).

4) The first step to this is to ask, probe and listen to the client. Along with your client you need to determine which elements of the event are absolutely necessary and will enhance the event significantly. To ascertain that the event must meet the prioritised needs and goals and objectives of the client, and the event elements get prioritised the client should be asked:

- What must be done? – Is it doable?
- What should be done? – Is it affordable?
- What can be done? – Is it meaningful?

After understanding what the goals and objectives are, they should be ranked in the order of precedence and preference. Agree and say yes for the jobs you can do, even those that need you to work a little harder. The more work you do on the client's behalf, the more valuable you become. Say no when you feel you can't do things beyond your capabilities, interests and to those activities that are beyond the contract agreement. The more problems you can help clients solve, the better. Help the client in solving the problem - even if they didn't know that the problem existed.

5) This is a significant tool that is useful in understanding the clients, their needs, the type and purpose of the event. Basically it helps in determining what the client wants. The essential features of this form are: client's profile, event specifications, event objectives, audience profile, budget, event design and event proposal specifications. This interview is a kind of a consultative selling process and helps in defining the reaction or expected response from the guests and the results, besides providing an understanding of other details given above. This form may serve as a preplanning checklist as well and can be adapted to meet the needs of the event organization and the types of events the EMC coordinates.

Check Your Progress II

1) The Event's obligations to the Sponsor are to:-

- Deliver all the benefits promised and outlined in the contract without constant reminders from the sponsor.
- Be genuinely committed to positive sponsorship outcomes for all stakeholders.
- Protect the rights of the sponsor.
- Acknowledge the sponsor at every appropriate opportunity.
- Provide using creative ideas, innovative programmes to assist the sponsor in meeting objectives.
- Ensure that all staff of the event organisation are aware of the event's obligations to the sponsor.
- Constantly update the sponsor about relevant matters happening in the event organisation about the event.
- Warn the sponsor in advance of potential unpleasant publicity.

2) Following activities will help in strengthening relationships with the client (Write any five of the following):

- Have a clear contract with your client right at the beginning. Convey and make your client understand about what your role is and isn't. Maintain professionalism by seeing to it that clients / sponsors are treated effectively and efficiently, with their reasonable demands met in a speedy manner. This is because sponsorship is partnership and loyalty to that partnership will be repaid.
- Staying focused on your contract and deliverables will build your own credibility.
- Create a sponsorship agreement, by outlining every detail and benefit the sponsor will receive, and expectations clearly delineated for both parties.
- A contact person for the sponsor, who is within reach, through mobile phone, who can make important decisions and forge harmonious relationships with the sponsor's staff.
- Doing research on the sponsor's organisation, staff, products, brands and marketing strategies, will promote harmonious relationship and satisfy sponsor's needs better.
- Partnership provides a level of trust in the relationship where the client may take your suggestions and do as you recommend as an expert in the events field. To get higher value from the event, clients will have to involve themselves with the event activities actively, right from the time of event briefing to the actual execution of the event, as the best ideas that come are through partnerships.
- Add as much value as possible to the sponsorship deal preferably at the lowest cost to the host (client). For example, free of cost pre-event publicity of the client, and inclusion of the client and the social media campaigns of the event in press release.
- The client might expect a service from you that is creative and more challenging from what you have done before. To incorporate new ideas and nuances you need to be a learner who is open to new approaches and approaching each project with fresh eyes.
- Motivate your event team about the sponsorship - inform them adequately about the objectives of the sponsorship, and how the needs of the sponsor can be satisfied. For example, the sponsor might want the staff of the event company to wear uniform that bears the logo of the sponsor and so on.
- When celebrities like film actors, sports or theatrical celebrities, politicians, national and international artists are invited to the event, arrangements should be made for sponsors to meet them.
- Use all the available media to acknowledge the sponsor's assistance, like public address system, media releases, announcement on websites, newsletters, annual report, post event meetings and staff briefings.
- Keep a sponsorship launch to tell the target market that a particular brand for example, Samsung or Coca-Cola, will be sponsoring the event. The style of launch will depend upon the type of sponsorship and the creativity of the event organizer.

- Keep monitoring the media for all the coverage and stories about the event and update the sponsor on this with the help of copies of media reports to show that the event is taking interest in the sponsorship.
- If there are many sponsors for the event, make sure that the logo of the principal sponsor (the one who has paid the most) is seen on everything the event does such as T-shirts, flags, stationery etc.
- All communications ensuing from the event organisation should have the naming rights.
- Working on the client relationship will not just make you successful in the current project, but will enhance your chance for future work, and make the project more enjoyable. Let the clients share their observations regarding the progress of the project and your performance. Always follow up with sponsors after an event. Let them know how successful the event was and how important it was for them to be a part of it.

UNIT 2 FEASIBILITY ASSESSMENT OF THE EVENT

Structure

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Feasibility Assessment in Event Management
- 2.3 Feasibility Assessment Steps
- 2.4 Feasibility Assessment Parameters / Domains
- 2.5 Screening Events through Alternative Criteria
- 2.6 Tools for Feasibility
- 2.7 Writing a Feasibility Report
- 2.8 Conclusion
- 2.9 Let Us Sum Up
- 2.10 Keywords
- 2.11 References and Suggested Readings
- 2.12 Check Your Progress - Possible Answers

2.0 OBJECTIVES

In the previous Unit we had learnt about the importance of knowing and understanding the client in order to become aware of all expectations the client has from the event. In this Unit you will learn about feasibility assessment of the event and the purpose behind conducting this study. You must be familiar with the topic - Event Feasibility, in Unit 1 titled Entrepreneurial Competencies for Event Management, of Block 2, Course 1, where we had discussed feasibility assessment of events from an entrepreneurial point of view for a person who wants to establish the events' business.

The present Unit discusses feasibility study as an essential part of the event exercise in the project initiation phase. Hence you might find some parts of this Unit similar to what was mentioned in the Unit of Block 2, Course 1. This Unit is very important for the purpose of understanding the process of feasibility study that leads to the developing of a successful plan for the event. Conducting a feasibility study should be the first step in an event decision plan, and therefore becomes an integral aspect of the event planning process. After reading this Unit you would be able to:

- Understand how an event manager assesses the environment and event opportunity before agreeing to take up an event and starting to plan it;
- Explain the role and benefits of feasibility assessment that analyse the possibilities of an event's success;
- Identify the difference between feasibility study and business plan; and
- Discuss important parameters/domains that are essential in feasibility assessment.

2.1 INTRODUCTION

A feasibility study enables an event manager to build up on the information acquired from the client, test the various ideas for an event and see if any idea is viable. At the end of the process there are only a limited number of ideas to choose from, out of which the one that is viable gets finalized. The larger advantage of a feasibility study is that it helps to ascertain whether the event manager will be able to fulfill the event expectations for the client and whether the event would be fruitful for the event company as well. It also gives scope for improving the feasibility of an event by improving upon the concept of the event, the strengths of the event company conducting it, and by maximizing the opportunities.

2.2 FEASIBILITY ASSESSMENT IN EVENT MANAGEMENT

The first phase of an event i.e. 'Project Initiation Phase' involves event feasibility, meaning deciding the correct approach to achieve the desired results. Managing the event as a project has been discussed in detail in Unit 1- Managing the Event process, of Block 1, in Course 3. If you know very little about the event concept and execution, higher chances are that you may fail. Feasibility studies are preliminary studies that are undertaken to determine and document the events' viability.

Aim of a Feasibility Study

The primary aim of a feasibility study is to find out whether a particular event would achieve its objectives for the clients or not and whether it would be profitable enough for the EMC or not. Such a study would assess possibility of the event's success and profitability for all the stakeholders like the client or sponsors of the event, invitees / guests, vendors etc. A feasibility study helps us understand what an event is and its likelihood of succeeding. In the process a choice is given of several models for the event, and costs as well as benefits of each model are assessed. Such a study therefore looks at the value or returns to be attained. It goes on to identify the likelihood of one or more solutions meeting the event requirements. The term 'feasibility study' denotes both - the process of the study and the resulting document itself.

What is a Feasibility Study?

A feasibility study involves detailed exploration of the alternatives for an event and documenting each of the potential solutions to a particular opportunity or problem. In other words, if you are unsure whether your solution will deliver the outcome you want, a feasibility study will help you gain that clarity. The study requires evaluation of resources needed to conduct the event and understanding limitations of the event. Hence a variety of 'assessment' methods are undertaken. The research or assessment forms the base for project planning and operation. The output of this phase becomes your specific plan for the event.

Also referred to as 'screening process' or 'finding and testing an idea,' an event feasibility study is a controlled process for identifying challenges and opportunities, determining objectives, defining successful outcomes and assessing

a range of costs and benefits of an event concept. Usually for larger events a formal feasibility study is done where cost-benefit analysis or investment appraisal are taken up as assessment methods. But for the more common type of event like the one put up by a village or town or a voluntary organization, comparatively straightforward series of tests could be applied in the form of screening or feasibility study. In the case of personal events feasibility is not a formal process. You obviously don't feasibility-test a birthday or dinner party. Nevertheless, for these types of events you think about what should be done to get things right for the event.

The screening process helps to sort out less viable ideas and helps to identify ideas that will work the best when tested against the objectives or criteria set. Suppose a voluntary organization needs to raise money for a new school to teach the underprivileged, there may be many possible events that could be put on to raise money, but there has to be some way by which selection is made. Perhaps a list of ideas could be a theatrical play, a quiz competition, a sponsored marathon, a music concert, sale of handicraft items and so on. The criteria for deciding on any of the above events could be: what type of event has been successful in the past, what can be organized given the resources of the voluntary organization, what event might earn the most money and so on.

Developing a successful event can be risky investment and taking the event concept from an initial idea through to the operation stage is often a complex and time-consuming effort. Feasibility study provides event organizers with the opportunity to make better, more informed decisions on new event concepts. Once an event has been agreed on, the first activity of planning is about the 'lead time' for the event, which means whether there is enough time to get it booked and organized, just the way key dates apply to organizing conferences or exhibitions. Many events go badly because of lack of time to organize them properly. In project management a poor level of planning during the early stages due to shortage of time creates problems that will surface later.

Feasibility study is essential for every type of event. In any company, an event has to compete with other events for funds. For any event to be feasible it must meet the desired level of a return on investment (profitability). For example in the case of events for human resources, the corporate event team would have to 'demonstrate' that the event was a better return on investment (RoI) than an alternative solution to achieve the stated goals such as through a 'CD-ROM' or a 'course book' (which could be more theoretical in nature rather than practice). This requires the event office to conduct a solid, fact-based feasibility report for the proposed event. Careful and detailed analysis of potential risks are essential when looking at the feasibility of the event. Anticipating risk and planning preventive measures can reduce the liability of the EMC.

The feasibility of any event is also undertaken to ensure its sustainability. 'Sustainability' means mainly environmental compatibility in the greenest sense of the word. It involves use of environment friendly methods during the event or improving the situation existing prior to the event. The return cost i.e. participation fee for the exhibition or tax contributed for the development of the territory are some of the ways in which an event company pays for the sustainability. This kind of commitment is considered as an investment. This extra cost on the sustainability could be a part of Corporate Social Responsibility (CSR).

An Important Tool for Event Managers

The outcome of a feasibility study is a confirmed solution for implementation and can be undertaken by an event manager or an event team. Being a critical part of the event life cycle, feasibility studies establish a logical, defensible analysis of market potential and key operating concerns regarding the products and/or services offered. Many studies provide information necessary to make important decisions for event planning, execution, evaluation or event site relocation. The core of the feasibility report discussed later in the chapter, is the gathering of primary research information and the analysis of secondary research materials.

Primary research identifies specific event related data required. For example, the scope of our study may identify the parameters to maximize the event acceptance; or the study may be designed to quantify event relocation projections /rescheduling to ensure better acceptability and success. **Secondary research** includes gathering data from such sources as published media reports, industry data, government reports, trade association reports, university research findings, business journals and major business publications, and numerous other database. A thorough feasibility study comprises of: the event overview; market potential for the event; barriers/obstacles to event execution; target markets; marketing and sales; competition; pricing strategy; operating profitability; investment/budget parameters; RoI and international expansion.

There are various types of feasibility studies. Depending on the requirements, a complete feasibility study may be conducted or a part of it. For example to assess the possibility of building a stage with digital background, the event manager may undertake only **technical feasibility study**. Such a study may analyze whether technology needed for the stage exists or not, how difficult it will be to build it, and whether the company is experienced in using that technology to make adding new technology worthwhile. A **schedule feasibility study** involves determining answers to questions such as: When is the right time to execute this event? Will there be another event that would overshadow it or interfere with success of this event? How much time is available to arrange proposed event? What type of and amount of resources are required to get a new event? A **cultural feasibility study** measures the impact of event on the local and general culture. An **economic feasibility study** is used to determine what type of economic impact the event will have on the event firm and stakeholders. It is estimated that one in fifty event ideas are actually commercially viable. Therefore, a business feasibility study is an effective way to safeguard against wasteful investments.

Once the results from the study are seen to be feasible, the next logical step is to proceed with full planning of the event. Information and resources uncovered through the feasibility study will support the business planning stage and will reduce the research time necessary to develop an effective business plan for the event. An event proposal is usually generated after a feasibility study. Event proposal is a detailed recommendation for an event and will be discussed in Unit 4 of this Block.

Feasibility Study vs. Business Plan

We had discussed in detail about the preparation of a business plan for an event company in Unit 2, of Block 3 in Course 1. A business plan is a blueprint of an event company's future. It sets the direction for business and is vital for securing finance. Hence it is regularly reviewed for keeping it up to date.

There is often a confusion over the roles of feasibility study and business plan, the two tools used in the business development process. Various components are common to both. Some information developed during feasibility study can be incorporated into the business plan. Likewise, the business plan contains aspects that were not included in the feasibility study's findings. Feasibility study is conducted as an investigative tool during the initial phases of event development, prior to obtaining financing. It is an analytical tool that includes multiple scenarios to determine viability. If, after completion, the event company decides not to proceed, there is no need to undertake the process of creating a business plan.

If the decision is made to move forward, a business plan is developed. The business plan which is developed on the basis of the most promising aspects of the feasibility study, is the blueprint from which decisions will be made on objectives, deliverables and timelines of the event. Since the concept has been shown to be viable in the feasibility report, the business plan is much more focused on what action steps will now be taken during and after implementation. Components of the business plan may include details such as key management personnel, business location, the financial package, product flow, and potential target markets.

Benefits of a Feasibility Study

The feasibility of an event idea or theme is of primary importance for its success. The benefits of carrying out a feasibility study are as follows:

- It helps in identifying the risks of failure.
- It assists event managers in decision making regarding event planning and execution.
- It provides support evidence for recommendations, and demonstrates the strengths and weakness of the event concept.
- It analyzes business idea in depth, providing greater clarity on the event concept and objectives.
- Allows for better, more informed decisions on the event concept related to logistics, finances, resources, marketing, human resource planning and management.
- Reduces the risk of a wasted investment in time, resources and money.
- Helps to reduce the event project planning time, as it shows a clear path an event should follow.

Check Your Progress I

Note: Use the space provided for your answer

1) Briefly describe feasibility study.

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2) How can feasibility assessment be helpful to an event manager?

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3) Is feasibility assessment done to ensure an event's sustainability ? If yes, how?

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4) List 2 benefits of feasibility assessment for an event manager.

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5) How is feasibility study an important tool for the event manager or team? What is the role of primary and secondary research in feasibility assessment?

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2.3 FEASIBILITY ASSESSMENT STEPS

The feasibility assessment process has to check the Intent (purpose), the Extent (scope) and Content (programme) of an event. It involves the following steps:

- 1) **Identification of event framework:** In this step we define / identify all parameters for the event. For example the theme or an idea for the event, target audience, venue, media coverage, time / date of programme execution or holding of the event, finances available or sponsorships to be generated etc.

- 2) **Systematic identification, and analysis of alternative ways of achieving the event objectives:** Each item on the event framework, be it a venue or time or central theme of the event is discussed in detail and various alternatives are generated. For example, if it is a wedding, the date may be already fixed but we need to work upon the various possible venues and assess the benefits and limitations of each. Suppose a client wishes to hold the wedding in a ‘fort’ or a historical monument, the availability of such venues needs to be explored.
- 3) **Repeated testing of viability at each and every step:** The event manager would assess each alternative for each parameter or item. Each alternative’s viability is tested in detail. The effect should also be assessed. This process is repeated with each component at every step.
- 4) **Deployment of event plan:** This is the final result of the feasibility assessment study. We arrive at elements like the theme, venue, time, audience, financed needed, sponsors required etc which form the event framework.

These steps may sound simple but require a lot of hard work and effort by the entire team. A careful feasibility will give a good framework for the event ‘operation team’ to work. The real success would be achieved through careful execution of the plan by the operation team.

Who can carry out a feasibility Study?

The feasibility study is best provided by an impartial event manager and his team. To carry out such a study, the following attributes are required: (i) Objectivity: By an unbiased event manager with varied experience from the industry. This is because knowledge about the outside world tends to be incomplete or biased because of partial information and opinions from employees and vendors; (ii) Expertise: An event manager should know what to look for and where to look. He should have the ability to conduct both primary and secondary research and understand all parameters of assessment listed above; (iii) Experience: Though all events are unique, a mature event manager who has years of experience, would be able to draw from past successes of different event projects and apply them to the present situation. A professional team can be created for this purpose. The team should focus on facilitating essential to achieving relevant and usable data from a group session. Let us now look at the various parameters or domains that an event manager must cover in the feasibility study to arrive at the framework of the proposed event.

<p>Check Your Progress II</p> <p>Note: Use the space provided for your answer</p> <p>1) List the steps for conducting a feasibility assessment of any event.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

2) What are the attributes required by an event manager to conduct feasibility study?

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2.4 FEASIBILITY ASSESSMENT PARAMETERS / DOMAINS

To assess feasibility, there may be a brainstorming session where the entire event team meets and discusses various ideas. This has to be done systematically. In regard to the feasibility of major events, intensive methods such as SWOT or cost-benefit analysis etc. (discussed later in this Unit) are used. Areas or domains covered in the feasibility study vary according to the aim and focus of the event. For example a ‘Product Launch Event’ whose primary objective is to increase the profit of a company with a new product is purely economically driven. Such an event would require rigorous financial analysis to assure that the primary objective is met by the event. However, it is important to recognize the varied nature of events. There may be many acceptable ideas or none may be found feasible. The organizers will finally have to make a choice about what to do. Keeping in mind the varied nature of events, the domains or parameters which could be assessed are the following:

Marketing Feasibility

Having identified various ideas and concepts for the possible event, feasibility of the event to the target market has to be tested. Here the event organizers or clients should find out what ideas and concepts will be most suited to the target market, through a brainstorming process involving the event organizing team and the client, or some pilot research of the potential market. This is essential as the event organizers may not be representing the target market. Knowledge of target market would include the type of people, their demographic profile, their interests, age group, income group, familiar activities, past experiences of events, size of the target group and so on. The basic objective of marketing feasibility is to see if the various ideas will work in the target market. It is also necessary to see that the ideas are different from successful competing events, to avoid organizing groups putting on almost the same type of event and clashing with dates. ‘Environmental search or scanning’ is one way of doing this, as recommended by Costa and Teare. It involves compiling a list of event dates happening in the area by gathering information from tourists departments, publications, local newspapers, friends and other contacts who are aware of similar events. This exercise will serve a number of purposes such as : (i) It will identify dates to avoid, (ii) It will give information of what is going on and the preferences / interests of local markets, and (iii) it may give additional ideas or identify gaps in the market that can be filled.

