

Block

# 3

**EVENT PLANNING PROCESS**

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## INTRODUCTION TO BLOCK 3

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We have arrived at a very significant Block of Course-2. This Block emphasizes the role of event planning as a process that applies to the conduct of events.

The first Unit of this Block, Unit 9, emphasizes good event design as a stimulant to all our senses and how it contributes significantly in influencing the audience behavior. Realizing the contribution of effective event design in creating a positive and meaningful event experience where audience involvement is increasingly gaining importance, we need insights on the principles of event design, principles of design, event design model and the role of stakeholders in the development of an event design that have been explained in the Unit. Since events are remembered for their uniqueness and creative elements that are introduced while staging the events, the Unit discusses about creativity and innovation in events.

After learning about event design, we move on to learn about planning an event in Unit 10. This chapter takes the event from an idea to action by dealing with the 'how' part of the event i.e. how to make the event happen. The Unit helps us to gain insights on various elements of event planning process and will help in formulating a strategic event plan. A good plan bearing the capacity to be realistic and allowing adequate flexibility when the environment changes, is created when proper tools are used in event planning. Thus, the focus of the last section of the Unit shifts to different tools used for planning and management.

Unit 11 highlights the need for effective human resources as a part of the event planning process. Management of human resource starts with the human resource planning process. Thus, the human resource planning process involving recruitment, selection, induction, training and remuneration has been discussed in great detail in this Unit. The Unit attempts to orient us towards significant roles of motivation, event management information system, statutory requirements for work force management, and techniques for creating an effective team.

Unit 12 on logistics in event management attempts to build the concept of logistics in the context of event management and discusses its various elements in detail. The later part of the Unit provides knowledge about different techniques which are used in event logistics management.

Unit 13 discusses entertainment planning in detail and underlines how entertainment enhances the event experience and is included in almost all events. Planning and management of entertainment and entertainers is very crucial so as to increase the excitement and effectiveness of the event. The Unit helps us to understand the factors that affect the selection of entertainment activities and provides insights into the process of entertainment planning and management of entertainers.



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# UNIT 9 EVENT DESIGN

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## Structure

- 9.0 Objectives
- 9.1 Introduction
- 9.2 Meaning of Event Design
- 9.3 Principles of Event Design
- 9.4 Development of Event Design
- 9.5 Expected Outcomes that Impact Event Design
- 9.6 Role of Sensory Experience
- 9.7 Let Us Sum Up
- 9.8 Keywords
- 9.9 References and Suggested Readings
- 9.10 Check Your Progress - Possible Answers

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## 9.0 OBJECTIVES

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This is the first Unit of Block 3 - The Event Planning Process. Event Design is the first step in event planning process. Events today are mostly ‘designed’ experiences, and it is very important that the event manager designs the event with unique elements to create a positive and meaningful event experience. This Unit will enable you to understand the need of event designing in today’s world of marketing. It will focus on various aspects of event designing such as principles of event design, process of developing event design, event design model, factors to be considered while developing an event design and factors affecting event designing. After completing this Unit, you will be able to:

- Understand the meaning and importance of design in events;
- Explain the principles of event design;
- Learn how the development of event design takes place; and
- Understand the outcomes that impact the event design and the role of sensory experience.

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## 9.1 INTRODUCTION

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Events are important in every sector, whether it is an institute or a government organization, bank, school, non-governmental organization, society or even home. Philip Kotler defines events as *occurrences designed to communicate particular messages to the target audience*. Events provide an opportunity to communicate, to get to the market (customers), build relationships and create space in the market of their own arena.

Here, the key part is ‘communication’ which is getting us to the market. So, does that mean that events are the only way to communicate with our customers? The answer is ‘No’. We also use other modes such as press, televisions, posters, radio, hoardings and other forms of media to communicate. However, if we

notice, we will realize that all the above means of communication provide one way of communication. None of the above channels provide a platform to talk to our customers. We thus cannot be assured, if our customers have heard the information and will be acting upon the information. This is why we have an event - a way to speak to our customers at a personal level and to get them to experience it. Now that we have understood the importance of an event, it is essential that the event manager comes up with some unique and innovative ideas.

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## 9.2 MEANING OF EVENT DESIGN

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Event designing is concerned with the development of an event environment in line with the event concept, to achieve the event objective and at the same time keep the customers impressed and the event remembered for.

Event designing starts from conceptual development to staging an event with the key elements of creativity and uniqueness. Brown's definition is as follows:

*Event Design is the creation, conceptual development and staging of an event using event design principles and techniques to capture and engage the audience with a positive and meaningful experience.*

*The event designed experience maximizes the effectiveness of communication with the audience and as a consequence increases the potential for the event to meet and exceed its stated aims and objectives while providing the foundation for the delivery of an optimal or peak experience for the audience.*

The core questions such as 'why is the event held, and for whom? What is its substance and the expected outcomes?' becomes the guiding factor in event designing. Though the whole exercise may be focused on identifying the unique element to make the event special, it must not lose the essence of customer 'centricity'. Event design is concerned with how to capture the audience and exceed their expectations. Therefore, we need to put the audience 'first' in our thinking and develop the event concept.

Though event design is concerned with the creation of event's aesthetic 'look', theme and feel, it is also intricately linked to the audiences' behavior, and the culture they are from. Event design approach enables us to influence audience's behavior and move them collectively to feel engaged, thrilled, enthralled, excited, convinced, engrossed, united and much more.

The event manager must use this opportunity of communicating with the audience effectively by developing an effective event design. The event manager should always remember that an event is like a product which should be packaged so attractively with the elements of creativity, uniqueness and customer's perspective that it fully realizes the potential of event experience.

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## 9.3 PRINCIPLES OF EVENT DESIGN

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The primary quality of a good event design is that it is stimulating to all our senses. It has a 'WOW' factor in it. The level of stimulation may vary among individuals. The same design will have a different appreciation level sought from different people. According to Brown event design has five principles which are scale, shape, focus, timing and build.

**Scale:** This is defined as *matching the scale of the activity to the venue and ensuring that, regardless of the distance from the activity to the audience, the audience can clearly see and understand what is being presented.* This aspect plays a key role in the formation of customer satisfaction.

Venue therefore needs to be selected or created keeping the scale of activities in mind. Venue not only includes the space; but also includes its physical design and layout. Physical design and layout of the venue greatly impact the way the activities and customer's seating arrangements will be planned.

When the scale is not appropriate it means that the size of the activity with respect to the venue is not proper which leads to difficulty on audience's part to appreciate the activity. In such cases, it is difficult to hold the audience till the end of the event.

**Shape:** Shape has been defined as *how the audience responds to the physical environment in which the event takes place.* Physical environment includes various factors that surround the audience in an event site. Ambient conditions including the weather, temperature, air quality, noise, music, odors, light, colors, decors, furniture, crowd, physical designs, layout, space utilization, passage, equipments, furnishings and several other conditions like these influence audience behavior.

The shape of the event premises is many times manipulated by designers to influence the perceptual image of the premises scene. This means that by varying the decors, lighting, furniture, seating arrangements, color, ceiling height and flooring levels, the designer can change the perceptual image of the event site. For instance, low ceiling heights in a venue will create a perceptual image of crowded space among audience. Hence this should be avoided.

Therefore, image based properties such as color, lightness and texture affect the perception in relation to the event design principle of shape.

**Focus:** The definition of focus is: *Gaining and keeping the attention of the audience. We want our audience to look where we want them to look – and we have the power to make them do just that.* For instance, if the event designer wants the audience to focus only on stage, the designer will have dim light in the seating area with a spot light on stage when the performance is going on. Similarly, in a photo exhibition where the focused areas are paintings, the lighting should be more on paintings while displaying subtle décor on wall, floor and ceiling to get least attention.

Various elements of design such as color, light, décor, texture, pattern, fixtures and others can be either exaggerated or under-represented accordingly, to create focus areas. Another aspect which the event designer should take into account is the duration of event activities which require concentration and attention. Every individual has a limited span of attention. Too long a session will not be able to hold the audience's attention. Therefore, content design and program design is of prime importance in relation to the event design principle of focus.

**Timing and Build:** The phrase 'timing is almost everything,' in relation to the event design principle of timing, is of great importance. According to Brown and James, timing is all about understanding an audience's likely attention span and response to the programme element, and being able to programme it to

maximize their attention. The principles of timing and build overlap and in fact work together. The last event design principle of build will ensure a great event with the use of tension and release within an event. As suggested earlier, timing and build – the two event design principles are closely related and it is beneficial if these two principles are analysed together.

### **Principles of Design**

While the ‘principles of event design’ which are scale, shape, focus, time and build, are used to create an event, there are the basic ‘principles of design’ which any designer uses to create the expressions of an idea. It is necessary for every event designer to have knowledge of these basic principles of design. These principles of design are balance, proportion, rhythm, emphasis and unity. These are woven into the event design.

**Balance:** Balance as a principle of design focuses on the concept of visual equilibrium. When any design or work of art is created, it must achieve a physical sense of equilibrium which contributes to stability. In design, balance refers to the placement of objects in a way around the central axis that both sides weigh equally. For example, while making seating arrangement in an event, if one side of the venue has 50 seats while the other side has only 10 seats, there is imbalance of visual equilibrium.

**Proportion:** Proportion in design refers to the relative size and scale of various elements. Proportion signifies the relationship between objects or parts of a whole. We judge proportion of objects by their measurements in the actual world. By changing the proportions of objects, the designer can create different focal points. For example, in a conference to be organized on green environment, the designer can place potted indoor air purifying plants on the background of the stage and on the corners of the stage, by using a combination of tall and small plants in proportion. The taller plants can be placed behind the smaller ones so that they do not out-shadow the smaller plants. The use of the number of plants should also be proportional to the size of the stage. It should be pleasing to the eyes of the viewers and the stage should not look cluttered.

**Rhythm:** Rhythm is described as timed movement through space. Rhythm in a design includes repetition of motifs. This gives continuity and predictability to an art work. For example in a wedding ceremony, the entrance was decorated by placing big statues at a regular interval till the main hall giving continuity and predictability to the art work. However, sometimes rhythm or mere repetition brings monotony among viewers. Therefore, to break the monotony the designer needs to introduce variations or alterations.

**Emphasis:** Emphasis refers to a point of focus. A design with an emphasis like a huge statue or a water fountain, strongly draws the attention of viewers and creates interest among the viewers. Emphasis could be created in a number of ways such as by breaking the rhythm, by changing the proportion of objects, or by varying the color, texture and shape of objects used in creating a design.

**Unity:** Unity in design refers to coherence of the whole. Different elements and objects must give a sense of being connected together to bring out harmony of all parts. Unity can be achieved by consistency in pattern, color, idea, form and

shape. For example in the decoration of a venue, the designer used curtains of mauve color and in order to create harmony, mauve flowers were used on table covers and cushion covers with upholstery material of similar color, and sometimes of different shades.

**Check Your Progress I**

**Note:** Use the space provided for your answer

- 1) Define event design. Also, describe the importance of event design in event management.

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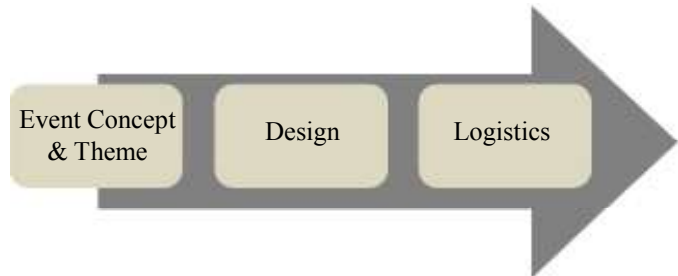
- 2) Name the basic principles of design.

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- 3) Explain the relevance of ‘focus’ as an event design principle in the formation of customer satisfaction at an event.

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**9.4 DEVELOPMENT OF EVENT DESIGN**



**Fig. 9.1: Event Design Model**

Source: Bladen et al. (2012)

## Event Design Model

Development of event design does not take place in one go. It is a process that starts from the event idea which is developed into an event concept and placed into the wider event environment, in a way, leading to the development of event design (Fig. 9.1). All events start with an idea. A unique idea can initiate the whole series of subsequent creative activities and enables to identify a theme.