Audience / Target Population

The readiness or adaptability of the target population needs to be assessed. Is the location of the event venue crucial for attracting the audience numbers you require to make the event successful? Do we have enough target audience for the event to ensure that all tickets for the event would be sold and the event would be profitable for both the client and the EMC? Market research into current trends will tell us which group of people is the right market segment with significant potential. A wide range of reports are available from the tourist departments at the district, state and national levels, and at market research organisations. For example, findings from reports on the youth or senior citizens will tell us if those groups are potential market segments for youth or tourism market and so on.

Operational Feasibility

Operational feasibility is a measure of how well a proposed system solves the problems, takes advantage of the opportunities identified and how it satisfies the identified requirements. Events often fall into two operational styles, *volunteer* (example some personal, sports and cultural) or *professional* (example MICE, brand building, some sports, cultural and sometimes personal), although some events have parts of both volunteer and professional. Volunteer committees may have little or no experience and depend on their own experience, their sense to conduct the event and knowledge of previous activities. Professional organizations like EMCs organisers or consultants have the expertise. Professionally run events may have the operational feasibility done in the style of the organization. But for volunteer style of organization, the matter of achievability is important. Here the organizing committee has to have the relevant expertise. For many special events and other events, expertise is often built up over many years or at least the knowledge about where to obtain expertise. This expertise is very important when it comes to issues of health, safety, legality or technology in events.

Resources driven by Purposes: Various purposes of the event determine the resources required. For example, the purposes of a corporate event could be to: provide new information about a product or company; bring people together outside office setting; exchanging ideas / information; find solution to existing problems; provide training; felicitation of an individual or team; and / or to reinforce a concept or an idea (reminding or remembrance). The purposes of a family event could be to mark an occasion or celebration like anniversary or birthday; to celebrate festivals together; and /or to bring families together for celebration of occasion. Resource needs are based on how ambitious or limited the ideas are, what expertise and staffing is available, what locations or venues are available with capacity at the required dates, what timescale and what technology or other equipment will be needed. Legalities need due consideration too – Are licenses needed? Will insurance be needed? Are permits required for various activities etc.? This is the role of the operations feasibility or screening.

Skills needed for Event Execution: The event managers or EMCs have to judge their own capacities or capabilities to handle the event in its proposed scope and context. The availability of skilled human resources for efficient execution of activities, products, services, the features of the event site, communication technology, vendors, suppliers etc. have to be assessed. Large events demonstrate

a wide range of skills that were used behind the scenes and what efforts were put in. No wonder events like the International Trade Fairs and Olympic Games turn out to be outstanding successes. Similarly many managed events and activations like product launches, conventions, exhibitions employ a lot of human resource skills, technical skills, time and commitment by the event staff.

Technical and System Feasibility: Technical and system feasibility is carried out to determine whether the EMC has the capability, in terms of software, hardware, personnel and expertise, to handle the completion of the project. An event manager has to find the technical requirements of the proposed event and match it with those the company already has or has to acquire. For example, for a 'Film Awards Function', digital stage background is essential. The assessment is also based on an outline design of system requirements in terms of Input, Processes, Output, Fields, Programs, and Procedures. This can be quantified in terms of volumes of data, trends, frequency of updating, etc. in order to estimate whether the new system will perform adequately or not.

Legal Feasibility: Legal feasibility determines whether the proposed event conflicts with legal requirements. Lots of permissions are needed for holding an event. Permissions are needed from various departments like - traffic department if many people are likely to attend the event; police to play loud music or from municipality to use a particular venue etc. If you want to serve liquor (alcohol) a liquor license is required for the venue. Hence, an event manager has to ensure whether it is possible to hold an event in the framework proposed by the client, by studying the legal feasibility.

Host/Community – readiness and support: The attitude of community or audience towards the event matters a lot. While hosting large events like the Olympic or Commonwealth games, people will have to be prepared for inconveniences and changes in the city, as some businesses and residents could get affected. Hence it is important to know whether the community is ready for such an event or not. Opinions of the community vary. For some the funds used in the event could seem like a wastage of money, while for others who have an interest in the tourism industry and the economic potential of such large events, this event may seem useful and interesting. Without support of the host community it is not possible to ensure an event's success. The project's alternatives are evaluated for their impact on the local and general culture. Environmental factors also need to be considered and these factors are to be well known. An analysis of community support must take the opinions of all stakeholders into account.

Venue: Availability of the desired venue and the cost of venue rental are key considerations. Venue is largely dependent on the type of event. Your client may want to hold a wedding at a seaside cottage or at a palace or 'Haveli' (a mansion) that is usually rented for holding functions. The event manager would need to ensure in advance that such a venue is available on the date and there is no other event happening in and around that venue on that date to ensure accessibility to the venue. Venue managers can contribute to the technical success of an event. Hence their expertise plays a significant role where events are held in function rooms with tried and tested facilities along with numerous features, rather than renting tents and temporary accommodations. Along with this, the location and cost of the venue can have a critical impact on pricing and promotion. Venue cost is also determined by the time period for which it is required. Some events

use venues where setup and tearing down (dismantling) take a long time, and this results in increased rental costs

Media Support: Media plays a very important role in the success of any event. The type of event determines whether the event will attract national and international attention. Positive reporting or live telecast of many events play a decisive role in branding, specially mega events' success or failure. Usually event firms have media partners who provide media support for all the events organized by them. However, selecting right media partners who can ensure the right kind of media publicity to the event needs to be assessed in advance. If the event is a youth festival for example, the organisers should try to determine which television stations, radio channels, local publications, newspapers and magazines are most likely to be used in the area. Press releases, guest appearances and even advertisements should then be targeted at those media outlets. For example a mega sports event is most likely to be telecasted on prime sports channel. For many events media rights are also purchased or media and telecast facilities hired.

Risks Feasibility

There are many risks associated with the staging of events. A brainstorming session will help the organisers to identify and analyse risks. There may be risks like collapse of equipment / building / structures, heavy weather like wind or rain, security threats to VIPs and participants, fire, accidents at the venue, crowd control, food poisoning, breakdown in water supply or power supply, and many more. The event organisers need to have a relative degree of confidence that:

- The event will not result in a financial loss.
- The event is organised sufficiently well so that all parties are satisfied.
- The organisation's mission will be enhanced as a result of staging the event.
- The risk of injury is minimised as far as possible.
- There are contingency plans to ensure the safety and well-being of all participants.
- The venue and equipment will not suffer unexpected damage or loss.
- The reputation of all parties (including the sponsor if one exists) as event organisers remains intact.

There is a need for contingency planning to deal with potential risks. Following this, policies and procedures must be put in place to deal with every possible eventuality.

Financial Feasibility

History shows numerous organisations large and small that have run into financial difficulty and even bankruptcy as a result of staging an event. Therefore it would be prudent to ensure that the initial budgeting processes are accurate and to aim for substantial profit. Economic analysis is the most frequently used method for evaluating financial feasibility. Commonly known as cost-benefit analysis, it is used to determine the benefits and savings that are expected from event and compare them with costs. If benefits outweigh costs, then the decision is made to take up an event. In a cost-based study, it is important to identify cost and

benefit factors, which can be categorized as follows:- (i) Development costs; and (ii) Operating costs.

This is an analysis of the costs to be incurred in the event and the benefits derivable out of the event. The EMC usually earns a fee and the client is ultimately responsible for the cost of budgeted items and any variations. Assuming that the event has to make money or at least to cover its costs, possible achievable events need to be identified and shortlisted. After this an outline budget for each one should be prepared, to help the decision making process. For this to happen the organisers will have to come up with some basic financial information, both in terms of revenue (how many people attend), what can they be charged, how to raise revenues in other ways during the event, etc., and in terms of costs (what are the likely costs of the location of venue, the staffing, the equipment, the decor, the consumables, the insurance, the food and drink etc) to assess whether a profit or a surplus can be made from this. The decision of what price is to be charged to visitors and when the decision is made, is critical. Tickets cannot be sold a day after the event, nor can the merchandise that was produced for the event such as T-shirts, stationery, cups, CDs, caps etc. These when not sold will mean lost revenue for the event. Even the concessional outlets that sell food and beverages do not get a second chance at sales. Therefore, both the decision on price and the timing of this decision are extremely important in ensuring that the event audience reaches a viable level. Course -5 discusses in detail about event pricing.

Proper budgeting will provide a reasonably accurate idea of the costs involved in running the event and in deciding what to charge for the tickets. Before deciding on prices for the ticket, you need to understand the local market and the consumer's perceptions regarding value for money. For non-ticketed events such as an exhibition, price charged for exhibiting is based on costs involved in staging it and the possible number of exhibitors. For fundraising events, you need to keep within the budget, and this may be established by the non-profit organisation's committee. In some event projects, especially large scale ones, there are both *capital costs* and *running costs*. Think of the Commonwealth Games: the capital costs are about building the facilities, the infrastructure, the accommodation etc and the running costs are about operating the games.

It is most important that the would-be organisers exercise a high degree of realism when estimating possible revenues. It is vital that all costs are included. According to a well known event manager, two typical situations can spell disaster:

- i) The event goes ahead despite the loss of a major source of income i.e. sponsorship is not as much as planned; or a funding submission to the government fails; or only half as many participants enter.
- ii) An unexpected cost arises but it is too late to cancel or change the event i.e. venue costs escalate, errors are made in calculating the cost of officials, or extra equipment has to be bought at the last moment.

A general rule for running events is that they must not run into loss. There are events that have to make sufficient money to cover costs and break-even, or make a small surplus. The break-even point needs to be calculated along with minimum profit envisioned and their fees for holding an event. The break-even point has been discussed in detail in Course 5- Event Financing. When a client is

paying for the staging of an event, the EMC would develop an event budget based on what the client expects as benefits from the event. For this purpose an event manager needs to work out a tentative financial plan with both expected income and their sources and expected expenditure.

Schedule or Time Feasibility

There are a number of crucial factors that determine whether there is sufficient time to make all necessary plans and arrangements to stage a special event. In particular, there are two crucial factors: i) the ability to book a venue; and ii) the necessity to give participants an appropriate length of notice. Any event entails a number of tasks. Hence the would-be organisers should look very closely at the time allowed to complete such tasks. Events are handled as projects, the schedule feasibility is of extreme importance. A project will fail if it takes too long to be completed before it is useful. Typically this means estimating how long the system will take to develop, and if it can be completed in a given time period using some methods like payback period. Schedule feasibility is a measure of how reasonable the project timetable is. Some projects are initiated with specific deadlines.

Given the EMC’s technical expertise, are the project deadlines reasonable? Whether the deadlines are mandatory or desirable have to be determined. In a time-based study an analysis of the time required to achieve a return on investments is also undertaken. This is an important factor before an EMC finally accepts to do this event as profit both in terms of money and future business are the prime motives for managing events professionally. For example a corporate event has to be so scheduled as to capture the maximum attention and it is also ensured that nothing else is planned (especially by the rival company) for those days. For example, when planning launch of a new car model, an event manager has to ascertain that the rival car company is not planning to launch their new model in the same segment.

Check Your Progress III

Note: Use the space provided for your answer

1) Your event management company has to plan and execute a mega event. List the domains or parameters you will cover while doing feasibility assessment for such an event.

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Intext Activity 1

You have to plan and execute an Educational Conference for academicians from different parts of India. Write down the parameters you will cover to study the feasibility of this event.

2.5 SCREENING EVENTS THROUGH ALTERNATIVE CRITERIA

An event manager should undertake proper research about the corporation (client) and the environment in which it operates to enable an understanding of the client’s marketing strategies. Event managers must keep a track and monitor the economic, cultural and political environment in which the event companies and corporations operate. The monitoring helps the event manager to identify changes in the operating environments of corporations that can make a sponsorship effective for the company. The following criteria, as proposed by Crompton through a memorable acronym of CEDAR EEE, summarizes the screening process that businesses use. CEDAR EEE is used to identify appropriate sponsorship and you have already learnt this in the previous Unit. CEDAR EEE is another good way for event managers to analyse the event and identify potential sponsors. CEDAR EEE stands for:

- Customer audience
- Exposure potential
- Distribution channel audience
- Advantage over competitors
- Resource investment involvement required
- Event’s characteristics
- Event organisation’s reputation
- Entertainment and hospitality opportunities

The task for event managers is to analyse their event using these criteria and then find companies whose marketing needs can be satisfied by the benefits offered by the event. CEDAR EEE has been discussed in detail in Section 1.5 of the previous Unit. The same details are applicable here and should be learnt.

Not all of the above criteria mentioned in CEDAR EEE will be used by EMCs. However, event managers must find companies that have the promotional needs which can be satisfied by the EMC, construct sponsorship proposals accordingly and act to ensure that what is promised is delivered to sponsors.

Check Your Progress IV

Note: Use the space provided for your answer

1) What does CEDAR EEE stand for? Briefly explain its purpose.

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2.6 TOOLS FOR FEASIBILITY

There are many tools which can be borrowed from other disciplines to assess the feasibility of an event. Some important tools are as follows:

SWOT Analysis in Event Planning

The SWOT analysis is a strategic planning tool which is used to identify and analyze the strengths, weaknesses, opportunities and threats (SWOT) of an event company, plan or project. It is familiar to most event managers. For example, as mentioned in CEDAR EEE, before organizing a corporate event it is necessary to do an environmental research of the products/ services promoted and sold by your corporate client. You need to find out:

- How the company promotes its products?
- How the company wants to build / enhance the image associated with its product (also known as the brand image)?
- What is the market value and market share of the company and its products?
- What are the features of the product and who are its customers?
- What are the advantages and disadvantages of the product in comparison to competitors' products?

Thus, if you are organizing an event, big or small, this small research will help you in planning and managing an effective event campaign:

Strengths: Identifying and analysing the internal strengths of your project/ organization helps in achieving project's objectives. These strengths can be: experienced event team, high motivation level, excellent PR, good market share, strong brand name, many social media followers, usage of right event marketing tools, enthusiasm and commitment of volunteers, the specialized knowledge of any area like the lighting engineer or design creation, the wide range of products available for planning theme and décor, etc.

Weaknesses: These are those internal attributes of your project / organization which are harmful in achieving project's objectives. Weaknesses can be: lack of experience, skills and knowledge of event team; their lack of availability; low energy level; lack of funds; social loafing; lack of media exposure and corporate contacts; small social follower base; not a lot of brand recognition; small budget (not always a bad thing) etc.

Opportunities: These are external favorable factors that may occur and are helpful in achieving the project's objectives. Opportunities can be: new sponsorships; unexpected positive publicity; little competition; favorable economic conditions; availability of state of the art infrastructure; support from the local authorities; great weather coming up and many more.

Threats: These are the external factors which are harmful in achieving the project's objectives. Threats can be: high competition, little or no support from local authorities, bad weather, poor infrastructure, unavailability of raw material and poor publicity etc.

partners, social changes, new technology, economic environment, and political and regulatory environment.

Analysis Report: After conducting research on market, competitors, product/service and SWOT analysis, an event manager should create a report which contains details of all the research work done. Documentation of this research work is important later for event evaluation. Your analysis report will also help you in getting sponsorship for your event. While the purpose of conducting the feasibility of an event is to improve the strengths of the organization and maximize the opportunities, acknowledging potential weaknesses and dealing with them will minimize the risks.

By assessing potential threats and introducing contingency plans to cope up with them, feasibility of the event will improve. The choice of date, for example, can be compared using a table of dates. If an event has to launch an ecologically sustainable product, three dates can be compared such as ‘World Environment Day’, ‘Earth day’, or a day to be decided by other criteria like availability of suitable venue or feasibility of date of a chief guest. A SWOT analysis and construction of a plan enable the event planner to make informed decisions regarding the feasibility of an event and allow flexibility for the event planners to make changes as required as the event develops.

GAP Analysis

Gap analysis is a risk management tool that could look for gaps in the feasibility study and event best practices. It is best conducted during the drafting of the feasibility study because the process of compiling the study may uncover areas that have been left out. A gap analysis can be carried out by using checklists or by comparing elements to previous events. You may list: characteristic factors of the present situation, factors needed to achieve future objectives, and highlighting the existing gaps that need to be filled. Gap analysis forces a company to reflect on what it is and what they want to be in the future. As the event team may be too far immersed in the study to recognize gaps, it is wise to have another event planner to review the study.

Cost Benefit Analysis

The event manager can prepare a cost-benefit analysis as a part of feasibility study depending on the size and uniqueness of the event. To conduct such a study may require lot of time and resources for international events. The cost of such a study may be high in terms of money and time and should be carried out only if the event has an acceptable return on investment. Over time, the feasibility studies can save the corporate million of dollars by eliminating events with a poor ROI or payback and directing funds to those events with the greatest return on investment.

Initial Client Interview: According to a very experienced event manager, the initial client interview is necessary to ensure a fit between the client and the event planner or the event management team. After getting a request for an event, the event manager interviews the client as much as the client does. Nobody writes a cheque because they want to write it; they want a return on investment. Client interview is therefore an essential tool for feasibility and has been discussed in detail in the previous Unit. A review of the previous Unit tells us that understanding your client and working together for solutions contributes towards

delivering the desired event successfully by meeting the priorities, goals and objectives of the client.

2.7 WRITING A FEASIBILITY REPORT

Reporting is as important as conducting a feasibility study. It is on the basis of reports that the stakeholders would discuss all aspects of an event and possible event framework. All alternatives would be discussed and on the basis of the outcome of the meeting (based on feasibility report) the decision would be taken by the event company to finally take up an event or not.

When writing a feasibility report the following points should be considered:

- A brief description of the business / activity
- Event framework with alternatives
- The human and economic factor (resource availability and expected profit)
- Most important factor that can decide if an event will be successful or not
- Precautions which must be taken while executing this event
- Risk factors including high to moderate and low risk factors
- Suggestion of accepting or rejecting an event

Check Your Progress V

Note: Use the space provided for your answer

1) Name the important tools that can be used for feasibility assessment.

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2) Briefly explain the purpose of SWOT analysis in feasibility assessment.

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3) List the points that you will consider while preparing a feasibility assessment report.

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Intext Activity 2

You wish to organize a rural artisans' fair in your area. Do your own SWOT analysis for the event.