**Event concepts** are different from event ideas in the sense that event concepts are clear statements. They become the foundations on which the entire event structure (design) could be erected. Finding answers to 5 'W's (Who, What, Why, When and Where) allow us to transfer the event idea to event concept. The transformation stage of event idea to event concept is a perfect time for the event manager to determine if the idea is feasible and viable. Description of the 5 'W's are:

- **Who:** 'Who' refers to the type of audience for whom the event is designed. It not only considers the type of audience but also the internal and external stakeholders who have invested interest in the event. Stakeholders include corporates, entrepreneurs, sponsors, suppliers, venues, students, volunteers etc.
- **What:** The 'What' factor refers to what the event is all about or what it contains as offering. This primarily describes the content of event and will be relevant for framing goals and specific objectives.
- **When:** 'When' means the timings of an event. This factor is not as simple as it looks. Decision on the perfect timing is a critical factor in determining the event performance. It takes internal and external environmental factors into consideration. The factors considered include - availability of venue, other similar events in the market, requirements of all the stakeholders, availability of audience, suppliers availability etc.
- **Where:** 'Where' refers to the location of the event. Selection of location is done keeping into consideration the requirement of event objectives, stakeholders' requirements and event design elements. The 'where' component along with the meeting of the above mentioned requirements, are greatly dependant on the budget allocated.

**Theme of the Event:** The theme of the event should be linked with the purpose. It should be completely compatible with the guests' needs and consistent in all respects. The theme of the event provides integrity and unity. In the Olympic Games the 5 rings are used on tickets, posters, playgrounds, merchandise flags, uniforms, décor etc. This technique helps attendees to identify the event with the theme. Many wedding planners adopt a colour scheme or in a product launch, a logo that is repeated on all items produced for the event, such as cards, bags, t-shirts, mugs, gifts, decoration and posters is used.

There can be endless number of themes depending upon the event planner's imagination and the size of the clients' pocket. Some of the themes could be *Rural, Urban, Historical, Traditional, Contemporary, Western, Regional (like Rajsthan etc.), Heroes, Sporting, Film / Music, Artistic, Food, Objects (like flowers, boat, animal, utensils, and birds), Colour and Colour Schemes, Materials and Fabrics, Jungle, River and so on.*

While developing a theme an event planner must come up with ideas which suit the customer's requirement and venue selected. It should be unique and within the budget. No theme is good or bad; its creative use may turn the event as a unique, most liked or memorable event. See case study in Box No. 1 while referring to Fig. 9.2 and Fig. 9.3.



**Fig. 9.2:** 'Mehendi' event at the Antalya wedding with the theme - 'Palace of Versailles'.



**Fig. 9.3:** A glimpse of décor used in the engagement that took place at the beach of the hotel at Antalya

**Source:** for Fig. 9.2 and Fig. 9.3: <https://www.wedmegood.com/blog/larger-than-life-wedding-in-antalya-turkey/>

### **Turkish delight Antalya wedding by Wedniksha, E-Factor and Showtime: Case study**

A package of events took place on April 2016, for the celebration of a spectacular wedding in Turkey, which was organized by three Indian event management companies - Wedniksha, E-Factor and Showtime. Wedniksha specializes in popular spectacular weddings. It has associated with Wizcraft, one of the number one events planning enterprises, to scale new heights in wedding planning. E-Factor is a renowned event management company that is known for its benchmark 'wow' factor by creating larger than life, one-time events with awe-inspiring set-ups. E-factor executes corporate and social events within India, across middle-east, south east and Europe. Showtime is another reputed company that focuses on activations, conferences, entertainment, exhibitions, launches, road-shows, signature events and many others.

It was the wedding of Ajay Gupta's son, a billionaire businessman and politician. The celebrations took place at Mardan Palace, a world famous heritage property, located at the beautiful Bosphorous river, that added to the beauty and ambience of the event. The first event (*Mehendi*) as part of this wedding was executed at the lobby of the Mardan Palace, by Wedniksha. The theme of the event was 'Palace of Versailles'. (The Palace of Versailles is in France that was built during King Louis XIV's reign). As the interiors from that period also known as 'Louis XIV-style' is characterized by red and gold richly-woven fabrics, the *Mehendi* event used the feature of gold, white and red colour palette in décor (Fig. 9.2). Décor and planning for *Sangeet* was also done by Wedniksha. The Engagement and Wedding was executed by E-Factor (Fig. 9.3). Showtime organized a star-studded poolside reception. Major star attractions amongst others were actors Hritik Roshan, Anil Kapur, Dia Mirza, and artists such as singers Richa Sharma and Rahat Fateh Ali Khan. The entertainment was managed by a company called Catalyst and choreography was managed by Shiamak Davar. Catering was done by Season's Catering, and vendors for photography and videography were Sunny Digital Imaging. The theme and décor of the event was worth remembering for and the events were attended by 600 guests from different parts of the world.

**Source:** <http://www.tmf-dialogue.in/mardan-palace-antalya-plays-host-to-indian-wedding-extravaganza.html>

#### **Intext Activity 1**

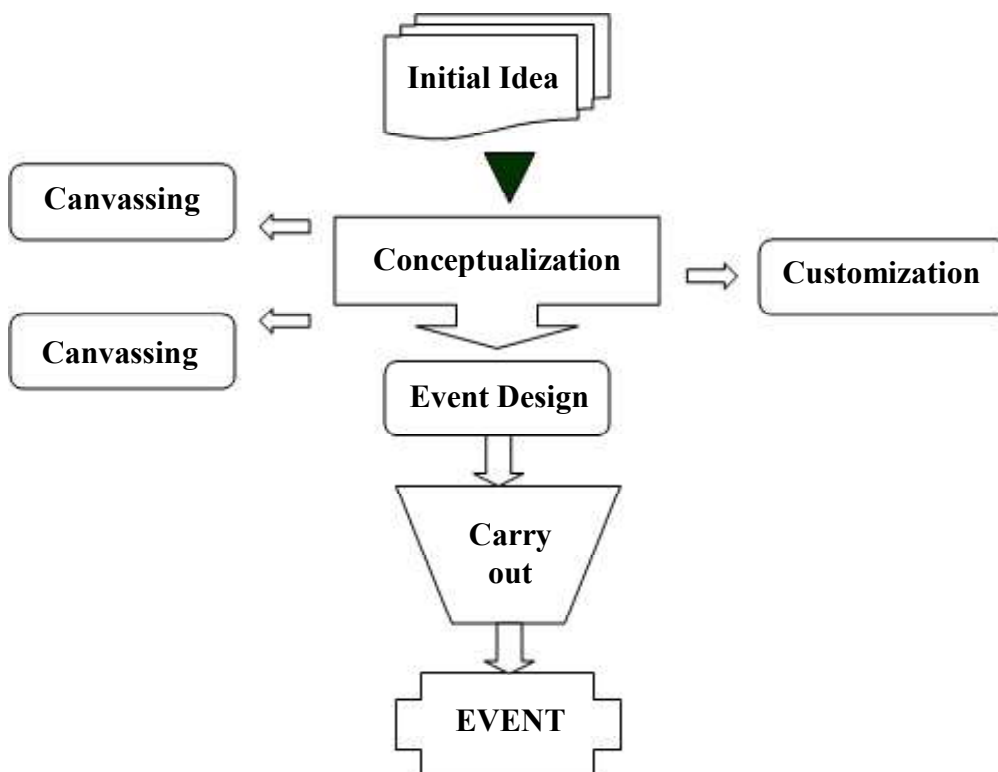
You as an event manager have been asked to design an evening reception party for a newly-wed celebrity couple who are natives of London, at a five star resort in Rajasthan. They have demanded a royal theme to be used in the event. What theme and décor will you suggest to them to make the event unique and a one-time experience for them?

Once we have developed the event concept, theme and event objectives which could be simple or complex depending on the type of the event, number of stakeholders involved and size of the event, the event manager along with her / his team starts working further on the layout, décor and aesthetics to go in line with the theme, objectives and requirements of the stakeholders. This leads

to the development of **Event Design**. Event design thus communicates the theme and creates the event environment along with food and entertainment, all flowing in harmony. Event designing is about all the elements that go into the event that contribute to the experience the guests have of it; for example, the theme, the décor, the ambience of the venue, the lighting, the music, the furniture arrangement, the entertainment, the props etc.

**Logistics** which is the third component in the Event Design Model is defined as *the discipline of planning and organizing the flow of goods, equipment, services and people to their point of use*. Canadine defined logistics as: *'The detailed organization and implementation of a plan or operation'*. The Chartered Institute of Logistics and Transport (UK) define logistics as, *'The time-related positioning of resources to meet user requirements'* where resources may be transport, storage, information, flow of customers and customer services. Unit 12 titled 'Planning of Logistics' in this Block discusses logistics as a functional domain of event management in detail.

### The 5Cs inherent to the Process of Event Design



**Fig.9.4: 5 Cs of Event Designing**

Source: Gaur and Saggere (2003)

According to Gaur and Saggere an interaction between the 5Cs is inherent to the process of event designing (Fig. 9.4). The first is **Conceptualization** of the creative idea ambience followed by **Costing** i.e. calculation of cost of production and margins on the event. **Canvassing** for the clients / sponsors, customers / audience and networking is the next step. Depending on the customers' needs and marketing objectives, **Customization** of the concept is required. Finally, the most important part of event management is the execution of the event as planned. This activity is termed as **Carrying out** of the event. A complex interaction between the various

Cs takes place before the carryout stage, and this depends upon the client's requirements, constraints caused by the budget and so on. The final concept that will be actually carried out, is a derivative of a series of modifications to the initial concept after accommodating changes required for a perfect fit amongst all other Cs during the conceptualization process.

### Relationship of Stakeholders

An event does not operate in isolation. It is an outcome of team effort which has an involvement of various stakeholders. Hence this is a major factor affecting event design. These stakeholders foster a relationship with each other which goes beyond the life of the event. Thus, the process of event design starts with the identification of stakeholders. Fig. 9.5 specifies the relationship of stakeholders with the event.

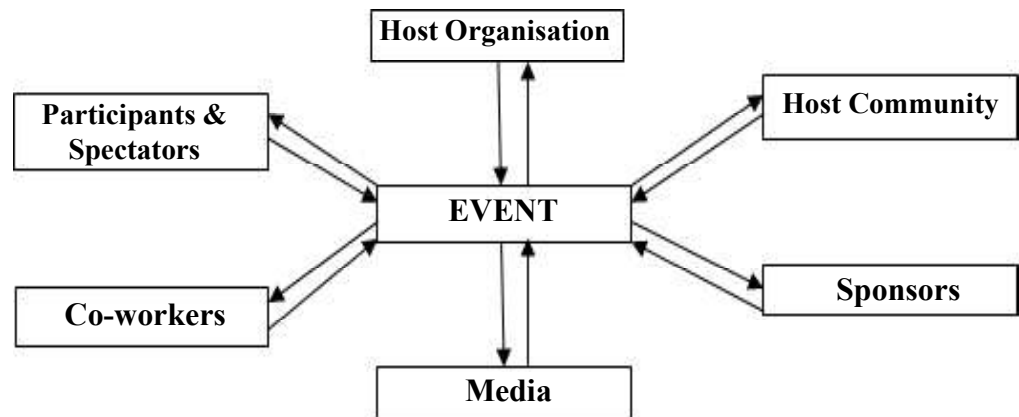


Fig. 9.5: Relationship of Stakeholders to an Event

Source: Mcdonnell et al.(2011)

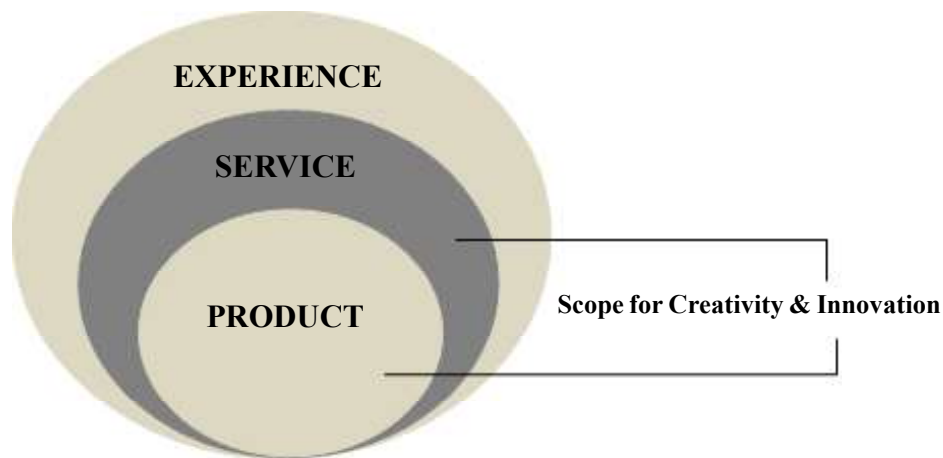
There has to be a strong relationship amongst stakeholders. For example, if co-workers (suppliers and vendors) are not satisfied with the past treatment of the host organization they might not willingly support the event. Similarly the participants might not support a particular event. Consent of participants is sought through market research. Once the stakeholders are identified and the host organization is ready with the event concept, a meeting is called with all stakeholders. In the meeting the event concept is introduced, subsequent to which, creative and innovative ideas start floating. At this time the event manager does not evaluate the idea; rather the objective is to have as much ideas as possible, in the area of expertise of the stakeholders. This works well, when the host organization is very clear with event concept. Else, the flood of ideas sometimes deviate the purpose of event and the event fails to deliver the experience that it intends to do.