2.8 CONCLUSION

Feasibility assessment helps an event manager to think through many aspects of an event and plan the event for maximum benefits and success of an event. The entire event plan can be easily drawn on the basis of feasibility assessment reports. Thus, every manager must conduct a feasibility study before committing to doing an event. However, the size and details of feasibility assessment depend on the size of the event and money involved in it. Following a feasibility study, bidding for the event is done, which will be discussed in detail in the next chapter.

2.9 LET US SUM UP

Every event should carry out a feasibility study to assess the possibility of success and profitability for all stakeholders. It is a preliminary study undertaken before the real work of an event starts, and is the first step in an event decision plan. An event manager must accurately weigh the cost versus benefits before taking an event. For an event to be feasible, it has to meet the desired level of ROI.

A feasibility study has various benefits including identifying the risks of failure, decision making regarding event planning and execution, analysis of business idea in depth, and reduction of event project planning time. Events are assessed based on various domains, and a professional team can be created for the purpose, possessing objectivity, expertise and experience. Feasibility study can be done using tools such as SWOT analysis, GAP analysis, cost benefit analysis and client interview. A feasibility report enables all stakeholders to discuss various aspects of an event on the basis of which a decision would be taken up by the company whether to take up the event or not. A feasibility study that leads to an event approval, will also ascertain the likelihood of the event's success before the real work of the project begins.

2.10 KEYWORDS

- Break-even** : Break-even is the point at which an event's costs equal the revenue received for it.
- Social Loafing** : Social loafing is the tendency of people to exert less effort on a task if they are in a group than what they would have put when working alone.
- USP (Unique Selling Proposition)** : This term was initially proposed as a marketing concept and is used widely today in other fields. It is used to refer to any aspect of an object that differentiates it from similar objects. The proposition must highlight the uniqueness / specific benefit about the product, and must be strong enough to attract new customers as well as potential customers. 'Positioning' is an alternate term that is used for USP.

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2.12 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

- 1) A feasibility study is an essential tool for event managers / Event Management Companies, as it assesses the possibility of the event's success, and profitability for all stakeholders. The term 'feasibility study' denotes both - the process of the study and the resulting document itself. Also called the 'screening process' or 'finding and testing an idea,' an event feasibility study is a controlled process for identifying challenges and opportunities, determining objectives, defining successful outcomes and assessing a range of costs and benefits of an event concept. It is essential for every type of event.
- 2) Developing a successful event can be a risky investment and taking the event concept from an initial idea through to the operation stage is often a complex and time-consuming effort. Feasibility assessment provides event organizers with the opportunity to make better, more informed decisions on new event concepts and a recommendation on the best choice for resolving the issue by providing alternative solutions to a problem. For example, a feasibility study is useful for determining the best site for holding a new event, or determining whether an order can be processed by a new system in a more efficient and cost effective manner.
- 3) Yes. A feasibility study can assess and ensure an event's sustainability, through environmental compatibility. This means using environment friendly methods during the event or improving the situation existing prior to the event. The return cost i.e. participation fee for the exhibition or tax contributed for the development of the territory are some of the ways in which an event company pays for the sustainability.
- 4) Benefits of carrying out a feasibility study are the following: (Write any 2 of the following)
 - It helps in identifying the risks of failure.
 - It assists event managers in decision making regarding event planning and execution.
 - It provides support evidence for recommendations, and demonstrates the strengths and weakness of the event concept.
 - It analyzes business idea in depth, providing greater clarity on the event concept and objectives.
 - Allows for better, more informed decisions on the event concept related to logistics, finances, resources, marketing, human resource planning and management.
 - Reduces the risk of a wasted investment in – time, resources and money.
 - Helps to reduce the event project planning time, as it shows a clear path an event should follow.

- 5) Feasibility study is an important tool for the event manager or team as it establishes a logical, defensible analysis of market potential and key operating concerns regarding the products and / or services offered. Feasibility studies are also useful in providing information to make important decisions for event planning, execution, evaluation or event site location. **Primary research** identifies specific event related data required. For example, the scope of our study may identify the parameters to maximize the event acceptance; or the study may be designed to quantify event relocation projections / rescheduling to ensure better acceptability and success. **Secondary research** includes gathering data from sources like published media reports, industry data, government reports, trade association reports, university research findings, business journals and major business publications, and numerous other database.

Check Your Progress II

- 1) Following are the steps in feasibility assessment:
 - 1) Identification of event framework.
 - 2) Systematic identification and analysis of alternative ways of achieving the event objectives.
 - 3) Repeated testing of viability at each and every step.
 - 4) Deployment of event plan.
- 2) To conduct a feasibility study an event manager should have the following attributes: objectivity, expertise and experience.

Check Your Progress III

- 1) To perform feasibility assessment of a mega event, the following Feasibility Assessment Parameters / Domains will be covered:
 - Marketing feasibility
 - Audience / Target population
 - Operational feasibility
 - Resources driven by purposes; Skills needed for event execution; Technical and system feasibility; Legal feasibility; Host/community – readiness and support; Venue; and Media support
 - Risks feasibility
 - Financial feasibility
 - Schedule or time feasibility

Check Your Progress IV

- 1) CEDAR EEE, as proposed by Crompton is a good way for event managers to analyse the event and identify potential sponsors. CEDAR EEE stands for: **C**ustomer audience, **E**xposure potential, **D**istribution channel audience, **A**dvantage over competitors, **R**esource investment involvement required, **E**vent's characteristics, **E**vent organisation's reputation, and **E**ntertainment and hospitality opportunities.

There is a need to undertake research by tracking and monitoring the economic, cultural and political environment in which the event companies

and corporations (clients) operate. The purpose of CEDAR EEE is to fulfill this need so as to enable an understanding of the client's marketing strategies and how these marketing needs can be satisfied with the benefits offered by the event.

Check Your Progress V

- 1) SWOT Analysis, GAP Analysis, Cost Benefit Analysis, Initial Client Interview are important tools that can be used for feasibility assessment.
- 2) A SWOT analysis is a strategic planning tool which is used to identify and analyze the strengths, weaknesses, opportunities and threats (SWOT) of an event company, plan or project. It classifies the internal aspects of the company as strengths or weaknesses and the external situational factors as opportunities or threats. This analysis is necessary to maximize the potential strengths and opportunities of your projects and minimize the impact of weaknesses and threats. In a nutshell it reduces chances of risks.

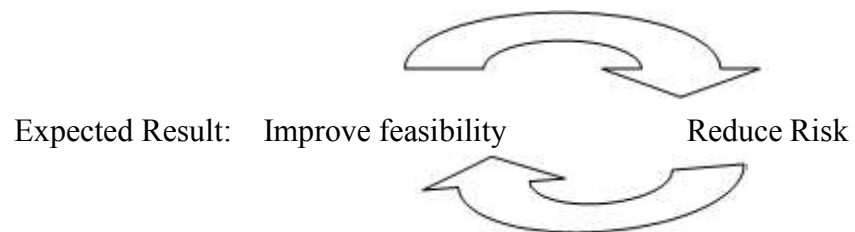


Figure: Purpose of SWOT Analysis

- 3) The points to be considered while writing a feasibility report are as follows:
 - A brief description of the business / activity
 - Event framework with alternatives
 - The human and economic factor (resource availability and expected profit)
 - Most important factor that can decide if an event will be successful or not
 - Precautions which must be taken while executing this event
 - Risk factors including high to moderate and low risk factors

UNIT 3 BIDDING FOR EVENTS – I : COMPONENTS AND CRITERIA FOR WINNING BIDS

Structure

- 3.0 Objectives
- 3.1 Introduction
- 3.2 What is Meant by Bidding for Events?
- 3.3 Event Bidding Life Cycle: The Process
- 3.4 Key Bid Components and Criteria
- 3.5 Critical Factors in Winning a Bid
- 3.6 Destination Level Bids
- 3.7 Conclusion
- 3.8 Let Us Sum Up
- 3.9 Keywords
- 3.10 References and Suggested Readings
- 3.11 Check Your Progress - Possible Answers

3.0 OBJECTIVES

This Unit is concerned with the process undertaken for bidding, to host different types of events. In the previous Unit we had learnt how a feasibility study helps in understanding whether an event is a practical and reasonable initiative and how bid requirements can be met with the resources available. After the feasibility of the event is assessed, preparing of the bid starts. After studying this Unit, you should be able to:

- Understand the process of bidding;
- Identify the key components for successful bids; and
- Determine the critical factors in the winning of bids.

3.1 INTRODUCTION

Nations are becoming competitive in providing advantages offered by global and regional events. Any event, big or small, whether activations, digital, experiential marketing, sports, entertainment, festival or fund-raiser, stakes in ensuring a successful outcome.

We have learnt in the previous Unit about how a feasibility study is conducted to assess the possibility of an event's success. A feasibility study enables us to see whether pursuing an event bid is a practical and reasonable initiative, and determines the plausibility of meeting the bid requirements with the resources available. To become a successful event manager, a basic knowledge of feasibility study and proposal generation, through bidding is essential. Hence, a confirmed bidding process is necessary so that any event can be organised successfully. A

bid is prepared to host an event and is an essential aspect of the event planning process. Any required bid is prepared only after the feasibility of that event has been assessed and a decision has been made to go ahead with that event. The present Unit discusses the process of bidding, to procure an event.

3.2 WHAT IS MEANT BY BIDDING FOR EVENTS?

Any corporate organisation or a representative body is responsible for the challenging task of selecting the bidding organisation (here the Event Management Company or Professional Event Organiser), who will stage the event. Hence it will ask every rival bidding organisation, to produce a proposal with details as to how they will organise and stage the event. This process of supplying a proposal is referred to as the ‘bid process.’ The bid process will enable the bidding organisation to demonstrate its capability and resources to stage the event. This is the primary reason behind the bid process.

The preparation and implementation of a bid to host an event are an intrinsic part of the event planning process. As mentioned, a bid should be based on a feasibility study where preliminary figures for the costs and benefits are calculated. It is necessary for the feasibility of the event to be assessed (discussed in the previous Unit), before the decision is made to go ahead and submit a bid. This is because many events have a high financial risk, while some events involve low costs and hence small financial risk.

After the bidding process is over, a particular bidding organisation is selected to hold the event, over other rival bidders due to certain reasons. These reasons could be that the bidding organisation selected has better facilities and resources than other rival bidders, there is greater financial backing for the event than other rival bids, the public support is more assured, and spectators will have better facilities.

3.3 EVENT BIDDING LIFECYCLE: THE PROCESS

The event bidding process is mainly communication between two main players: the event owner and the event bidder. The event owner is the client who owns the rights to an event, and is the one who is seeking a host to organise and run an event successfully for her/him. The event bidder is the event company that tries to secure the rights to host an event.

The bidding process has a lifecycle attached to it. Any bid application has a two-part lifecycle (the bid and post-bid outcome). Ingerson and Westerbeek have given seven-stages within the event bid procedure, with criteria ranging from the formation of a bid committee to a post-event analysis. These stages can often overlap during the bidding activity. However, again these stages are not clear-cut, and may vary depending upon the type and scale of event.

Also the event bidding lifecycle is not a rigid procedure that has to be followed by all EMCs for all events. It is not an exact science whereby success can be guaranteed by following a set formula. The event bidder usually tries hard to achieve a state of ‘best fit’ through maximum efforts, in order to win an event bid. Hence every bid process is unique and new.

The optimum bid process, depicted in Fig.3.1, is a cyclical process and by repeating this cycle of seven phases, bid organisations will become more successful. From phases one to four the bid team is formed, which creates and submits the bid application. If the bid is successful, phases five to seven are carried out by incorporating the remaining stages of event development with the help of the bid contents and bid team.

The event bidder (i.e. the event company) initially receives Request for Proposal (RFPs) or Request for Quote (RFQ) from an event owner who is looking for an organization to run their event. At this stage the event bidder should request from the event owner the list of bid criteria if this is not included in the RFP. A look at this list and the RFP will give the event bidder an understanding of what is required by the event owner to hold the event and whether the bidder has the resources to prepare and submit a comprehensive and competitive bid.

Phase one of the bid process consists of *formation of the bid committee*, which is the identification and gathering together of a group of people who will represent the key stakeholders of the city, state or region, preparing and planning for the bid. These people will create a bid team to prepare the bid, that must be presented to the event owner.

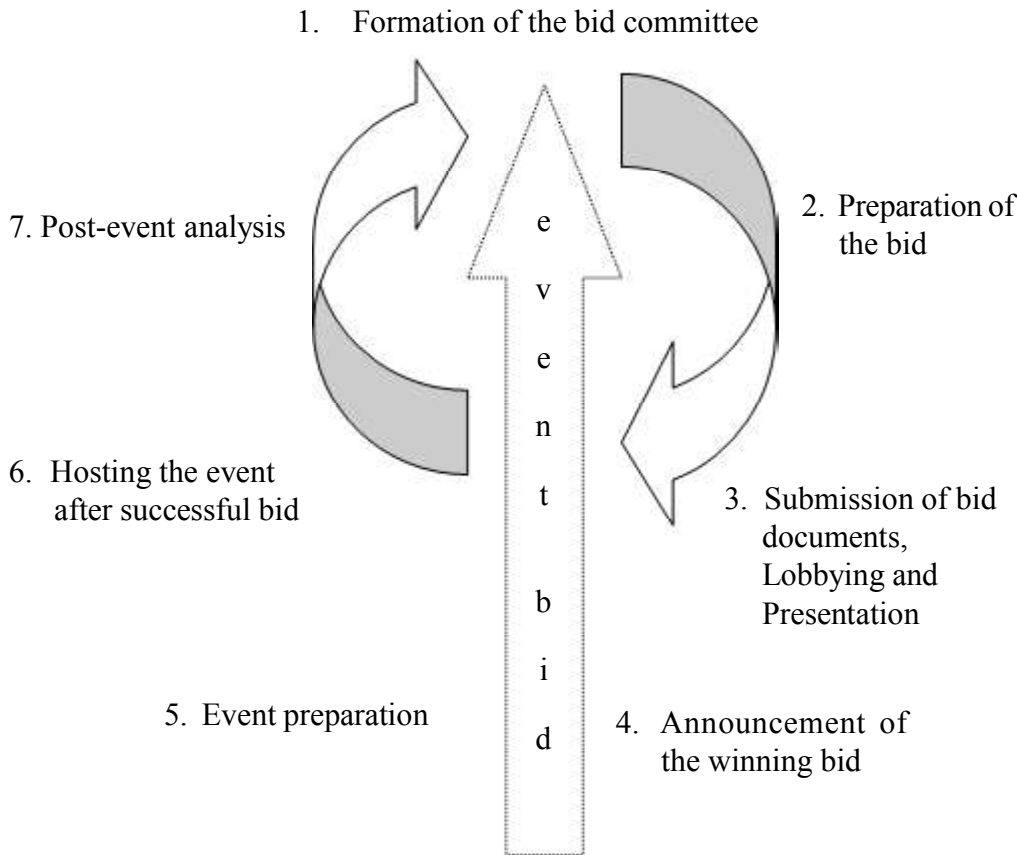


Fig. 3.1: The Cyclical Bid Process

Source: Adapted from Ingerson and Westerbeek (2000).

Phase two consists of the task of *preparing the bid*, once the bid team is formed. The bid preparation phase will consist of steps in acquiring knowledge about the bid, meeting requirements of the event through this documentation, and establishing contact with key partners and officials. This preparation process will lead to submission of the relevant bid documents.

Phase three is the *bid submission phase*. Here the bid collateral i.e the bid document and the supporting material are submitted to the event owners. This may happen months before the bid presentation. Once the bid collateral has been received by the event owner, the event bidders are invited to present their bid to event owners. Sometimes the bid collateral can occur just before the presentation or during the presentation. For events that are of international caliber, the event owners can conduct site visits of bidding destinations, at this stage. This can happen for national or regional events too. At this stage there is lobbying of key decision makers followed by presentation. In many situations the event owners may not ask for a formal presentation of the bid.

Bid presentation happens mostly after the collateral has been sent. Presentation is the most crucial stage of bidding where the bidders make a live presentation to the event owners once the collateral has been sent. Presenting the bid is the event bidder's last opportunity to influence the outcome of the bid. Till this time the bidder continues to lobby with those who have the ability to influence and make the final decision. During this process the event bidders utilize their relationships that they had developed leading up to the bid. Finally at the time of presentation, the bid presenter, with the help of professional presentation skills, tries to address all the essential criteria for bidding that the event owners had requested. At this time less formal lobbying also frequently takes place among delegates and participants. The bid presenter can also present supporting factors that will add value to the event.

Phase four will be the decision of *success or failure of the bid*. Once it is declared that the bid is successful, the remaining three phases – *preparation, hosting and post-event phases*, that are connected with the event itself, will be handled by the bid team to ensure success.

It is to be noted that after presentation and success of the bid, inspection and visit of site is important. Any changes in site can still be adjusted in the final bid. Site selection is based on the scale and target of the event. Every experienced event planner knows that venue can make or break the success of an event. Hence selecting the right venue is important, as even a small mistake can cause major problems to attendees. For this the EMC should identify the event owner's needs and select venue accordingly. To show the value of the venue for the event, the event manager / event planner should keep a record of past events, including total registration, attendance of people, and number of nights used in accommodation. Knowledge on previous use of a venue for the event, and the number of people who actually attended it, will help event planners to confidently block the space and the rooms for the group attending the event.

In order to get a good deal, one can explore alternative destinations for the next event, that provide quality facilities and excellent services to the attendees well within the budget. Likewise, the time of the year and city-wide availability play a major role in venue selection. For example, choosing the right venue in peak season can be challenging with a small budget. But venues offer lower rates in off-season, and maximize their event space. The event owner should provide information on the right hotels when sending the RFP to the bidder. For example, information should be provided on rooms and set-ups, technological needs, catering (food and beverage) requests, that can accommodate the group. One should also be updated on promotions and incentives that are currently being

offered by various venues, in order to score a better deal. By making multi-year deals, you become a repeat customer for site selection, and this gets you your venue on a concession. Useful online sourcing tools and electronic requests for proposals (eRFPs) for event venue selection can be used for simplifying the sourcing process and reducing costs. Sensitivity to different cultural, political and economic situations when bidding for international conventions, in particular, is a vital requirement.

A further detailed study can be conducted after the bid has been accepted in order to begin planning the implementation of the event. But this process may not be of any use in major events because new cost factors get identified in due course, that are widely apart from the event budget. The Sydney Organising Committee of the Olympic Games formally readjusted its event budget on four occasions after it had decided to go ahead and in the final stage, its costs increased way beyond their original forecasts.

The benefit of the cyclical bid process, discussed above, is that, whether the bid is successful or not, efforts will be made for a successful outcome, and the formation of a team with key knowledge and expertise in bidding will remain intact.

The bid application lifecycle therefore tells us that the process of bidding is not a simple one-off technique, but involves a great deal of thinking, gathering of teams and expertise. It also enables improvement in the techniques adopted by bidding organisations. The cyclical bid process helps to identify a best-practice approach to bidding for key events.