The flow of synergy of ideas means one person building on the idea of another until a solution is reached. The final idea is the idea which is accepted as the right / most appropriate idea by everyone. Recall that you had learnt how ideas are screened in Unit 5, Block 2, of Course 1. Like any other product or service, the success of an event depends on the right segmentation and targeting of customer. An event organizer has a team of workers and getting work done as per the requirements of the client and target audience is a huge task. Hence, the ideas of each worker to develop a concept of an event should be in synergy with the client's concept and audience fit. The success of the client-concept-audience

fit depends on the proper segmentation of the client and on this basis, one can proceed to segmentation of target audience. If the event organizer lacks one or more necessary competencies in bringing the synergy of ideas, the client and target audience will automatically be unsatisfied. There has to be unity in diversity. The ultimate aim of the event team is to serve and satisfy the client and build an image of the event company in the market. If there is synergy of ideas, the event organizers can do wonders in the event industry as well as earn name, fame and good profit.

### **Creativity and Innovation in Event Design**

Creativity is the skill on which the event industry capitalises. Many times people use creativity and innovation interchangeably, as these are the most essential aspects of event design. However, on one hand, where creativity is about creation and harnessing new ideas, innovation, on the other hand is taking new ideas and developing them into something useful and practical. Unlike creativity, innovation is very much measurable and replicable. Innovation is a productive process which requires money for the implementation of creative ideas. With the whole world striving for space of their own sector in the market, the elements of creativity and innovation have found all the more reason to be given due importance by different industries. Everybody looks for something new, something different. Presenting the same products in the same old style may not keep the customers attracted and retained with the product for long.



**Fig. 9.6: Three levels of the experience-scape**

**Source:** Bladen et al. (2012)

An event is a marketing tool and is professionally organized by an independent agency. The client sees an event in its entirety as a product or often as a service that is offered by the event organizer, as it is tailor-made or customized for that particular client. This requires one to be creative and innovative in order to be delivered at its excellence. Fig. 9.6 depicts the three levels of experience-scape indicates that the event designer uses the ability of artistic depiction in both the spheres - product as well as service to craft event objectives so as to deliver an impressive customer experience. To develop a creative concept, to keep the viewer interested and to make them want to take a closer look, the event planner should have creative skills. It is known that creative individuals are always assumed to be the most successful professionals in the field of event planning, as they are responsible to create the 'wow' factor.

**Creativity** is the ability to think ‘out of the box’ to generate new and imaginative ideas and convert them into reality. This quality requires a person to perceive the world in new ways. Creativity in other words is about unleashing the potential of the mind to conceive new ideas. Many times we say that some people are more creative than others. With their creativity, they are able to present ideas which are fresh and novel. However, in order to generate new and fresh ideas, the person should also have knowledge in the field.

Creative concept has something to do with originality, novelty, worthwhileness and unexpectedness. Any event planner’s work that makes people nostalgic, happy, excited or start a conversation shows that the event planner is surely creative. Creative event planners manifest certain characteristics:

- They indulge in divergent thinking and use a sense of humour.
- They have innovative ideas.
- They have the capability to prove themselves and possess intensions to grow.
- They always believe in doing something extraordinary.
- They are ready to undertake risks.
- They have the will to do something that is uncommon.

**Hot Attractions:** Event planners should be aware of hot attractions where special events could be organized or which could be marketed as a destination for marriage, meetings, conferences, incentives, tours, exhibitions, award ceremonies and for many other events. There are many destinations which are used for different events. Few such examples are hosting Filmfare Awards in Dubai, marriages at Bangkok, exhibitions at Singapore, conferences at Goa and so on. An event expert requires collecting information related to certain destinations in India and outside India. The information can be collected either through authentic sources such as tours and travel agencies, websites, guide books, destination marketing agencies / organisations or by attending some events whenever the opportunity comes. The event expert can collect as much information as possible related to destination, packages, offers from various airlines, hotels, caterers, florists, promotional companies, public relation agencies or freelance communication experts, designers along with entertainment groups etc. Few of the hot attraction places in India and abroad that are utilized for various events are:

<i>Rajasthan</i>	: Udaipur, Jaipur, Jodhpur and Jaiselmer
<i>Andhra Pradesh</i>	: Hyderabad, Vishakapattanam and Vijaywada
<i>Tamil Nadu</i>	: Chennai, Kanyakumari and Kodaikanal
<i>Orissa</i>	: Bhubaneshwar, Cuttack and Puri
<i>Gujarat</i>	: Ahmedabad, Baroda and Saurashtra
<i>Australia</i>	: Perth and Melbourne
<i>Thailand</i>	: Bangkok, Pattaya, Phuket, Chiang Mai, and Koh Samui
<i>Mauritius</i>	: Port Louis, Waterfront and Le Morne
<i>Singapore</i>	: Sentosa
<i>United Kingdom</i>	: London, Glasgow and Liverpool

Likewise there are infinite hot attractions in almost every state of India and every country.

Many of such destinations are rich in tradition, culture, ancient architecture, natural beauty, religious places, regional cuisines and handicrafts. Such places become a hub for fairs (*melas*), festivals, conferences, meetings and exhibitions. All these characteristics make a destination a hot attraction and offer opportunities for the event planner to organize special events uniquely.

***Heritage to Hi-Tech:*** Many clients want to enjoy heritage along with culture and application of latest technologies. Technology plays a fundamental role in experiential marketing today and executing ideas, with the use of 3D printing, use of videos, live streaming, drones and motion sensing devices, to name a few. This has given scope for more creative event campaigns today. Event planners should plan events in such a way so that they can provide their client an environment where besides feeling the development of technology in a place, the client also gets the feel that technology is becoming an integral part of events. Many places are on the world's map with hard work of government, administrators, business sector people in preserving the heritage and bringing latest developments in these hi-tech places. Few examples of heritage to hi-tech states are Andhra Pradesh, Karnataka, Tamil Nadu, Maharashtra, Uttar Pradesh, Gujarat, and Rajasthan. Such places that are culturally rich as well as changing the face of events with the help of modern technologies and ever growing research and development are preferred by event planners for execution of events.

### ***Use of Technology for Creativity***

Technological environment is perhaps the most dramatic force now shaping the destiny of events. Event planners who are tech savvy are ahead of the game and their competition. Being on top of the technology and the latest communication devices can give event planners a competitive advantage. Event planning companies today are investing time and money in updating technological skills, knowledge and equipment and discovering the secret of the value it adds to their companies and their clients. Event planners who use technology as a tool to help them streamline their operation procedure, provide better response time to the guests and up-to-the-minute reports for their clients. They are positioning themselves to be able to spend more time in research, programme development, exploring creative options and serving successfully to the satisfaction of clients.

Technological innovations such as mobile applications for events, portable photo options for events and technologies for event managers to check out destinations and venues without having to involve physical travel, to name a few, will be useful for future event managers. Virtual meetings, teleconferencing, videoconferencing, video and audio streams are already commonplace today and are being used more and more frequently in training sessions, in-house product launches, briefings and company presentations. To add further, the event industry in India today has already started evolving in the technology era with modern, unique devices and by using 4D technology, using 3D activities, holograms and other forms of immersive technology. 3-D Hoardings and Digital Giant Video Screens are an awe-spectacle sure way of attracting audiences. These are becoming economically viable and more easy to program. Unique solutions using 4D technology are gaining popularity. For example, by using 4D technology, the Marriott Hotels take their guests on virtual tours and adventures to major beautiful

cities and warm beaches. Since technology is enabling the event industry to provide more sensory experiences, brands are increasingly incorporating it into their experiential marketing campaigns through events that are using technology creatively and innovatively. See Box No. 2 for an event that uses an interplay of technology and creativity.

### Box No. 2

#### L'Oreal Professional Profiber Launch : Case Study

'Onesoul Productions' belongs to Onesoul Life, an event company that is run by Shamita Singha and Mashoom Singha. They have collaborated with Anup Bhatt who has an expertise in music and production, and is the technical backbone of the company. The trio has a creative spirit and Onesoul Life is recognized as one of the best event organizers in Mumbai. The company organizes conferences, offsite trips, book launches, art exhibitions, show direction, artist and model management, restaurant and bar launches, and stage productions. In Feb 2016, Onesoul Productions organised a launch event at the Oberoi Hotel in New Delhi to launch 'Profiber,' the latest breakthrough innovation of L'Oreal Professional, one of the popular global leaders in the professional haircare market. The client of Onesoul Life, L'Oreal Professional decided to go in for a high integration technology, which also conducted a laser show and a laser entrance. Those who attended the event were provided an engaging digital experience by using photo booths, a massive LED display and laser beam installations. This technologically packed event also included an enthralling dance performance and an interesting and impactful fashion show in which models walked the ramp showcasing the effect of 'Profiber' on their hair. All these acts gave a very creative touch to the event and the audience enjoyed it very much.

Source: [www.applause.com](http://www.applause.com)

E-commerce and Web casting is being incorporated within media planning for events. Simulation and visualization techniques help in designing event concepts. The muscle added at the conceptualization stage would allow event organizers to evaluate concepts, offer unbelievable variations to their clients and will enable in getting costing done and suppliers for the same immediately. As technology advancements continue, event planners should be alert for products that will further enhance their productivity and be of benefit during on-site event coordination.