Factors Involved in Deciding for Bidding

The process of competitive bidding shows that internal departments of organisations are efficient in their practices. An RFP or an RFQ could be just a way of collecting event ideas or a way to find out who is in the marketplace. It might not be a real request for an event proposal. This often happens in the event business and the submitted proposal may also be a way of staying on the firm's approved vendor list. This is because most companies have a list of suppliers and vendors whom they prefer. They will send RFQ and RFP only to these approved vendors. For the event company, to work on an opportunity may require efforts, time and energy in preparing a proposal. Developing and delivering of event proposal will be discussed in detail in the next Unit. One needs to think if an opportunity is worth the effort of making a proposal. If the proposal is successful, will one be able to hold the event? One needs to weigh on all accounts.

One also needs to see who the likely competitor would be. Identifying the competition, their advantages and disadvantages, and their possible influences should be analysed through SWOT analysis. Within a corporation the competition will be with other projects for funding. Finally, the bid's ultimate objective is to benefit the event management team as well as the client, which we have discussed earlier too. The bid specifications can be changed with the help of professional event management inputs, if the bidder is not able to fulfill some specifications.

Check Your Progress I

Note: Use the space provided for your answer

1) What is meant by bid process?

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2) Explain the stages in the bidding lifecycle?

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3.4 KEY BID COMPONENTS AND CRITERIA

Several key factors are responsible for the winning of bids. These are: bid book and presentation, gaining of stakeholder support, bid support through subvention, political risk analysis, knowledge of bidding and evaluation process and management and communications. Every event has different criteria for the bidding process.

Bid Book and Presentation

The bid book is also called the bid document. This is the hardcopy of the proposal that is prepared by the event company which is bidding for the event. The preparation of the proposal needs to be thorough, and the list of considerations have to be highlighted in the presentation. Writing an event proposal will be discussed in detail in the next Unit. An attempt has to be made to make the bid document strong so that it can differentiate itself from other bids. There is an opportunity to make a presentation, and for the Olympics this is limited to one hour. For the Olympics there are 18 themes that are required by the IOC. These 18 themes are the key elements on the basis of which a city is evaluated (See Box No. 1 for Case Study of the Olympic Games Bidding Process).

Box No. 1

The Olympic Games 2012 Bidding Process: A Case Study

Here we shall discuss the candidature acceptance procedure and the key bid components and criteria of the Olympic Games Bidding Process. The key factors required for successful bidding, and the assessment of bids, can be strategically used for legacies and other benefits whether they win or not. The International Olympic Committee (IOC) awards its games to cities not

countries and, in some cases, there are national competitions for interested host cities to win the nomination of that nation's National Olympic Committee (NOC). The IOC gives a 6 months warning to NOC, approximately 9.5 years before the Olympic Games to decide in nominating a host city. For the bidding competition, it is only the NOC that can nominate a host city to the IOC. For example, the United States Olympic Committee ran a competition between Houston, San Francisco, Washington and New York, from which New York became the winner.

For the Olympic Games 2012, the initial pre-applicant phase involved the host cities to contact their respective NOC and get into the selection procedures in order to be chosen for nomination to the IOC. For the candidature acceptance procedure, the NOC nominated cities were classified as applicant cities and answered a questionnaire in writing. This information was then assessed by the IOC administration and their experts. Although formal presentations did not take place, city visits by experts were allowed. The IOC Executive Board then informed the applicant cities which ones were to be accepted as the candidate cities to go forward to the next stage.

The applicant cities are assessed on their own potential and their countries' potential to host a successful multi-sports event. The applicant cities are also assessed on the basis of the IOC's Olympic Charter, the code of ethics and other conditions that are fulfilled for candidature.

The questionnaire that is to be filled by applicant cities is based on the following themes. Each theme consists of several questions, and answers for certain sections use - pro-forma charts, details on elements like spectator capacity, venue design, construction and upgrade dates along with their costs and financial sources specifically. Fifty copies of the questionnaire are to be submitted to the IOC.

Motivation, concept and public opinion: This section depicts maps showing new versus existing infrastructure, and the reasoning behind building of new infrastructure, such as post-Olympic use. In this section, public support through polls is also discussed. Any opposition to the bid should also be mentioned.

Political support: This section informs about the government's support in the event and future political elections if any. Letters from the government, the NOC and local government authorities should be included as proofs for their support of the bid.

Venues: This section talks about existing and planned venues, on a temporary or permanent basis. Specific plans for an Olympic village, international broadcast and press centres are requested.

Accommodation: This section concerns hotel arrangements and media accommodation at the time of the event.

Finance: In this section information is provided on the budget for the games from every applicant city, including the amount of government contribution. They should also inform the IOC as to how their phases of candidature will be funded.

Transport infrastructure: Here information has to be given on existing and planned transportation that includes rail, road, air, subway etc. Other details include construction timelines for new facilities.

General conditions, logistics and experience: In this section information has to be provided on meteorological and environmental conditions, the impact, security responsibility, other resources, and information regarding population expectations at the time of the event. Experience of the city in hosting international sports events and multi-sports events, specifically for the last 10 major events, over the previous 10 years is required here.

Each of these themes consists of several questions. Certain sections' answers are in the form of proforma charts, such as in the case of venue where details of elements like spectator capacity, construction and upgrading of venue including costs for upgrading, and sources of finances should be highlighted.

Accepted candidature cities are required to submit a candidature file to the IOC. This file is then evaluated by a Commission consisting of members of International Federations, NOCs, IOC members, representatives of the Athletes Commission, the International Paralympic Committee as well as all the IOC experts. After analysing the files, the Commission undertakes a visit to all the candidate cities that were submitted to the IOC. For the 2012 Olympic Games, these were London, Madrid, Moscow, New York and Paris.

Candidature cities that have been accepted by the IOC can undertake international promotion of their candidature at this stage. A candidature file having comprehensive guidelines called 'Manual for Candidate Cities' is provided by IOC, to be filled up by candidature cities. This manual has 18 prescribed themes as mentioned earlier. These themes can be applied to any bid application document, for any type of event. The themes can be seen in Box No.2, showing Beijing 2008 Olympics - Bid Book Highlights.

For the election of the winning city, the IOC session took place in Singapore on 6th July 2005 and the candidate cities each made a presentation of their bid. After the presentations, there were various rounds of voting by IOC members and London was declared the winning city. The entire process from the beginning took 6 years of planning to reach this stage. For London, it took 7 years more of planning, from then, before the implementation of the event in 2012.

It can be seen from the Olympic Bidding process that the IOC process is highly sophisticated. This forms a useful model for the bidding of other sports events.

Source: www.olympic.org

For example Sydney, won its bid for the 2000 Olympics because of its 'green' approach. Here the Australian government claimed that it was the first true green Games and was the force behind the introduction of environmental criteria for Olympic hosts. The rival bid was from Beijing that highlighted human rights issues. Later, for the 2008 Olympics, Beijing won the bid by emphasising on social changes and making a case for itself as Beijing being the country with the world's largest population 'deserving the games.' This was the key content in Beijing's 2008 candidature file (Box No.2). For winning the bid for 2008 Olympics, Beijing used Weber Shandwick – a communications agency which Sydney had used previously. Hence it is to be noted that previous experience in both bidding and bid communications plays a major role in the winning of bid.

Beijing 2008 Olympics: Bid Book Highlights

The Beijing bid book for the 2012 Olympics consisted of three volumes and 18 themes as below:

Volume 1

Preface

- Letter of support by President Jiang Zemin
- Letter of support by Premier Zhu Rongji
- Letter of support by Liu Qi, Mayor of Beijing
- Letter of support by Yuan Weimin, President of COC

Introduction

- Theme 1: National, regional and Beijing characteristics
- Theme 2: Legal aspects
- Theme 3: Customs and immigration formalities
- Theme 4: Environmental protection and meteorology
- Theme 5: Finance
- Theme 6: Marketing

Volume 2

Introduction

- Theme 7: General sports concept
- Theme 8: Sports - archery, athletics, rowing, badminton, baseball, boxing, canoe / kayak, cycling, equestrian, fencing, football, gymnastics, weightlifting, handball, hockey, judo, wrestling, swimming, modern pentathlon, softball, taekwondo, softball, tennis, table tennis, shooting, triathlon, sailing, volleyball
- Theme 9: Paralympic Games
- Theme 10: Olympic village

Volume 3

Introduction

- Theme 11: Medical / health services
- Theme 12: Security
- Theme 13: Accommodation
- Theme 14: Transport
- Theme 15: Technology
- Theme 16: Communications and media services
- Theme 17: Olympism and culture
- Theme 18: Guarantees

Conclusion

The use of Feasibility Study, Candidature Document, Bid Questionnaire and Bid Dossier in the International Olympic Committee bidding process

The following documents were used in the International Olympic Committee bidding process, in its selection of host cities for the summer and winter games. However these can be used for other events too.

Feasibility study has been discussed in detail in the previous Unit. A feasibility study assesses elements such as experienced human resources, financial and technical resources that are required to host an event. Further, an event is feasible only if it can meet the desired level of RoI (return on investment). A **candidature document** consists of the deadlines and processes that must be followed for a bid submission. The **bid questionnaire** is a list of questions that are there in the candidature document. These questions must be answered, in order for the bid to be considered complete by the governing body or organisation that is awarding rights to host the event. The **bid submission or bid dossier** should provide the overall plan, strategy and resources as well as outline supplementary details, plans and testimonials of support that will strengthen the bid before other competitors. The dossier provides answers to the list of questions that will be asked in the bid questionnaire. Examples of a candidature document and a bid questionnaire can be viewed at the International Olympic Committee (IOC) website <http://www.olympic.org>.

Table 1: Candidature Acceptance Procedure for the 2016 Olympic Games

Phase 1	Phase 2
13 September 2007: NOCs to inform the IOC of the name of their applicant city	August 2008: Olympic Games observer programme in Beijing
1 October 2007: Signature of the candidature acceptance procedure	12 February 2009: Submission of candidate files to the IOC – received from Chicago, Tokyo, Madrid and Rio de Janeiro
1 October 2007: Payment of the fee to the IOC, US\$150 000	September 2009: Report of the 2016 IOC Evaluation Commission
15 October 2007: IOC information seminar for 2016 Applicant Cities, Lausanne	2 October 2009: Election of the Host City, IOC Session, Copenhagen; Rio de Janeiro declared as the host city for the 2016 Olympic Games. Chicago was eliminated first, Tokyo eliminated second; the scores in the 3 rd round were Madrid 32, Rio de Janeiro 66.
14 January 2008: Submission of application files / guarantee letters to the IOC- received from Prague, Doha, Baku, Chicago, Tokyo, Madrid and Rio de Janeiro	
January to June 2008: Examination of application files by the IOC	
June 2008: IOC Executive Board meeting to accept candidate cities	

Sources: www.gamesbids.com ; IOC (2008a)

The members of a bid evaluation commission are involved in making the selection of the winning bid by making a bid tour. If the event company has been given the opportunity to do a bid tour, it means that their bid dossier / submission has been shortlisted amongst other potential EMCs that are eligible to host the event. In

the bid tour, the information in the bid dossier will be presented and other areas such as facilities and ceremonies planned, support of local community and business for the bid will be done; all of this to promote why an event company's bid should win the competition to host. A bid tour involves arranging the needs of the bid evaluation commission members from the moment of their arrival until their departure. The Olympic Games Bidding Process discussed in Box No. 1 can be referred again at this point. Table 1. depicts the candidature acceptance procedure for the 2016 Olympic Games.

Intext Activity 1

To enhance your knowledge and trigger interest in the process of bidding you can select two or more events of any kind from the website. List the key component and criteria used for bidding in each type of event.

Stakeholders' Support

The growth and professionalization of events show that events serve a number of needs and demands by various stakeholders such as government objectives, regulation, media requirements, sponsor needs, community expectations etc. Thus the event bidding process involves facing a range of stakeholder expectations and the success of any event can be achieved by balancing these needs and demands. On the other hand, there has to be commitment from all the events' stakeholders too and this is a necessary element required to win the bid. National governments, major stakeholders, are increasingly lending their support to city / regional convention bureaus in the process of bidding and delivering major events. A principal stakeholder group is the local community. Most events involve the community members in consultation. Prospective hosts look for support of public opinion – this is now one of IOC's bid criteria for the Olympic Games. A contemporary tool for this process is a website, and early in the planning process, both London and New York developed sites with information on benefits of hosting the 2012 Olympics. The purpose is to convince the stakeholders that in hosting the event there are more benefits than costs. For major events, websites help in the distribution of event strategies, impact reports, feasibility studies, spokespeople comments and progress to date. Besides, public forums, launches and networking with press are key communication activities.

Subvention

Subvention is increasingly becoming an essential component in bids in order to secure (get) international and national conferences and other events business. Subvention, as defined by Oxford Dictionary of English, is a 'grant of money', especially from a government. Subvention is being recognised as the single most important factor for attracting many types of conferences, especially those belonging to international associations. Subvention can be used for the cost of venue rents, social programmes, room hire, accommodation and food. In 2012, Scotland established a Conference Bid Fund of 2 million pounds to bring almost 50 international association conferences before 2021. It is expected that these congresses, covering a wide range of topics like life sciences, education, food, renewable energy, would attract 62,000 delegates and generate revenue of almost 106 million pounds.

Political Risk Analysis

It is important to consider political risks. A change in the government can alter / change bid support. Stability of a country and the municipal politics of the city, along with stability through financial support, support bidding of an event. For example a project such as a music festival or trade fair that was approved by the previous government may be disapproved by the new government. Economic changes such as changes in taxation, for example, introduction of GST (Goods and Services Tax) in India, or importation related, can also have an effect.

Knowledge

Knowledge of the bidding process is an advantage, but can be attainable only through experience. If the bidder presents a portfolio of events and evidence of previous successful event management, it will be an advantage for the bidder. If this is not possible, there should be recruitment of carefully selected personnel who were executives involved in previous successful bids and those who have superior knowledge. An understanding should also be there of the formal decision making process of the event. Additionally, knowledge of the owning body and its corporate partners is also important, as these will relate to the plans for any commercial activities for the event. The bidding process is basically a competition and it will be very helpful if the bidding team acquires knowledge not only of the rival bid content but also of those individuals who will be presenting it. This will increase the bidding team’s capacity to improve their own bid in meeting the required criteria.

Management and Communications

At all levels of bids, it is the personnel (team) that make the bids winnable. Besides experienced executives, a strong bid team is advantageous that includes leaders and figureheads. David Beckham, Tony Blair and Mathew Pinsent were used in the London 2012 bid team with comments of support and attendance at key events including the IOC session in Singapore. The use of strategic communications is very important in the winning of the bid. The key aspect of strategic communications is to create a strong brand. Whether the event is of a large scale or small scale, a brand will help integrate communications. Key components of the branding process are creation of themes and logos. The key issues of the event content should be incorporated into the brand to help in winning the bid. For an Olympic Games bid, a success factor involved the ‘fit between the bidder’s and the International Olympic Committee (IOC) members’ perceptions of the bid offers.’ This means that the bid presenter must anticipate what the IOC will perceive as important in a bid. Infrastructure such as capacity for the provision of appropriate accommodation, transportation, venues, finances, telecommunications and technology are important for the success of a bid.

<p>Check Your Progress II</p> <p>Note: Use the space provided for your answer</p> <p>1) Describe the key bid components and criteria in brief.</p> <p>.....</p> <p>.....</p> <p>.....</p>

3.5 CRITICAL FACTORS IN WINNING A BID

A number of considerations have to be taken into account when applying to host events. Essential factors for bid success, as given by Emery, Westerbeek, Turner, Ingerson, and Persson are: possessing relevant professional credibility, fully understanding the event brief, understanding the decision-making process, and knowing your strengths and weaknesses related to the competition. Credibility and capacity to deliver the event are fundamental to any application. A bid needs to be politically positioned in order to gain success, i.e. finding out and understanding the personal perspective of each member on the bid commission, who will evaluate the bid, and trying to meet them.

In a competitive bidding process there is more than one bidder. Over the years, many critical factors have evolved for successful bidding. They are also the evaluation criteria used by the bid evaluation commission. The key critical factors or considerations in the bid process, are discussed under the following subheadings:

Ability to Organise Events: A solid track record in organising similar events goes to show the ability to organise an event. This means that the experience in hosting event is a major success factor, along with the scope of knowledge of members on the bid team. The network and capability within the organisation to manage the event includes the event management (administration) expertise, the technical expertise within the network, facilities, event equipment and overall financial support (public and private) to fund the event. These are all the base requirements that directly relate to the actual event being hosted. Technical elements include such features as facilities, event location, proposed budgets, personnel (including staff knowledge and experience), equipment, and other resources that contribute to the successful staging of event. A site visit adds to this technical part of the bid process.

Accountability: This is an element that provides evidence of the event's reputation in the market, its advantageous venues, previous success in hosting events leading to generation of goodwill and benefit to the community, that is creating legacies.

Bid Team Composition: This is an essential element that includes the talent mixture of members involved in the bid development. Bid success is dependent upon in-depth knowledge and networks, processes and people – in other words external support at the very highest levels of the government, state level, district level and commercial sector. All this suggests that the organising team (bid team) itself is an important element that could enable the winning of a bid. Understanding the event owner's perception is important for the bid presenter. To increase the bid evaluators' perception of the bid, the bid team officials should display selling capacities. Good bid team composition emphasizes the need to recruit, train and develop individuals with specific bidding skills. Besides having considerable experience in hosting successful events, there should be expertise in developing experience i.e. to create experiential learning through events.

Ability to Communicate: In order to enhance the opportunity for a successful bid, communication is a critical factor in event bidding. The chances of a bid's success are enhanced with the use of written, verbal and visual communication.

An ability to communicate is used in every task of the bid process and can help in the success of a bid dossier, a bid tour and all the other components in the bid process. The bid dossier, a useful document that communicates the proposed plan of hosting an event, communicates the intention of the event manager to host the event and provide answers to a bid questionnaire. Based on the nature of the event, a bid dossier may also require written communication in different languages. Effective use of different languages is an opportunity to position the bid for success. Good representation of facts can influence the understanding of the bid commission / evaluation members to assess the bid. While conducting a bid tour, communication plays a vital role.

There are formal and informal verbal communication opportunities that can lead to the success of a bid. These opportunities include structured meetings with the bid commission members to present details of the bid, meetings with key stakeholders such as key sponsors or venue managers, and meetings that are used to build relationships with event supporters such as volunteers, small businesses and organisations.

Relationship Marketing: Relationship marketing means the relationships and ‘friends made’ between the key parties in the bidding process. This is a key requirement for bid success. The chief relationship is that of the key partners – the event bidder (host) and the event owner (promoter) who owns the event. The most important aspect is the trust that is built over the initial experiences between the client (owner and promoter) and the event manager (host). This trust ensures a level of confidence in the abilities and alignment of the event manager with the client’s business model and requirements. Relationship marketing ensures a sustained business between the event bidder and event owner. The bidding team is also required to present a highly specialised network of relationships to the event owner.

To strengthen its position, the event bidder must seek to enter into relationships with other organisations in order to provide resources and ties that will benefit the bid. At the internal level, by including experts, the bid team can convince the event owner that there is sufficient internal expertise, including technical expertise and capacity within the bid team to successfully develop the requirements relating to the event. At the external level the bid team can develop political support and access to major infrastructure projects in support of the bid. In the context of large events, primary connection would mean for example, a bid team forming an alliance with for example, major organisations representing athletes such as players’ unions or athlete management companies. Such a connection will strengthen the bidding organisation with high profile identities to show in the bid. This will make the bid noticed in political, media and profile terms. Secondary connections can be represented through bidder and international media brought in by the event owner. This represents relationship with such groups as sponsors and the media, including local media brought in by the event. Tertiary relationships suggest formation of close ties with politicians, sponsors, city officials and media members, who have sufficient positional power to support the event organiser’s bid. Such relationships can have a crucial influence on the event owner. Above all, convincing the event owner that the host city / town has the necessary infrastructure to hold the event successfully plays a very important role for the success of the bid. The more skilled the bid team members are at relationship marketing, the greater the strength of partnership that is being built and interactions will be favourable for both parties.

Political and Economic Support: This indicates support from the government for the event bid. Political stakeholders often associate themselves strongly with event bids in order to show their local or national identity, their connection with global culture, their recognition and local or national pride. The strength of the government support is seen by the level of spending on infrastructure and the use of money towards attracting events to the city or country. Political support is important in gaining stability from the point of view of getting vital resources – financial, infrastructure facilities, physical and human resources, as well as the political and financial stability of the city and country, in relation to the formulation of (longer-term) government policies that will clearly contribute to the quality of the event. In addition to this events attract investment to a region from business visitors and non-business visitors, such as the Trade Fair in Delhi. Major events are linked to large and wealthy corporations and governments, due to the wide range of economic benefits that are generated.

Infrastructure: This element provides proof of availability of excellent facilities and an ability to meet event component requirements related to accessibility, technical facilities, accommodation, transportation etc for the event.

Existing Facilities: At the time of bid submission, the current status of the event facilities, construction dates and accommodation capacity should be highlighted. Infrastructure such as capacity for the provision of appropriate accommodation, transportation, venues, finances, telecommunications and technology are important for the success of a bid.

Communication and Exposure (media): This element highlights the reputation and capacity of the host city as a destination, to develop media exposure opportunities for the event. To support the bid, it also highlights communication requirements for hosting and promoting the event, as well as the capacity to handle communication systems. Communication and exposure of the event through media also reflects city marketing, that goes to show how reputed a particular city is as a major tourist destination for a festival or fair or any kind of event. The communication and information technology systems that exist ensure national and global media exposure of the event. Marketing and public relations techniques are also frequently used as a mechanism to get citizen support for a bid for major events. However, these campaigns, meant for backing or supporting the bid are carefully handled through media management.

Concern for Environment: In recent years an element that is gaining prominence in event bid success is concern for environment. Sports, recreation, MICE and tourism bid submissions or dossiers have started to mention how the event and its participants are going to protect the concern for the environment. Significant examples are the FIFA (Federation Internationale de Football Association) Federation, who released a legacy report on environmental practices from the Germany World Cup and the International Federation of Motorcycling who produced a code for protecting the environment, in 2006, to be followed when producing events. This code is now instituted for all races. In addition, in 1999 the IOC established Agenda 21, a document designed to bring its members into a programme that supports the environment. The Athlete Code of Conduct that was released by IOC in 2006 stated that athletes were environmental role models. The IOC code of conduct presented six key principles that included avoid wasting water, avoid wasting energy, travel as efficiently as possible, consume responsibly,

dispose off waste properly, and support environmental conservation and education. Event organizers and athletes are expected to protect and promote environmental sustainability. Since major events and games could drive tourism, the IOC code of conduct can also be used for tourists. Bid dossiers should hence indicate how the event and its participants will protect the worldwide concern for the environment.

Besides the above key success factors, additional significant factors that could help in the winning of bids are (i) commitment - given to full-time bidding, (ii) having a bidding presence, (iii) competitive environment - a global understanding of other bidders and events, (iv) creative statistics – present credible event specific information.

For every bid a variety of considerations are perceived as being an important part of the bidding process. For cities and nations, bidding for events is a justified practice to bring about changes in the economic, physical, social, cultural and recently, the environmental landscape as already mentioned, to create legacies. Sometimes two bids are identical in technical aspects, but how does one city succeed over another in gaining the rights to stage an event? This happens because there are other factors beyond the purely technical components that play a critical role in the success of selection process. For example, when Athens was granted the right to host the 100-year anniversary of the Olympic Games in 1996, it was felt that it would win the bid as the destination Athens was a strong emotional reason for its winning. But Athens' bid was unsuccessful and Atlanta won the bid as the host city because of its impressive marketing campaign on the International Olympic movement, carried out by an effective youth-friendly lobby team. In hallmark events like these, a whole range of criteria comes into play.

3.6 DESTINATION LEVEL BIDS

In a highly competitive world, with no shortage of suitable locations for meeting, it is generally easier to attract MICE and other events to a well-marketed destination.

Destination level bids are prepared with the help of Convention Bureaus or Destination Marketing Companies (DMCs) / Destination Marketing Organisations (DMOs). Convention bureaus are marketing or promotional agencies that operate at the level of a country, a region within a country or a specific town or city. Convention bureaus attract conference business to that area. For example the Moscow Convention Bureau was set up by the government of Moscow in August 2013 with the purpose of providing assistance and guidance to convention organisers who are willing to consider Moscow as the next meetings destination. It is entirely supported by public funds. The Indian Convention Promotion Bureau (ICPB) has been promoting India as a preferred MICE destination, under the direction of Ministry of Tourism, Government of India since past 25 years. Its members comprise of the hospitality industry, private and government organisations that are involved in MICE tourism. Box No. 3 gives a glimpse of the role played by ICPB in promoting MICE business.

Role of the Indian Convention Promotion Bureau (ICPB) in promoting MICE business

The ICPB has been providing free information and infrastructural assistance to its members in organising and hosting many successful international conferences and conventions. It also brings MICE business from around the world to the country. ICPB facilitates and supports event planners and other related organizations during the bidding process for international conferences. The areas in which the assistance of the Bureau expertise could be sought are as follows:

Detailed budgeting of the event.

Worldwide promotion and publicity of event.

Booking of accommodation and convention venues.

Organizing social and cultural programmes.

Parties and catering services.

Sight-seeing/ pre and post conference tours.

Airport receptions and transportation.

Inaugural and closing ceremonies.

Recording and printing of proceedings, simultaneous interpretation, public relations, protocol, accounts and audit.

Source: <http://icpb.org>

Business events, conferences and also tourists are attracted to destinations with the help of Destination Marketing Organisations (DMOs). Examples of DMOs are the National Tourism Organisation, State Tourism Organisation and local DMOs that are responsible for the management and marketing of tourism. The State of Rajasthan in India is one of the most favoured tourist destinations for both domestic and international traffic. The Rajasthan State Tourism Department promotes fairs, festivals and cultural programmes. For tourism promotion, publicity and aggressive marketing, the State Tourism Department of Rajasthan makes efforts in organising international conferences, exhibitions and seminars. The department has organised events outside India too such as road shows in USA, and has participated in international / national level conferences, seminars and exhibitions for tourism promotion.

Many Event Management Companies (EMCs) of large and small events use the services of a DMC, particularly when the event is being held at a destination that is not known to the EMC. DMCs are usually based at the destination in which the event takes place. DMCs have knowledge of local suppliers for events, the local language and culture. They can therefore provide assistance to EMCs by providing services such as event proposals, transport services, entertainment, and pre-and-post conference tours. Canadian bureaus are very active in bidding on a diverse range of events, especially conventions, meetings, political events, and sports. Most bureaus concentrate on major events with city-wide economic impacts, and they also encourage and assist local organisations in making bids. Even though no formal criteria is usually followed for event selection, events

get selected on the basis of size, potential economic impacts, available venues, time of the year, media exposure, and local involvement. Treating each bid as a unique process, excellent presentations and above all, strong partners, are the most important critical success factors for winning bids. Bigger and better facilities at destinations and more marketing/bidding resources are the other major critical factors in winning bids.

The sales team of the Convention Bureaus or DMOs prepares destination level bids. If not, this team assists the EMC in preparing destination level bids. Once the RFP has been received, the destination sales team has to decide whether it can match the event requirements. Once it has established that the RFP is an appropriate one for the destination, the sales team begins the process of preparing the bid document. Computerized and web-based systems allow bids to be compiled very speedily (i.e. within hours).

Formal bid documents, as suggested by Rogers and Davidson for major conferences and congresses can include sections on:

- Letters of invitation by the Minister of Tourism or Municipal Commissioner or any other civic or government dignitary inviting and welcoming the convention.
- Letter / information from the host organization (involved in co-coordinating the bid and in organizing the event) – to cover also the rationale for the bid.
- Details of convention bureau’s services and support.
- Information on the host city covering: location / geography / climate / culture/ history / economy; its expertise and reputation as a conference destination; visitors’ impressions of the city including testimonials from satisfied conference organizers; entertainment / cuisine/arts and culture / recreation and shopping; useful information sources.
- Access and transportation: how to reach the destination by air, road and rail.
- Venues and accommodation: photos and data on the main congress centre; details of major hotels; a map showing the location of main venue(s) and hotels.
- Details of professional conference organizer services.
- Sustainability and the environment, corporate social responsibility issues and event legacies.
- Budget: quotations for the costs of different activities of the convention, to include details of financial support or subvention, as appropriate.
- City tours and excursion; ideas for pre- and post-event activities.

Check Your Progress III

Note: Use the space provided for your answer

1) Name the critical factors in the winning of bid. Explain the significance of any two.

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words event bidding tries to fulfill a range of stakeholder expectations. Every event has different criteria for the bidding process, depending upon the type of event.

The critical factors in the winning of a bid include organising ability, accountability, bid team composition, communication skills, political and economic support, relationship marketing, existing facilities, communication and exposure, and concern for environment. A successful bid has to include the technical aspects (facilities, equipments, location, budget), support aspects (personnel, transport, accommodation) and cultural aspects / elements (ceremonies, tradition, entertainment, television). Relationship marketing presents the key relationships, whether political or event decision-oriented, to support the event. Hence a key requirement for bid success is a comprehensive network of partners. This network is revealed by the link between the event team and facility management. The greater the support shown by all parties in the network, the greater the chances for the bid's success. A good relationship with politicians and having people with sufficient influence and positional power to support the event organisers' bid are seen as crucial influences on the event promoter. The bidding organisation also needs to show it has established external support (e.g. from corporate and regional politicians).

Destination level bids are gaining significance as they attract MICE and other events. These bids are prepared with the help of Convention Bureaus or Destination Marketing Organisations. Losing of bids can be used as strategies for winning bids next time.

3.9 KEYWORDS

- Bid collateral** : The bid document / proposal and the supporting material of the bid.
- Bid dossier** : It is also called bid submission and is a key document that provides the overall plan, strategy and resources for the event. It provides supplementary details, plans and testimonials of support that makes the bid different from other competitors.
- Conference** : A meeting whose purpose is the interchange of ideas.
- Convention** : A conference gathering of greater importance, size and formality; perhaps with more than 300 people in attendance.
- Lobbying during bidding** : This is the process whereby the bidder tries to convince those people in the bid commission / bid evaluation team, who have the ability to influence and make the final decision in winning the bid.
- Legacy** : Legacy is a multifaceted concept. It is recognised as the long-term or permanent outcomes for a host city, region or state from staging an event. These outcomes can include economic, touristic, social, physical, and / or environmental benefits. These outcomes are often put forward as the key rationale for bidding for, and hosting of mega events.

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Links

<http://www.olympic.org>

http://icpb.org/Pages/about_us.aspx

www.gamesbids.com

www.tourismvancouver.com/pdf/members/dmo_best_practices.pdf

3.11 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

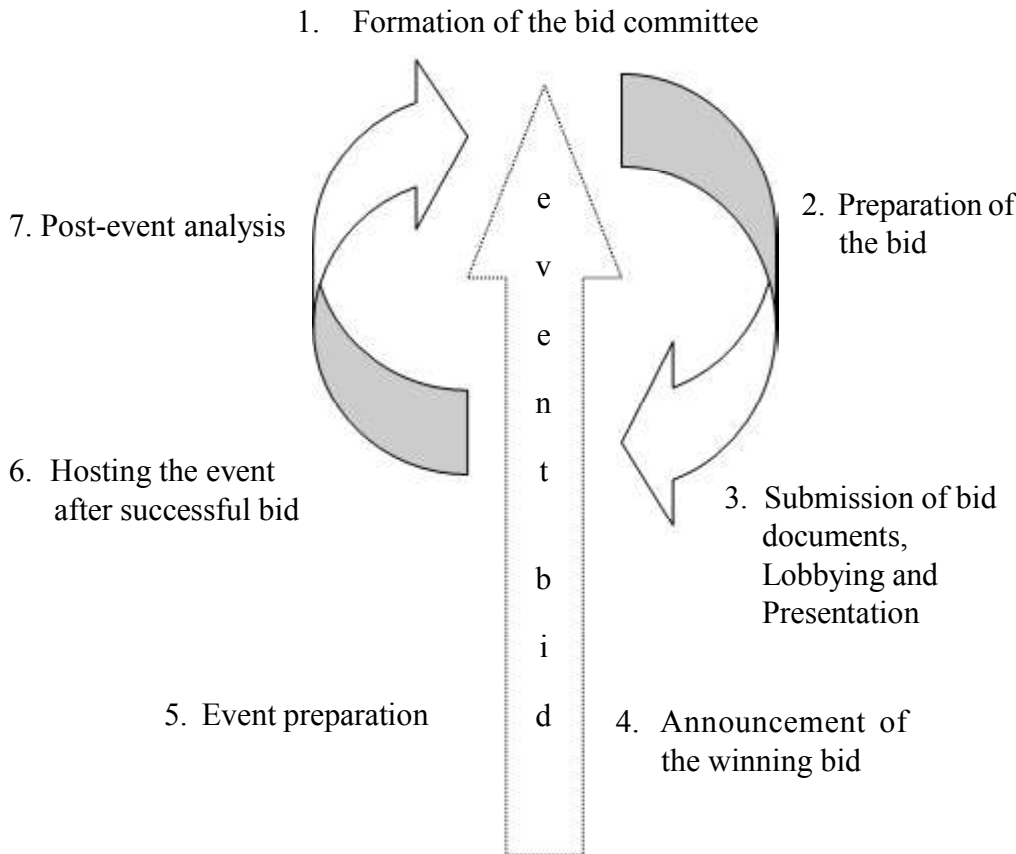
- 1) Any corporate organisation or a representative body is responsible for the challenging task of selecting the bidding organisation (that is the Event Management Company or Professional Event Organiser), who will stage the event. Hence it will ask every bidding organisation that is rival to each other, to produce a proposal with details as to how they will organise and stage the event. This process of supplying a proposal is referred to as the 'bid process.' The primary reason behind the bid process is that it will enable the bidding organisation to demonstrate its capability and resources to stage the event.

The event bidding process is mainly communication between two main players: the event owner and the event bidder. The event owner is the client who owns the rights to an event, and is the one who is seeking a host to organise and run an event successfully for her/him. The event bidder is the event company that tries to secure the rights to host an event.

- 2) Ingerson and Westerbeek have given seven-stages within the event bid procedure, with criteria ranging from the formation of a bid committee to a post-event analysis. The optimum bid process, depicted in the Figure, is a cyclical process and by repeating this cycle of seven phases, bid organisations will become more successful. From phases one to four the bid team is formed, which creates and submits the bid application. If the bid is successful, phases five to seven are carried out by incorporating the remaining stages of event development with the help of the bid contents and bid team. The event bidder (i.e. the event company) initially receives Request for Proposal (RFPs) or Request for Quote (RFQ) from an event owner who is looking for an organization to run their event. Phase one of the bid process consists of *formation of the bid committee*, which is the identification and gathering together of a group of people who will represent the key stakeholders of the city, state or region, preparing and planning for the bid. These people will create a bid team to prepare the bid, that must be presented to the event owner.

Phase two consists of the task of *preparing the bid*, once the bid team is formed which will consist of steps in acquiring knowledge about the bid, meeting requirements of the event and establishing contact with key partners and officials.

Phase three is the *bid submission phase*. Here the bid collateral i.e the bid document and the supporting material are submitted to the event owners. Bid presentation happens mostly after the collateral has been sent. Presentation is the most crucial stage of bidding where the bidders make a live presentation to the event owners once the collateral has been sent. This is the event bidder's last opportunity to influence the outcome of the bid.



The Cyclical Bid Process

Source: Adapted from Ingerson and Westerbeek (2000).

Phase four will be the decision of *success or failure of the bid*. Once it is declared that the bid is successful, the remaining three phases – *preparation, hosting and post-event phases*, that are connected with the event itself, will be handled by the bid team to ensure success. After presentation and success of the bid, inspection and visit of site is important. Any changes in site can still be adjusted in the final bid. The benefit of the cyclical bid process, is that, whether the bid is successful or not, efforts will be made for a successful outcome, and the formation of a team with key knowledge and expertise in bidding will remain intact.

Check Your Progress II

1) The key factors responsible for the winning of bids are as follows:

Bid Book and Presentation: Also called the bid document, this is the hardcopy of the proposal that is prepared by the event company which is bidding for the event. The bid document should be strong so that it can

differentiate itself from other bids. There is an opportunity to make a presentation. All the considerations have to be highlighted in the presentation. For the Olympics 18 themes are presented. Feasibility Study, Candidature Document, Bid Questionnaire and Bid Dossier are used in the International Olympic Committee bidding process, but can be used in bidding for other events too.

Stakeholders' Support: The growth and professionalization of events show that events serve a number of needs and demands by various stakeholders such as government objectives, regulation, media requirements, sponsor needs, community expectations etc. Thus there has to be commitment from all the events' stakeholders too and this is a necessary element required to win the bid. National governments, major stakeholders, are increasingly lending their support to city / regional convention bureaus in the process of bidding and delivering major events. A principal stakeholder group is also the local community.

Subvention : Subvention is an essential bid component in order to secure international and national conferences and other events business. It is being recognised as the single most important factor for attracting many types of conferences belonging to international associations. Subvention can be used for the cost of venue rents, social programmes, room hire, accommodation and food.

Political Risk Analysis: It is important to consider political risks. A change in the government can alter / change bid support. Stability of a country and the municipal politics of the city, along with stability through financial support, support bidding of an event. Economic changes such as changes in taxation like the GST, or importation related, can also have an effect.