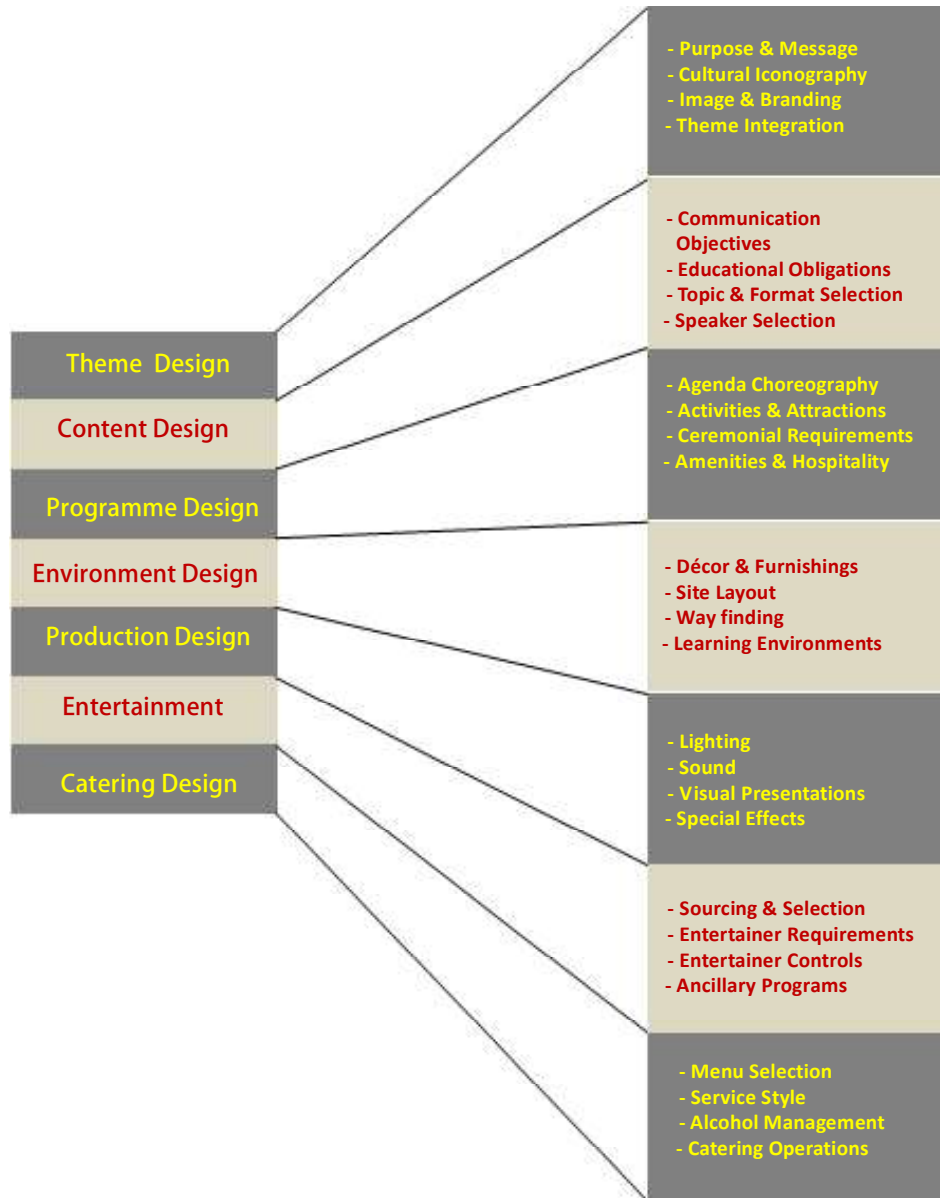
#### The Seven Facets of Event Design

There are seven facets of event design wherein the event designer has the opportunity to introduce unique elements. Fig. 9.7 reveals that the event designer needs to work on the activities of each facet to create an event environment in line with event concept.

These facets have been discussed as follows:

- **Theme Design** is the application of theme development principles and cultural iconography to communicate and integrate the purpose, message, image, and branding of the event project.
- **Content Design** consists of the selection of the appropriate topics, formats, and presenters to achieve the communication objectives and educational obligations of the event project.

- **Programme Design** concerns the formation and choreography of the agenda of activities, elements, exhibits, and amenities that shape the composition of the event experience. This addresses the ceremonial, hospitality, and communication requirements of the goals and objectives of the event project.



**Fig.9.7: Activities under each facet of Design domain**

**Source:** Adapted from EMBOK model (<http://www.embok.org> & <http://www.juliasilvers.com> )

- **Environment Design** involves the creation or acquisition and arrangement of décor items, props, furnishings, decorative embellishments, way finding and signage systems to enhance the attractiveness and functionality of learning, marketing, ceremonial, and entertainment environments.
- **Production Design** deals with the incorporation, sourcing, and selection of the appropriate sound, lighting, visual projection, multimedia, special effect, other theatrical elements and services to meet the communication objectives, and to create the desired impressions and ambience of the event project.
- **Entertainment Design** encompasses the sourcing, selection, and control of suitable entertainment, ancillary programs, and recreational activities in an

event project. It also encompasses the coordinating of support requirements for entertainers and activities in a manner that delivers the desired entertainment experience, and that benefits the audience and organization.

- **Catering Design** includes the determination of suitable catering operations and the selection of the menus, quantities, and service styles to meet the food and beverage (F&B) needs of the event. This also includes specific requirements associated with the serving of alcohol.

**Intext Activity 2**

- 1) Visit an event and observe it in terms of all the five principles of event design. List down your observations.
- 2) Consider a folk music festival that will be held in your city. As an event designer what factors will you consider to develop an event environment design?

**Check Your Progress 2**

**Note:** Use the space provided for your answer

- 1) What are the 5Cs of event design?  
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.....
- 2) Describe the relationship of various stakeholders with the event by drawing a diagram. Also, briefly write why it is important to involve stakeholders at the design stage.  
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- 3) Briefly explain the relevance of creativity and innovation in event design. How do you use technology for creativity?  
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- 4) Discuss the various facets of event design.  
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## 9.5 EXPECTED OUTCOMES THAT IMPACT EVENT DESIGN

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The outcome expected from an event greatly impacts the event design. The event is designed to obtain outcomes that can be classified into cognitive, affective, decisional and psychomotor domains.

**Cognitive Outcomes** relate to the involvement of attendee's mind. Event designed for this outcome may involve some kind of learning, may be learning of a new process or new technology. For example: the government might organize an exhibition to inform public about preventive measures and home remedies for people affected by dengue.

**Affective Outcomes** relate with the attendee's emotions. These emotions could be of surprise, excitement, fear or awareness. For example, an event organized on the social issue - 'domestic violence' presenting some shocking facts and figures along with few live talks with victims may affect the emotions of the attendees.

**Decisional Outcomes** relate to affecting the attendee's choice making. These events aim to change the mindset of attendees and emphasize on building new opinion. This objective is concerned with events like new product launch and voting opinion.

**Psychomotor Outcomes** relate to physical activities of the attendees. Events such as playing sports, marathons, fund-raising games, environment protection such as plantation activity, and cleanliness campaigns are examples of some events where there is physical involvement of participants in some form or the other.

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## 9.6 ROLE OF SENSORY EXPERIENCE

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Sensory stimulation forms the basis of an event experience. The event designer has to keep this in mind when designing the event experience. Any event falling in the category of 'good' would have its design appealing to the customer's senses of sight, taste, touch, speech and hearing.

**Sight:** The features which appeal our sight are the effect of lights, color, decoration and art. By using different colours and intensity of lights, we can make our attendees to behave in a certain way. For example - flashing bright spotlight on the stage helps in holding audience attention on the stage. Similarly, when warm colors such as red, orange and yellow are used they tend to excite the audience whilst cool colors such as blue, violet make the audience calm and organized. Decoration and art look appealing when they go in line with the theme. For example - In an event organized to promote Indian handicrafts, if we use jute items, bamboo and other indigenous material of Indian origin for decoration, it will appeal the audience.

**Taste:** Taste is definitely a critical factor in delivering the event experience. Food and beverages (F&B) both contribute to affect the sense of taste. Sometimes, food is standard but the catering service is so well and creatively planned that it appeals to the senses. Food and catering selected according to the theme contribute to positive event experience.

**Sound:** Depending on the type of event, the event designers should select the noise level. Very loud sound often hurts physically and is disturbing. However, certain events which require the audience to get excited and vibrant may use loud music. Events leading to learning such as educational conferences should have low noise levels. Again, the sound level (in terms of decibels) goes with the selection of music and music selected according to a particular theme is appealing to the audience.