Knowledge: Knowledge of the bidding process is advantageous, and can be attainable only through experience. The bidder should present a portfolio of events, evidence of previous successful event management, that will be advantageous to the bidder. Also understanding the formal decision making process of the event, knowledge of the owning body and its corporate partners will be advantageous, as these will relate to the plans for any commercial activities for the event. The bidding team should acquire knowledge of the rival bid content and of those individuals who will be presenting it.

Management and Communications: To make the bids winnable, the personnel are responsible. A strong bid team is advantageous that includes leaders and figureheads. The use of strategic communications is very important in the winning of the bid. The key aspect of strategic communications is to create a strong brand, mostly through creation of themes and logos. The key issues of the event content should be incorporated into the brand to help in winning the bid. Infrastructure such as capacity for the provision of appropriate accommodation, transportation, venues, finances, telecommunications and technology are important for the success of a bid.

Check Your Progress III

- 1) The critical factors in the winning of bid are: Ability to organise events; accountability; bid team composition; relationship marketing; ability to

communicate; political and economic support; infrastructure; communication and exposure (media); concern for environment; commitment- giving to full-time bidding; having a bidding presence; competitive environment - a global understanding of other bidders and events; and creative statistics - present credible event specific information. These factors are also the evaluation criteria used by the bid evaluation commission. Every factor is significant in itself.

Ability to Organise Events: The ability to organise an event is proven if the EMC has a solid track record in organising similar events. Experience in hosting event is a major success factor, along with the scope of knowledge of members on the bid team. The network and capability within the organisation to manage the event includes the event management (administration) expertise, the technical expertise within the network, facilities, event equipment and overall financial support (public and private) to fund the event. These are all the base requirements that directly relate to the actual event being hosted. Technical elements include such features as facilities, event location, proposed budgets, personnel (including staff knowledge and experience), equipment, and other resources that contribute to the successful staging of event. A site visit adds to this technical part of the bid process.

Relationship Marketing: This is a very significant factor and a key requirement that contributes to the bid success; it suggests the relationships and ‘friends made’ between the key parties in the bidding process. The chief relationship is that of the key partners – the event bidder and the event owner, and ensures a sustained business. The trust that is built over the initial experiences between the client (owner and promoter) and the event manager (host) ensures a level of confidence in the abilities and alignment of the event manager with the client’s business model and requirements. The bidding team in order to strengthen its position, is required to enter into relationships with other organisations in order to provide resources and ties that will benefit the bid. At the internal level, the bid team can convince the event owner that there is sufficient internal expertise, including technical expertise and capacity to successfully develop the event requirements. At the external level the bid team can develop political support and access to major infrastructure projects in support of the bid. In the context of large events, primary (between bid team and major organisations), secondary (between bidder and international media) and tertiary connections (formation of close ties with politicians, sponsors, city officials and media members) are important. Tertiary relationships suggest who have sufficient positional power to support the event organiser’s bid, and have a crucial influence on the event owner. Above all, convincing the event owner that the host city / town has the necessary infrastructure to hold the event successfully plays a very important role for the success of the bid.

(Instead of the above two critical factors, any two other critical factors from section 3.5 can be explained in the answer).

- 2) Destination level bids are prepared with the help of Convention Bureaus or Destination Marketing Companies (DMCs) / Destination Marketing Organisations (DMOs). Convention bureaus are marketing or promotional

agencies that operate at the level of a country, a region within a country or a specific town or city. They attract conference business to that area. Examples of DMOs are the National Tourism Organisation, State Tourism Organisation and local DMOs. For example the Moscow Convention Bureau, supported by public funds, provides assistance and guidance to convention organisers who are willing to consider Moscow as the next meetings destination. Under the direction of Ministry of Tourism, Government of India, the Indian Convention Promotion Bureau whose members comprise of the hospitality industry, private and government organisations, are involved in promoting India as a preferred MICE destination. The Rajasthan State Tourism Department promotes fairs, festivals and cultural programmes.

- 3) Formal bid documents, as suggested by Rogers and Davidson for major conferences and congresses can include sections on:
- Letters of invitation by the Minister of Tourism or Municipal Commissioner or any other civic or government dignitary inviting and welcoming the convention.
 - Letter/information from the host organization (involved in co-ordinating the bid and in organizing the event) – to cover also the rationale for the bid.
 - Details of convention bureau’s services and support.
 - Information on the host city covering: location/geography/climate/culture/history/economy; its expertise and reputation as a conference destination; visitors’ impressions of the city including testimonials from satisfied conference organizers; entertainment/ cuisine/arts and culture/ recreation and shopping; useful information sources.
 - Access and transportation: how to reach the destination by air, road and rail.
 - Venues and accommodation: photos and data on the main congress centre; details of major hotels; a map showing the location of main venue(s) and hotels.
 - Details of professional conference organizer services.
 - Sustainability and the environment, corporate social responsibility issues and event legacies.
 - Budget: quotations for the costs of different activities of the convention, to include details of financial support or subvention, as appropriate.
 - City tours and excursion; ideas for pre- and post-event activities.

UNIT 4 BIDDING FOR EVENTS - II: EVENT PROPOSAL

Structure

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Request for Proposal or Event Brief
- 4.3 The Essentialities of an Event Proposal
- 4.4 Preparing an Event Proposal
- 4.5 Delivering a Winning Proposal
- 4.6 Let Us Sum Up
- 4.7 Keywords
- 4.8 References and Suggested Readings
- 4.9 Check Your Progress – Possible Answers

4.0 OBJECTIVES

In the previous Unit we had learnt about the process of bidding for events, the key bid components and critical factors in the winning of bids. In the bid process, the bidding organisation, which is the Event Management Company (EMC) attempts to demonstrate its capability and resources needed for staging the event, to the event owner. The EMC does this by supplying a proposal, which is also called the bid document. After reading this Unit, you will be able to:

- Develop insights into winning event business through a good quality proposal;
- Understand Request for Proposal (RFP) or Event Brief that is prepared by the client, to be used by an Event Management Company for developing a proposal;
- Understand how to write an event proposal; and
- Describe how to deliver a winning proposal using different methods.

4.1 INTRODUCTION

An event proposal is prepared by the event company mainly to respond to two types of requests. The first is when a request is received from a regular client for which the Event Management Company (EMC) or event producer is the only bidder. Here the client uses the services mostly of that EMC only, every time. The second type of request is a Request for Proposal (RFP) or Request for Quote (RFQ) that is sent by an organisation seeking services of any event company or event planner. This, as discussed in the previous Unit is a competitive bid. The request from the client to the EMC can come in the form of a phone call or a formal written inquiry to receive a proposal. The request can be extremely brief or can be a detailed formal request. Though not absolutely essential, it is very necessary for future event managers to know what an RFP is, as only after understanding an RFP well, can an event manager work towards preparing a good proposal.

4.2 REQUEST FOR PROPOSAL OR EVENT BRIEF

A Request for Proposal (RFP) or Event Brief is a document or specification prepared by a client that states the requirements for an event. The event brief is submitted to the EMC. This brief is used either as the basis for an Event Management Company (EMC) or Professional Event Organiser (PEO) to bid for, or as a basis for the design of the event itself, or both. It is a complete overview of the event that the client which could be a corporate, firm, sporting body, government organisation or any other organisation is planning to run. The Event Brief is written long before the date of the event. All details relevant to the event such as key dates, company profile, venue, theme, purpose, target group and budget are present in the event brief.

The Event Brief is the first step in securing (getting) an EMC or PEO by a client. It is also the first introduction that the EMC will get of the event. Therefore a good Event Brief/ RFP is the one that helps the EMC to provide a thorough and accurate proposal in return. An Event Brief of good quality consists of the following:

Company profile: The client company, however small or big, includes its profile in the RFP. This gives the EMCs a better idea of who they will be potentially working for and allows the EMCs to think if they are the right ‘fit’ to work for the client company. The company’s profile also enables the EMC to work towards specific solutions to fit the client company’s needs.

Detailed event information including destination, venue, type of event and theme: Details of the required event are provided. This helps the event manager understand what the client company wants to achieve through the event. The goals for the event, set by the client, will help the EMCs to properly bid for it. The location boundaries, in which the city of a state, the venue, reasons for venue selection, and travel time to venue from airport are mentioned. Event themes are ideally suited to the type of event and certain styles of venues. Guest numbers are specified according to the size of the event and size of venue.

Target group: These are people who will be attending the event and could be academicians, local community, scientists, high end corporate professionals, consumers of a particular brand / product and international guests.

Purpose of the event: The purpose is explained such as to educate, to entertain, brand promotion, company promotion, brand building, promotion of art and culture, building team relationships, or any other.

Budget: The client company specifies its budget for the event. This enables the EMC to find unique solutions to host the event. Income and expenditure targets are included in the brief. For example, ticket prices and expected profit from the event. In its proposal, the event company tries to deliver the best possible option within the specified budget.

Timeline: A timeline is given for questions and responses by the EMC, for the given RFP. Due date is also given as to when a decision will be taken on which EMC will be awarded the business (of hosting the event).

Details of partners: Any partners from outside groups that the client company is working with are included in the Event Brief. It also mentions how these partners are involved in the event.

Contact details: Contact details are there in an RFP so that any questions about the Event Brief / RFP can be answered by the event company.

It is to be noted that every RFP is different and has different specifications, based upon the type of event. An RFP could be very detailed or very brief. Box No. 1 shows the RFP for a fundraising event.

Box No. 1

Request for Proposal (RFP) Event Brief - Bowl for Kids' Sake Annual Fundraiser

Purpose: 'Big Brothers Big Sisters of Northwestern Michigan' is seeking requests for proposal to provide event planning, coordination, and leadership for the organization's largest annual fundraiser, "Bowl for Kids' Sake."

Background: Big Brothers Big Sisters (BBBS) of Northwestern Michigan has held an annual "Bowl for Kids' Sake" event as its signature annual fundraising event for several years. The event takes place in early May each year, and is located at Timberlanes for 3-4 evenings. The event is also held in Harbor Springs and Manistee for one night each, typically during the same week as the Traverse City location. At the peak of this event, BBBS has realized a net income of over \$100,000. However, over time both attendance and profits have decreased. Our goal this year is to utilize fewer staff and board member time planning this event. This will require a strong leader that can work with our volunteer team to coordinate and lead this event. Our greatest challenge in planning this event each year is securing a strong event chair to lead the group and remain focused to ensure this event will be ALL that it can be!

Current Year Factors: Our goal is to increase attendance, public awareness, and net income this year. While we understand that events such as this will need time to regain momentum, we are looking to achieve significant improvement over recent years' results. In order to do this, we are seeking the assistance of a professional event coordinator. As such, the event can change as little or as much as deemed necessary to meet the goal of increased attendance, public awareness and net income. A tentative date for this event is May 10, 11, 12, and 13, 2011 (Tues - Fri).

Information Requests: At minimum, the proposal should address the following items, as applicable:

- 1) Background and experience of the event company with similar events. Specific examples are preferred, i.e. funds raised at events, type of event(s), etc.
- 2) References, including contact information, of at least 2 similar events.
- 3) If coordinating other events in Northern Michigan, please address any conflict of interest related to the other events and how you plan to address this.

- 4) High-level overview of how you would handle the challenge of increasing attendance, public awareness, and net income related to this event.
- 5) For the Traverse City Event: We will pay the event planner 5% of the net revenue up to \$80,000. After \$80,000 is reached, 10% per \$10,000 raised shall be paid. For Charlevoix/Emmet County and Manistee: Each event will pay 5% of the net revenue.

Big Brothers Big Sisters Involvement: Our intent would be to utilize your services in order to plan, coordinate and carry out the entire event, including taking responsibility over all aspects of a successful event. While we understand that there can be no guarantee on attendance or financial results, we are looking for as much of a 'Turn Key' event as possible. In order to assist in outlining some of our responsibilities, we would provide the following in relation to the event:

- 1) Upon contracting, we will spend time familiarising you with the program, lists of volunteers, past budgets and sources that we have used in the past for sponsorship, volunteers, etc.
- 2) We will contact individuals who have served on the Bowl for Kids' Sake committee in prior years to request their assistance again this year to help shape your team- if you desire. You are also welcome to invite others to help.
- 3) We will provide lists with past bowlers and teams.
- 4) We will provide instruction on our online registration and payment system.
- 5) We will provide access to Big Brothers Big Sisters staff/board on a very limited basis during the planning/transition stages of the event.
- 6) Use of our office and office equipment for committee meetings, photocopying and any other clerical activities.
- 7) We will reimburse all out of pocket expenses for the event on a bi-weekly basis.
- 8) Big Brothers Big Sisters of Northwestern Michigan will cover all event expenses.

Deadline: Proposals should be received in our offices no later than October 22, 2010. Our board will make a decision at its October 26th board meeting and notification of selection will be sent out no later than October 29th, 2010. If there is any concern with this timeline, please contact us as soon as possible.

Submission Details: Please provide an electronic copy of the proposal to: Allison@EventsNorth.com.

Contact Information: Questions are welcome and encouraged and can be directed to: Allison Beers, Board Member – 231-883-2708 or Allison@EventsNorth.com.

Source: <http://www.northskynonprofitnetwork.org/sites/default/files/documents/Event%20management%20RFP-%20sample.pdf>

See Annexure 1-A for the Event Brief of a product launch.

Intext Activity 1

After going through the RFP given in Box No. 1

- 1) Write the purpose or goals of the event
- 2) List the key features given in the RFP

Sometimes an RFP is the only way a new company or an entrepreneur can enter the event management field. In order to make certain they are receiving competitive quotes, private companies send out RFPs as a part of good business strategy. Depending on the quality of its work, the event company may be placed on a preferred corporate supplier list, where it will be regularly asked to give a bid. In order to be in the preferred supplier list, an event company will work hard to fulfill the bid response.

Sometimes a proposal does not have to be in response to a request. It can be self generated. It can be developed from a perceived opportunity like an inter or intra-company event such as a sports or theatre event. The perceived opportunity could also be to improve a company’s public relations with the local community. To quote a simple example, the relationship between the steel or mining companies with the local community is always very sensitive. This relationship can be a perceived opportunity for the event company. Hence organising festivals and fairs by the event company to showcase the local cultures by involving the local communities will help create a mutual understanding.

Check Your Progress I

Note: Use the space provided for your answer

- 1) Explain the purpose of a Request for Proposal (RFP) or Event Brief. What are its constituents?

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4.3 THE ESSENTIALITIES OF AN EVENT PROPOSAL

Today’s business environment is becoming increasingly projectized, and most of the event companies are expected to submit proposals. In Unit -1- Getting to Know your Client, under Section 1.3 titled Sample Client Interview Form, we had discussed proposal specifications where the client (event owner who is looking for an event company – the bidder who will host the event) is asked what s/he wants from the event company and what should be included in the proposal. Different types of events that could require proposals to be prepared include corporate events such as award presentations, conferences, conventions, fund-raising sponsorship and product launches; brand-building, and social events

like festivals, local community events to gala fund-raisers, sporting events and of course, weddings.

What is an Event Proposal?

Event proposal is a document that is prepared by the event bidder (the event company that will host the event) to be submitted to the event owner, who is the client. It is a highly targeted document containing dense information that has solutions to the client's specific requirements. The proposal is the starting point from which the event planner can see the overall event design. It gives details of the event, depending on the scale and importance of the event. Therefore the proposal is a blueprint from which the event is built. A properly prepared proposal requires intensive research and development. The event proposal could be of one page, could be a detailed folder, or could be a presentation. In whatever format it is, it is an important document selling a service (event), and hence it must reflect professionalism. This document should reflect the event company's unique knowledge, expertise, experience, commitment to the client and the event objectives. These are essential as the document will be read at many levels.

An event proposal consists of the following basic components – a description of the event; the event bidder's experience; description of the venue, facilities and other resources that will be used during the event; explanation of the event programme; the stakeholders involved and the event budget proposed.

The event company may also have to submit a venue-use proposal. Such a proposal is mostly used in events like seminars, conferences, conventions or symposiums that are held in universities or institutes. For this purpose a venue-use proposal is submitted. This can be a very detailed form with information enclosed such as university by laws, insurance coverage and other risks, sponsor supporting statements, and how the event would benefit the university or institute.

Requirements of a Good Proposal

When the proposal is in response to a request for proposal (RFP) or a request for quote (RFQ), the correct quote or proposal specifications have to be given. This means that the proposal has to be prepared according to the details given in the RFP or RFQ. This is very important.

Before a written proposal is prepared, an understanding is also required by the EMC regarding what makes the client respond to ideas in a favourable way and what makes them give the event business to one EMC over another. Once this is known, a proposal can be prepared to suit each individual event and client.

Every proposal, no matter how large or small, sent to the client should be of highest quality. This means that all pages should be numbered; preferably with table of contents if the proposal is large; perfect grammar with no punctuation or spelling mistakes; no math errors; not too short or too long; depicting real content and no hype; and answering all questions asked. It should also be noted that an Event Production Company / Event Management Company without a web presence is viewed as less professional, less progressive, and less technologically sound as compared to its competitors i.e other EMCs. While taking down a request for a proposal the staff members of the Event Company should ask for a deadline date for submission. Once the date has been given, it should be treated as a serious deadline. Once the proposal is generated, there should be regular

follow up by the event company through phone calls or emails with the client. This will help the client to rely more on the event company and will see it in positive light.

From an event manager or event planner or event producer's perspective, a good event proposal is far more than an impressive list of resources and equipment. Besides helping in winning the bid, a good event proposal reflects one's professional life and experience, and can be used effectively in this direction. Hence an event proposal should reflect creativity, professionalism and experience.

Contents of the Event Proposal: Content is the 'meat' of the proposal. The event manager should provide the reader of the proposal with only that much details of the event that are required for a clear understanding by the client.

The event may be a common event that needs little explaining or it may be a large event or an innovative or new type of event. Whatever the size of the event, it is necessary to explain the nature, characteristics and purpose of the event. This includes descriptions and prices of all the services provided by the EMC. At the same time one should bear in mind that excessive descriptions may have a negative effect on the reader.

Experience of the Event Company: The proposal should provide details of the EMC's experiences in conducting events. The EMC's background including its history and a biography of the owner should be mentioned to establish credibility. The time period for which the company has served the event industry, a sample of key clients accompanied by references, awards in the industry, if any, and photos and quotes from the owner of the EMC help. Within the EMC, the event team's experience and the qualification of individuals in the team should also be mentioned. This will enable the organisation that assesses bids, to understand the capabilities of the event bidder. In case the EMC has not had much experience in staging events, it is useful to mention any managerial experience, project management or coordination experience in any other field. Any training that would be given to event volunteers for that particular event should be specifically mentioned.

Details of venue, logistics, facilities, equipment and entertainment: The venue has to fully cater to the needs of the event including officials, performers and spectators. Detailed information in the proposal should be provided regarding all the facilities that will be available such as seating areas, entrance, corridors, registration facilities, entertainment facilities, toilets, refreshments, car parking, stalls, counters etc. The technology selected that supports the event production such as lighting, sound systems, projected visuals, computer data presentations should be mentioned, along with how these would be integrated into the event site design, the programme design and the overall production. These logistics depend on the type of event. For indoor events the type of surface, lighting, air conditioning, seating, electronic equipment, screens etc should be described. Likewise details for outdoor events such as ground area, level of maintenance on turf, seating and standing for spectators, fencing, drainage, floodlighting, entrance and exit should be given. In case of sports events the number of change rooms and their condition for teams / participants is always important. These can be explained with the help of a floor plan or a map. Certain aspects of the event in the theme, decor or anything new that could attract the event visitors should be highlighted, in order to make the event bid assessors understand how

special and different the event is from other events. These special attributes will also contribute to the imagery and branding of the event. Transport facilities, both public and private from arrival point to the venue, as well as parking facilities at the venue should be mentioned.

Details of the Event Programme: The event programme should describe the flow of activities for the event, including pre-event, during-event and post-event activities. The number of days, the start and finish times each day, the availability of venue in terms of the number of hours each day is important information. It is worthwhile to consider in the bid proposal that the event could include ceremonial events marked by speeches of dignitaries or award presentations, and entertainment 'extras' (performances) that may start or finish the event or fill any gaps during the event. Certain integral aspects of staffing, leading and controlling functions with respect to the event could be highlighted here.

Stakeholder specifications: The number of stakeholders, their needs and their roles that involve funding and organising the event have to be mentioned in the event bid proposal. In case of large events, an important stakeholder group besides the government, is the local community, as the winning of a bid largely depends on their interest in the event.

Budget: The draft of the proposed event budget should show the probable income and expenditure. Budget should be in plain view and should be broken down into small components, as this is an area that concerns the client very much. Although there is no right way to show the budget in the proposal, the budget has to be as realistic as possible and the names of sponsors could be mentioned at this stage, with whom an agreement has not yet been formalized. A shopping list format seems to work the best, as this format allows the client to pick and choose options. Fees of each individual item should be mentioned, as well as any applicable taxes. There should be a listing of estimated costs of services for which the event owner or client may be responsible for paying directly such as rigging (done by professionals for supporting staging equipment, with the help of ropes chains and wires, usually complicated and hazardous and hence often licensed), insurance, electrical power hookup (making connection between electrical components through wires, cables, circuit breakers, connectors and switches), heating or air conditioning, and permits and licenses.

The budget should not show any loss in all the projected income and expenditure. If a loss is predicted in the budget, it will raise major concerns in the minds of the people who will assess the event bid proposal. The organisation that wins the bid may be entitled to an amount of funding from for instance a sport governing body in case of a major sports event. There is a possibility that the client or organisation conducting the event will have an opportunity to make money through merchandising stalls, food stalls, fundraising raffles and merchandising of t-shirts, cups etc. as in the case of sports events, brand building events, festivals and fairs. In the event proposal, these forms of income should be explained.

Graphics: The use of graphics is highly recommended. Pictures, in the form of actual photos of past events and other events, or even short videos on CD/DVD/USB or posted on a website, help in forming a picture in the mind of the client and in winning business. Pictures can be embedded in the proposal itself, attached to it, or can be sent via email.

Format: This refers to how a proposal will look physically. The font can be a standard one which is used universally, that is 12 point Times New Roman , or 12 point Arial. However occasionally a unique style can be used, but it should be clear and readable. The use of paper is becoming less in today’s times, as it is costly and there are sustainability issues. Otherwise a uniquely packaged booklet may be prepared. For a proposal of many pages, different sections can be created for different information to make it easier for the clients. The cover can reflect the producer’s corporate image or any other aspect, and the binding should be suitable for professional proposal presentations.

Use of technology: Technology, if used intelligently, can be advantageous to the proposal, although this may be a bit expensive. For example, a simple two-dimensional CADD drawing of a proposed event space is valuable. It proves that an event producer knows how to use technology, knows the venue, and knows how everything fits together. A CADD drawing may be essential to show how many tables, chairs and stage can be used in a room, small or big. In high profile bids, three-dimensional drawing, which is expensive, can be used. Videos showing a company’s profile, still images and videos of past events by the EMC, images and videos of the proposed event elements, can all be included in a live proposal presentation, posted on the internet, or put on a DVD/CD/flash drive. However this may be time consuming and not very relevant for smaller proposals. For a customized look, a compilation of photos and graphics of client logos, and successful past events can be a smart move. Client logos can be incorporated into PowerPoint presentations and the packaging of DVDs/CDs can be done for customization.

The proposal should be sensitive to various cultures, be it national / international hosting organisations, the corporate and community that may be involved in the event. The wording should be such that it should be culture friendly, and not offend the stakeholders. For example dietary requirements differ from one culture to another. Hence sensitivities of cultural groups should be kept in mind when drafting proposals. For an event company to be successful in getting a lot of contract work, it has to understand that what it leaves out is as significant as what it puts in the show. That means not only being politically correct but also finding out the company’s sensitive issues. As already mentioned, all proposals should be on time and no deadlines missed.

<p>Check Your Progress II</p> <p>Note: Use the space provided for your answer</p> <p>1) What is an event proposal? What are the requirements of a good proposal?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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2) List and briefly describe the contents of an event proposal.

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4.4 PREPARING AN EVENT PROPOSAL

This process is the first step in getting an event organised. To enjoy early success, the proposal should be structured as a serious business document because whatever its reason for creation, the proposed event will compete with other event proposals. It is important to note that each style of event has its own set of proposal requirements. Hence two proposals may be similar but never the same.

A clearly written proposal that has language clarity, use of graphs, images and tables will prove to be effective in communicating the proposal. Remember that a complete event proposal is a medium of communicating the concept of the event, attracting the evaluators and above all displaying the abilities of the EMC. If the event proposal goes unnoticed and not read by the proposal evaluation team, it fails in its primary purpose. Therefore, before writing the proposal, the proposal team should get an idea of who will be reading and evaluating the proposal.

Preparing a proposal gives chance to the event team to focus all its skills and knowledge on an event, and is the event management team’s prime responsibility. For the purpose of preparing an event proposal, a separate team should be formed with the right configuration of people. It can be internally sourced or the team can have consultants and partners. When all the inputs are collected, the proposal preparation can be broken into manageable units and divided among team members. These inputs are information about the present event and similar or related events. It is important to know who the decision makers are for the proposal. Is it a board, a committee, or an individual? The proposal should be prepared in response to the objectives of all the stakeholders of the event. As already mentioned, based on the selection criteria which is indicated in the RFP or RFQ, the proposal structure should be formed.

Event Proposal Checklist

A good quality proposal clearly shows to the client who the event management company is, their work ethic and the level of standards they hold themselves to. An event proposal that is made by the event company can be constructed based on the headings given as below.

Contents of the Event Proposal

- Cover Letter
- Title page
- Proprietary notice - cautions about unauthorised disclosure (which should always be at the front of the proposal for legal reasons)
- Table of Contents (TOC)
- List of Abbreviations
- Executive Summary
- Body of the Proposal
 - Profile of the Event Company
 - a) General: including mission, background, credentials
 - b) Specific: including previous similar events and resources available.
- Project partners and their profiles
- Event-specific information:
 - Objectives
 - Scope of work
 - Stakeholders
 - Themes, design, and ideas
 - Site/venue assessment
 - Resources required: AV, entertainment, catering, staff, and suppliers
 - Marketing and promotional services required.
 - Budget- corresponding to functional areas of programme elements.
 - Control management - reporting processes, organisation structure responsibilities.
 - Schedules – planning, transportation, running order, promotion
 - Environmental impact - natural environment, traffic, transportation.
 - Risk issues including insurance.
- Appendices

Source : O’ Toole (2004)

See Annexure 1-B for Event Proposal of a product launch.

Sample event proposal templates are available on different websites. Few of them are as follows:

<https://templates.proposify.biz/proposal-template/event-management/154974>

<https://www.pandadoc.com/event-management-proposal>

<https://www.pandadoc.com/event-proposal-template>

<http://www.sampletemplates.com/business-templates/event-proposal-template.html>

<http://www.curtin.edu.my/curtinsc/doc/Event%20Proposal%20Format%202012.pdf>

The event proposal templates can be modified according to the type of event, place of event and concerned people. As an event manager you can modify the writing of the content in your proposal as per your taste, and pitch in your event services. Some templates from websites can be customized.

Intext Activity 2

Based on the proposal checklist given in section 4.4 or the event proposal template viewed at websites, develop an event proposal for a charity event, product launch or a regional handicrafts fair, that you want to host for your client.

4.5 DELIVERING A WINNING PROPOSAL

The way the proposal document is delivered is equally crucial. The more effective the delivery of the proposal, the higher the chances of winning the bid. Usually the proposal document is presented in person; however in the case of sub elements, government requests for bid, or certain corporate regulations, the bid is submitted via mail.

Mail, courier or emails are being used to send proposals. The email is efficient and has provisions for photo and video attachments, but lacks the ability to show the event producer's creativity. The web is a good support vehicle for proposal presentation, as the document can be available later for review or for inspection. A password is used for client's access. A Website is a useful way of strengthening a written presentation with videos and photos. The mail version of the proposal or the presentation (PowerPoint Presentation) that will be done in person can be supplemented with a version on an internal or a secure external website.

By putting the proposal document on web, the stakeholders can access it anytime, anywhere in the world. Online file-sharing sites is an effective and inexpensive method. However the end user has to be familiar and comfortable with its use. The proposal document could have contents that can be displayed based upon the needs of the user. More so because the people who assess the proposal will have a priority list of criteria. This can be a point rating system with requirements as a row heading and points rated from 1 to 10. The proposal document can be supplemented by a multimedia presentation. A video, CD-ROM, special Web page, or computer presentation can all assist in the acceptance of a proposal. Although the mail or Web version cannot match the impact that can be generated through an in-person presentation, they are useful tools that serve the purpose of the user.

A live presentation allows for more conversation and time to get to know the client. It is usually done after sending a written proposal or may be done in case bidders are shortlisted after responding to an RFP. For presentation, enough copies of the proposal (e.g. hard copies, DVDs, CDs, or flash drives) should be prepared for all attendees. Creativity can be used for presentation.

Check Your Progress III

Note: Use the space provided for your answer

1) What are the methods of delivering a winning proposal?

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4.6 LET US SUM UP

An event company can obtain work by preparing a proposal that is written in response to proposal requests from the parties intending to hold an event. This request is called RFP or Event Brief. A good event brief helps the EMC to provide an accurate proposal in return. It consists of the client company's details; details of destination and venue; type of event and theme; the target group; purpose of the event; budget; timeline; details of partners; and contact details. Every RFP is different in its nature and essence.

An event proposal is an important document that has solutions to client specific requirements. It could be of one page, could be a detailed folder or a presentation. The document should be such that it reflects the event company's unique knowledge, creativity, expertise, experience, commitment to the client and event's objectives. The event proposal differs from one company to another and is unique. A good event proposal is not just an impressive list of resources. It should reflect professionalism of a company and the company should have a web presence. Sample event proposal templates are available at various websites and can be modified or customized to suit the event manager.

Delivery of the event proposal is very crucial as it affects the winning of bid. Methods of delivery could be through in-person presentations (PowerPoint), through mails, courier or emails. By putting the proposal on web, it can be accessed by the client, is a supplement for hard copy of the document and can be accessed by stakeholders anytime, anywhere in the world. On-line file sharing sites are effective and inexpensive. The proposal document can be supplemented by multimedia presentation. Use of video and CD-ROM can also assist in proposal acceptance. The impact of live presentation is much higher than mail or web version.

4.7 KEYWORDS

PEO (Professional Event Organiser) : The individual who manages an event for a client. Sometimes instead of an event management company, a PEO's services are used.

Product launch : A 'show' to introduce an audience or the media, to a new product or service. The target audience could be sales force or external dealers, customers, or an organisation's internal management and staff.

4.8 REFERENCES AND SUGGESTED READINGS

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Matthews, Doug (2016). *Special Event Production: The Process*. London and New York: Routledge

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Links

<https://templates.proposify.biz/proposal-template/event-management/154974>

<http://www.curtin.edu.my/curtinsc/doc/Event%20Proposal%20Format%202012.pdf>

<https://www.pandadoc.com/event-management-proposal>

<https://www.pandadoc.com/event-proposal-template>

<http://www.sampletemplates.com/business-templates/event-proposal-template.html>

4.9 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress I

- 1) A Request for Proposal (RFP) or Event Brief is a document or specification prepared by a client that states the requirements for an event. The event brief is used either as the basis for an Event Management Company (EMC) or Professional Event Organiser (PEO) to bid for, or as a basis for the design of the event itself, or both. The Event Brief is the first step in securing an EMC or PEO by a client and is the first introduction that the EMC will get of the event. The purpose of the Event Brief hence is to help the event company to provide the client with a thorough and accurate proposal, based on the specifications given in the brief.

The constituents of an Event Brief are: company profile; detailed event information including destination, venue, type of event and theme; target group; purpose of the event; budget; timeline; details of partners; and contact details.

Check Your Progress II

- 1) Event proposal is a document that is prepared by the event bidder (the event company that will host the event) to be submitted to the event owner, who is the client. It is a highly targeted document containing dense information that has solutions to the client's specific requirements. Being the starting point from which the event planner can see the overall event design, an event proposal is a blueprint from which the event is built. The proposal could be of one page, could be a detailed folder or a presentation. It is an important document selling a service (event), and hence must reflect professionalism. As the document will be read at many levels, it should reflect the event company's unique knowledge, expertise, experience, commitment to the client and the event objectives.

A good event proposal should be prepared according to the details given in the RFP. An important requirement of preparing a good proposal is to understand what makes the client respond to ideas in a favourable way and what makes them give the event business to one EMC over another. Whether large or small, every event proposal should reveal professionalism, creativity and experience, with pages numbered, table of contents in case of large proposals, perfect grammar, no maths errors, not too short or too long, depicting actual content and answering all questions. The EMC should have web presence, as a good event proposal reflects one's professional life and experience, and not just an impressive list of resources.

- 2) **Contents of the Event Proposal:** Content is the 'meat' of the proposal. Only that much details required for a clear understanding by the client should be provided. An event proposal consists of the following contents:

Experience of the Event Company: The EMCs experiences in conducting events and background, owner's biography, time period served in the event industry, a sample of key clients accompanied by references, awards in the industry, photos and quotes from EMCs owner, event team's experience and qualification of individuals in the team, all these details establish credibility.

Details of venue, logistics, facilities, equipment and entertainment: Venue should fully cater to the needs of the event including officials, performers and spectators. Logistics details regarding facilities such as seating areas, entrance, corridors, registration facilities, entertainment facilities, toilets, refreshments, car parking, stalls, and counters should be provided. Description for indoor events and for outdoor events, aspects in the theme, decor or anything new that could attract the event visitors should be highlighted.

Details of the Event Programme: The event programme should describe the flow of activities for the event, including pre-event, during-event and post-event activities.

Stakeholder specifications: The number of stakeholders, their needs and their roles that involve funding and organising the event have to be mentioned in the event bid proposal.

Budget: The budget draft proposed should show the probable income and expenditure. Budget, broken down into small components, names of sponsors, fees of each individual item, and any applicable taxes should be mentioned. There should be a listing of estimated costs of services for which the event owner may be responsible for paying directly. Budget should not show any loss in all the projected income and expenditure.

Graphics: Graphics such as pictures, actual photos of past events and other events, designer sketches or short videos on CD/DVD/USB or posted on a website are helpful. Pictures can be embedded in the proposal itself, attached to it, or can be sent via email.

Format: Preferable is standard font, 12 point Times New Roman , or 12 point Arial. A unique style can also be used, that is clear and readable. The cover can reflect the producer's corporate image, with suitable binding for professional proposal presentations.

Use of technology: Technology, though expensive, can be advantageous and proves that an event producer knows how to use technology. Videos showing a company's profile, still images, use of two-dimensional CADD drawings, images and videos of the proposed event elements, can all be included in a live proposal presentation with client logos, posted on the internet, or put on a DVD/CD/flash drive. Packaging of DVDs/CDs can be done for customization. The proposal should be sensitive to various cultures.

Check Your Progress III

- 1) Delivery of the event proposal is very crucial as it affects the winning of bid. Methods of delivery could be through in-person presentations (PowerPoint), through mails, courier or emails. The web is a good support vehicle for proposal presentation, as the document can be available later for review or for inspection. A password is used for client's access. A Website is a useful way of strengthening a written presentation with videos and photos. The proposal on web acts as a supplement for hard copy of the document and can be accessed by stakeholders anytime, anywhere in the world. On-line file sharing sites are effective and inexpensive. The proposal document can be supplemented by multimedia presentation. Use of video and CD-ROM can also assist in proposal acceptance. The impact of live presentation is much higher than mail or web version.

EVENT BRIEF- DABUR REAL

DABUR REAL

The brand Réal was launched in 1997 and was launched as a sweetened juice. Post the launch of Réal, Tropicana too was launched (in about 1999). Tropicana entered as an unsweetened juice unlike Réal.

Réal has always been known for innovations as it has launched not only Indian exotics like Guava and Litchi but also launched international fruits like Cranberry in a packaged juice format.

Category:

Réal is a part of the Fruit based beverages category.

Fruit based beverages consist of

- Fruit Drinks (e.g. Frooti, Maaza, Slice)
- Fruit Juices & nectars (e.g. Réal, Tropicana, Freshgold)

Réal is a part of Fruit Juices & nectars. Typically fruit drinks are priced in the range of Rs 50 per litre and fruit juices are priced upwards of Rs 70 per litre

Post cola controversy, the FBB category saw an upswing as people moved from a large category-CSD, towards the relatively smaller category fruit based beverages.

SKU Mix

Currently Réal has 12 variants and the same are

- Orange, Mango, Pineapple, Mixed Fruit, Tomato, Grape, Guava, Litchi, Cranberry, Pomegranate, Apple and Peach.
- In 200 ml Real's range is: Orange, Mango, Pineapple, Mixed Fruit, Grape, Guava, Litchi and Apple *Above data is basis value terms*

About the Brand :

Réal is a leader in General Trade, but is the No. 2 brand in MT (Tropicana is the leader brand)

Zonal Information

- 1) North - Market leader and dominates in GT. This market contributes about 45-50% to J&N market
- 2) East - Réal has significant edge over competition, but the salience of this market is low (about 5-10%)
- 3) West:- Réal is marginally ahead of competition, however people in this market are positively biased towards Tropicana too (Salience 25%)
- 4) South: - only market in which Réal lags behind Tropicana. Tropicana has a strong equity in this market; moreover Dabur is relatively weaker in this zone. The fact that this zone has a higher MT salience adds to Réal's problems (Salience 25%)

Marketing TG:

The brand is targeted towards SEC AB families with kids in the age group of 4-14 years.

All communication is directed towards the gatekeeper – however it needs to be rendered in a manner that would appeal to a kid.

Purchaser- Mother

- She does not want her kids to have colas and is OK if they ask for Frooti / Maaza as they contain fruit
- Her understanding of health is basic
- At a perfunctory level she knows the difference between drink and juice - but does not know the reason for premium charged by Réal Market Scenario.

Competitive scenario

The main competition for Réal is Tropicana. The brand advertises its 100% range (no added sugar range). The halo effect created for 100% range has a positive rub off on the Premium range and ensures off-take for the same. The brand is at a position of strength in South and is neck to neck with Réal in West. Though overall the brand is No 2, it's a leader in an emerging channel MT.

Category Forecasts

In the current year, significant channels like MT and Food Services have witnessed a slowdown.

Though some markets like Delhi should witness higher growths on account of Commonwealth Games- overall scenario does not look too optimistic for Food Services Campaign.

Marketing Objective:

Enhance market share (MS) in J&N category by establishing superiority of Réal in the category

Where are we in the consumer's mind?

Fruit juices are better than fizzy drinks and hence I want my kids to drink juices. Kids like the taste of Réal, but they are more expensive than other 'juices' like Frooti, Slice and Tropicana - don't know why.

Where do we want to be in the consumer's mind?

Réal is different. There are many 'juices' which actually have very little fruit content in them meaning lesser nutrition. Moreover, they have flavours and preservatives so they taste good. Réal has higher fruit content thereby delivering not only taste but fruit nutrition too.

Target Markets

- Delhi + NCR
- Punjab
- Mumbai
- Bangalore
- Hyderabad

- Chennai
- Kolkata

Target Audience

- SEC AB mothers with kids in the age group of 4-14 years
- Kids 4-14 years of age

Ad related details

- Real has actioned a packaging change and the same is being supported with a new TVC. The new TVC talks of Real's new 6 layer pack keeps nutrients intact.
- Going forward, the brand intends to communicate its variants too using the tagline – “Yeh bhi chahiye, who bhi chahiye”.

Activity Map

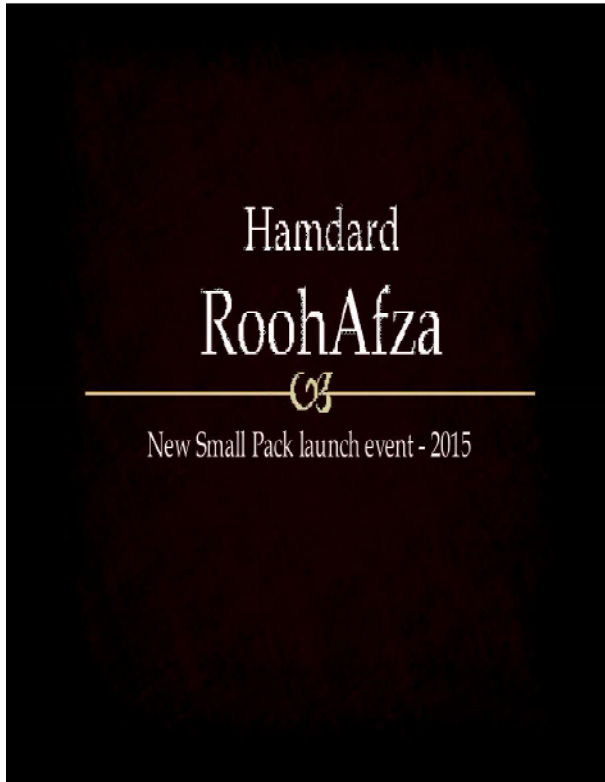
- A new variant launch is planned in March and activation ideas around new variant launch would be required (generic).
- Trial leads to purchase and repeats. Keeping this in mind, brand would like to initiate sampling activities in key markets. The mega sampling activity should work on both ideas– 6 layer pack and a separate activity needs to be shared for range. The campaign should be extendable across channels and even multiplexes. Also, the idea should be such that it can be amplified through print, radio etc.
- The brand uses kids as influencers and hence activation ideas around kids need to be suggested.
- Activation ideas around festive season namely Rakhi, Diwali etc need to be suggested.
- Food Services is a substantial part of our business and hence ideas around activation need to be suggested. In this area, we need to establish superiority of Real and range. Driving range would help enhance business in FS. Also, these activations need to work towards enhancing premium imagery for the brand. Also, collaterals that can aid premium imagery too can be suggested by the agency.

Source: Vibgyor Brand Services Pvt. Ltd.

Abbreviations & Meanings for Dabur Real: Event Brief

FBB	:	Fruit Based Beverages
MT	:	Modern Trade
GT	:	General Trade
Saliency	:	The affinity of the market towards that category
SEC	:	Socio economic class
AB	:	SEC based on demography and economic status
MS	:	Market Share
TVC	:	Television Commercial
J&N	:	Juices and Nectars.

EVENT LAUNCH PROPOSAL-HAMDARD ROOHAFZA



The Brief



- ☞ Hamdard RoohAfza is launching a new small SKU to increase trials. This is especially for the markets in the East, West and the South where the brand has a comparatively lower market share compared to North.
- ☞ In order to make this launch a success, one of the most integral part would be the sales and distribution team of the respective regions. The idea behind the launch events is to educate and motivate the teams regarding the product.

The Premise



- ☞ We as humans tend to work better if we have a belief in something, be it religion, talent or selling a product.
- ☞ Hence, our first objective is to make the team understand and create the confidence in them about the necessity of the product and how it will affect and drive sales.
- ☞ We would achieve this by not just talking about the product but actually talking about history of Hamdard and RoohAfza along with a few other examples of history and how new variants, smaller SKUs have made a difference in the future of the product.
- ☞ Along with this we also have to re instate the essence of the product which is that 'RoohAfza' is refreshing !!

Invite
Options



The Execution



- ☞ The launch would be divided in 5 parts :
 - ☞ Registration and Photo-op
 - ☞ Anchor games and ice breakers.
 - ☞ Sand artist act -Hamdard RoohAfza Legacy.
 - ☞ Brand presentation.
 - ☞ Consumer reaction AV on the new trial pack.
- ☞ Each of them would relate to the product and the premise in it's own different way but together they will combine to create a lasting impression and experience about the New '**CHHOTA RoohAfza**'.



Theme -
**Chhota Size
Badi Taazgi !**

Photo-Op and registration



- ☞ At the point of registration we will have a cut out of a **giant 5ft glass** with a straw coming out.
- ☞ This glass would have the image of a refreshing RoohAfza based drink in it.
- ☞ The team can pose with the glass using **funny props** and have a fun photo as a souvenir.
- ☞ At the **registration** we will have a bar counter set up with a bartender creating **mocktails** using RoohAfza while **juggling**
- ☞ At the entry point we will also have some **mist fans** sprinkling **rose water** to freshen up the team.

Registration Desk



Registration Desk - Backdrop with registration desk.

Photo Op



Photo op- 5ft Glass with Backdrop

Décor Option

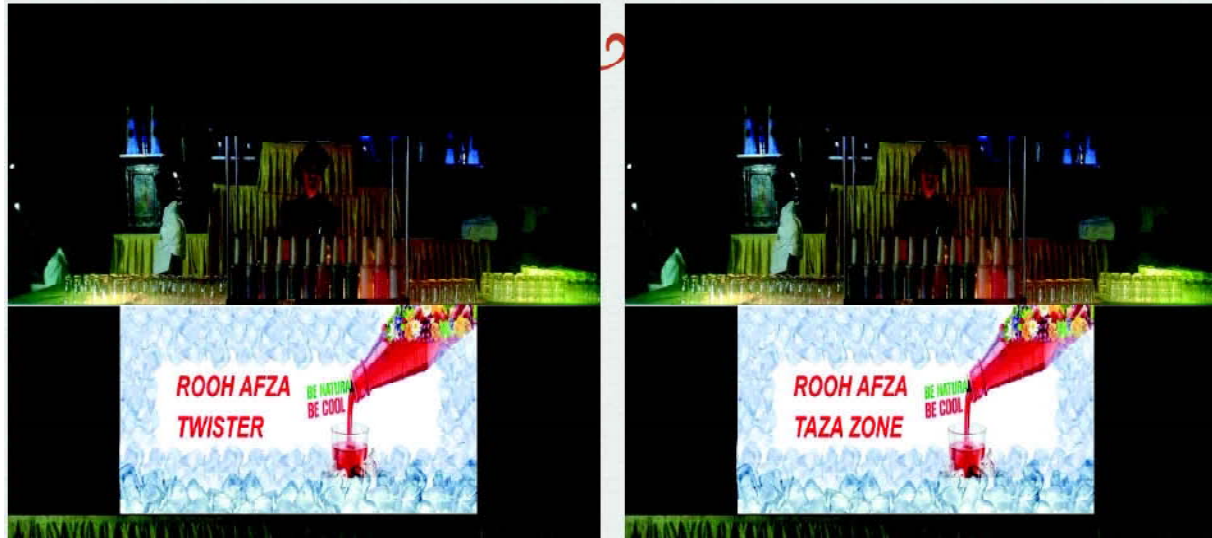


- ☞ The gate would be made with natural Rose bushes, Mint, lemon and other RoohAfza ingredients.
- ☞ Mist fans would be used to create an aura of freshness and the water would be fragranced with RoohAfza scent.
- ☞ This would create a feeling of natural freshness around the hall.



Arch gate with RoohAfza ingredients, Red carpet and Mist Fans

RoohAfza Twister Counter



The RoohAfza Twister counter would serve Plain RoohAfza (with water), RoohAfza milk shake, RoohAfza Mojito etc. this would be served during lunch.

Main event

The anchor would start the event with a small ice breaking session.

Anchor would then invite the Sand artist to the stage.

Sand artist would perform the act showcasing the Hamdard Legacy.

The brand team would take the stage for the brand presentation.

We would pause the presentation just before the launch and the hall would go dark at this point along with the stage.

Main Event - Cont.

The lights will then start flashing and focus on the side panels which would turn showing the new Hamdard RoohAfza pack.

Music will play in the back round and confetti blasts will start on the stage.

At this point we will start the mist fans inside and hostesses will enter along with the Bottle inflates.

The original and new small pack inflates would both mingle with the crowd and come upon stage.

The anchor will then come up on stage along with the bottle inflates and energize the crowd for the launch of the new SMALL Pack.

Sand Art



Bottle inflates

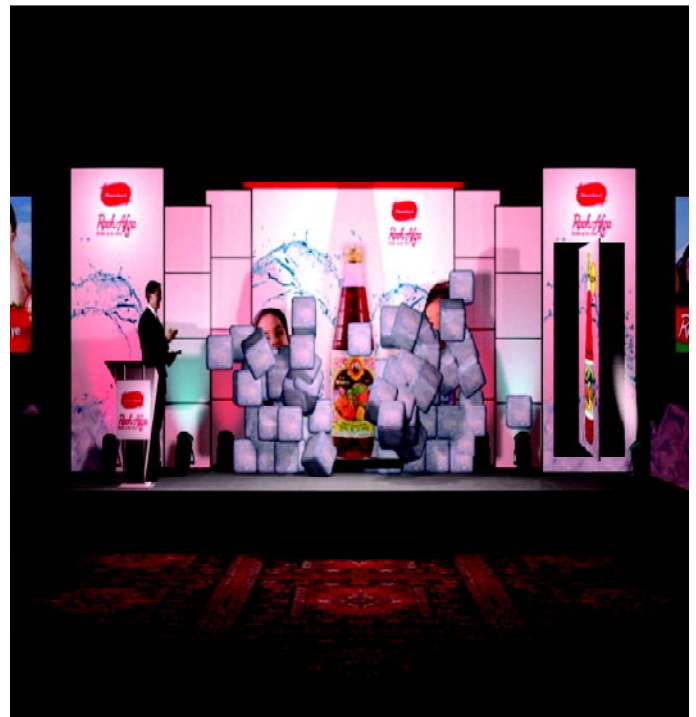
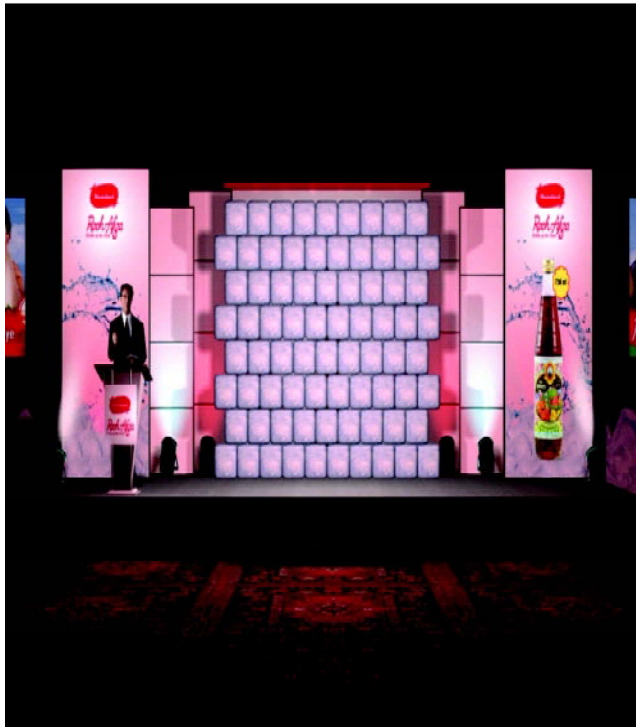


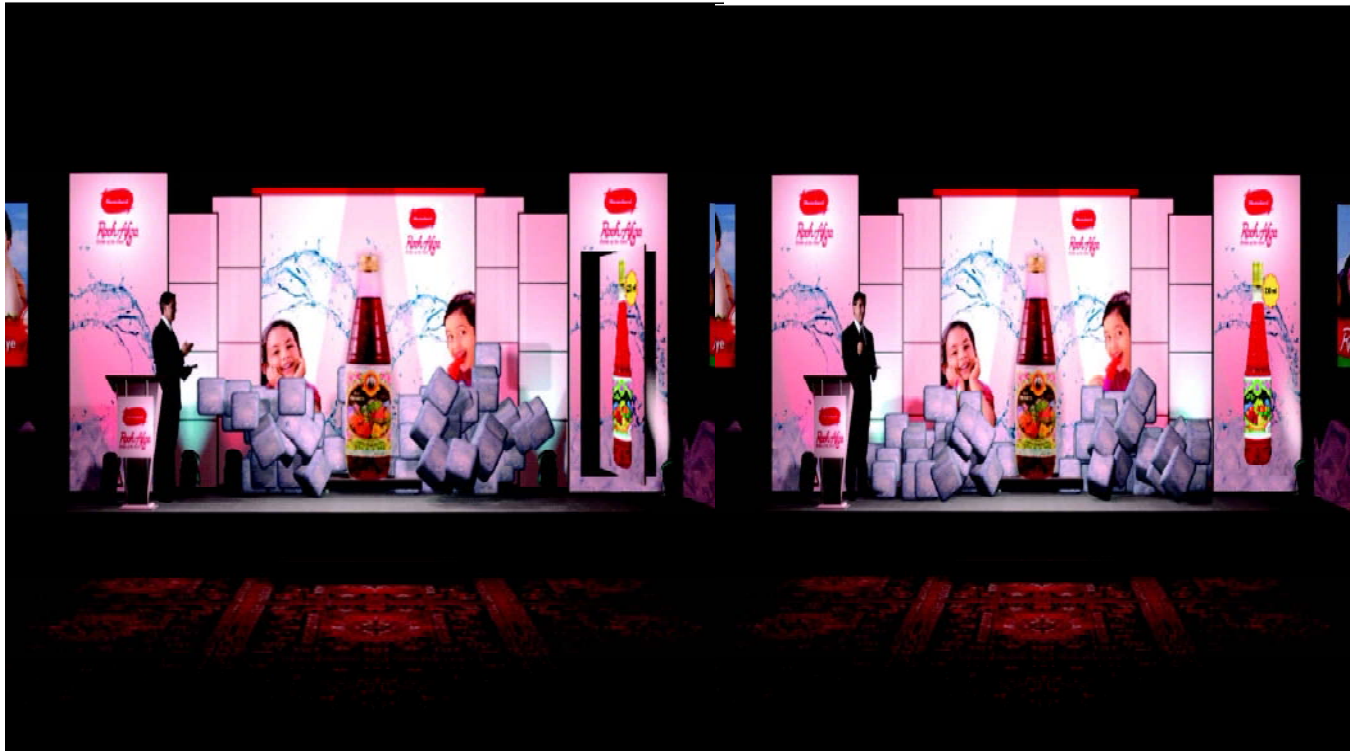
Consumer reaction recordings

- After the launch we will show these feedback videos to the sales team as a sort of market research/response that we have gathered about the product.
- We will send out a team to the respective market areas of each city and record some consumer feedbacks and reaction videos.
- Basically our team would show the new pack to the TG and ask them about the likeliness of them purchasing the pack for trial and how a smaller/cheaper pack motivates them to try the product.
- These recordings will then be showed to our Retail/Sales and distribution team during the launch event. **This will instill confidence in them about the product and market response.**

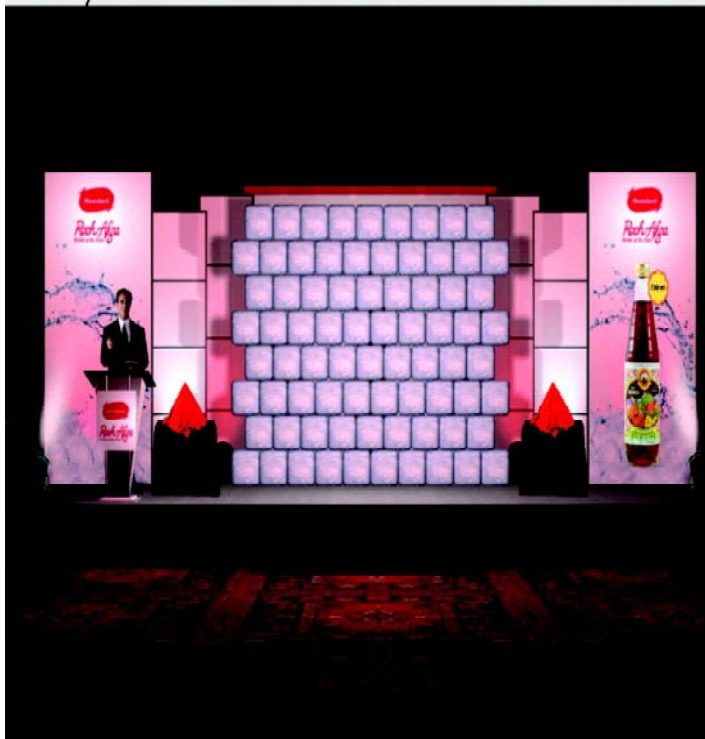


The BIG reveal.....





Pyramid Table Placement



Thank you