**Smell:** One thing that contributes to smell is using flowers in decoration. The smell of flowers creates an environment which is so appealing to our sense of smell that no artificial smell can surpass it. Room fresheners are also used in event venues. Another smell that appeals to our senses is that of food. Smell of cooking is the best advertisement of a food stall. When the audience is hungry, the smell of food invokes salivation. However, the smell of food is distracting if it comes before the prescribed timings.

**Touch:** Designers understand that displays are better than visual stimulations. Allowing people to touch and try is one key step towards learning or buying. In events like exhibitions that are interactive and involve multisensory activities, along with good lighting and easier-to-read lettering, the number of visitors is usually large. Visitors feel more immersed and are satisfied with the overall event experience.

**Check Your Progress 3**

**Note:** Use the space provided for your answer

- 1) ‘Sensory stimulation plays a key role in delivering memorable customer experience’. Explain how.

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- 2) Why is it important to identify the objectives and expected outcomes of an event in the process of developing an event design? How does it impact the domain of event design?

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The next Unit ‘Event Planning’ of this Block will take the event one step ahead wherein it will focus on the ‘how’ aspect of the event i.e. how to make the event happen. With the event design as a point of reference, the event planners endeavor to make the idea of event design functional through event planning.

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## 9.7 LET US SUM UP

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Event designing starts with the conceptual development to stage an event by using the key elements of creativity and uniqueness. It keeps the event environment in line with the event concept to achieve the event objective and at the same time keep the customers impressed and the event remembered for. Like principles of design, we also have principles of event design. The manner in which these principles are used to create a design changes the expression and message of the design.

Development of event design is a process that starts from an initial idea which is first developed into an event concept. During this process, various stakeholders including host organization, host community, participants, sponsors, media and co-worker are involved to give their contribution in the development of event design. Creativity and innovation are integral parts of event designing. An event can be divided into seven facets wherein the event designer has the opportunity to introduce unique elements. These facets are Theme Design, Content Design, Programme Design, Environment Design, Production Design, Entertainment Design, and Catering Design.

Sensory experience has a very significant role in creating the event experience. Sensory stimulation forms the basis of an event experience. Any event falling in the category of good must be having its design appealing to customer's senses of sight, taste, touch, speech and hearing.

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## 9.8 KEYWORDS

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- Principle** : Principle is the basic idea or rule that explains or controls how something happens or works. Principles of design provide concepts to be used to organize and arrange the structural elements of design.
- Perceptual Image** : This is the process by which people translate sensory impression into views, ideas and understanding. Perceptual image is thus the image formed out of perception.
- Harmony** : An orderly or pleasing combination of elements in a whole. For instance, it could be color harmony, harmony in fixtures, harmony in furniture layout etc.
- Market Research** : The process of gathering, analyzing and interpreting the information about customer's needs and preferences, and other external environmental factors
- Stakeholder** : An individual with vested interest or concern in something.
- Event Project Management** : It is the application of project management to the creation and development of large scale events such as festivals, conferences, ceremonies, formal parties, concerts, or conventions.
- Catered event** : Any event where all who attend the event are provided with food and drink.

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## 9.10 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

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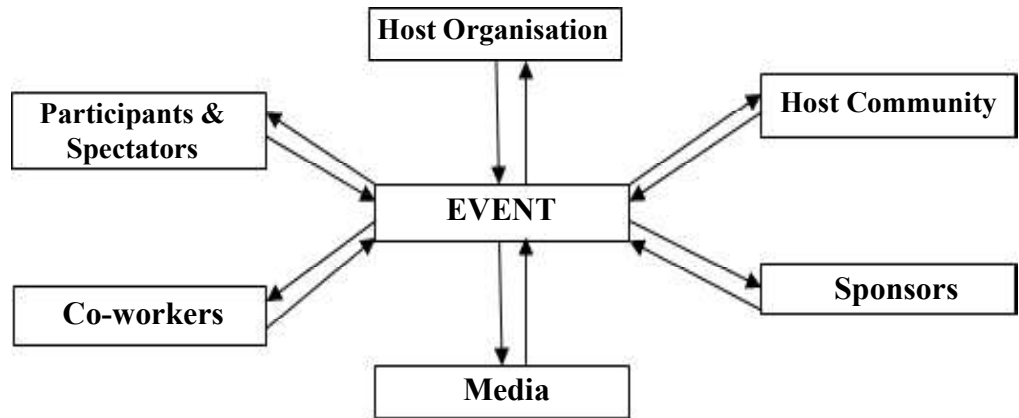
### Check Your Progress 1

- 1) *Event Design is the creation, conceptual development and staging of an event using event design principles and techniques to capture and engage the audience with a positive and meaningful experience.* Event design is concerned with the creation of the event's aesthetic 'look', theme and feel, which is intricately linked to event audiences' behavior, and the culture they are from. Event design approach enables us to influence audience behavior and move them collectively to feel engaged, thrilled, enthralled, excited, saddened, convinced, engrossed, united etc.
- 2) The basic principles of design are balance, proportion, rhythm, emphasis and unity. The event designer uses the principles of design to create the expressions of an idea.
- 3) Focus is defined as *gaining and keeping the attention of the audience. We want our audience to look where we want them to look – and we have the power to make them do just that.* For instance, if the event designer wants the audience to focus only on stage, the designer will have dim light in the seating area with a spot light on stage when the performance is going on. Similarly, in a photo exhibition where the focused areas are paintings, the lighting should be more on paintings while displaying subtle décor on wall, floor and ceiling to get least attention. Various elements of design such as colour, light, décor, texture, pattern, fixtures and others can be either exaggerated or under-represented accordingly, to create focus areas. Focus also has to be built in event activities. For example, too long a session will not be able to hold the audience's attention. Content design and program design are therefore of prime importance in relation to the event design principle of focus.

### Check Your Progress 2

- 1) There are 5Cs of event designing. The first is *Conceptualization* of the creative idea ambience, followed by *Costing* i.e. calculation of cost of production and margins on the event. *Canvassing* for the clients / sponsors, customers / audience and networking is the next step. Depending on the customers' needs and marketing objectives, *Customization* of the concept is required. Finally, the most important part of event management is the execution of the event as planned. This activity is termed as *Carrying out* of the event.

- 2) Organizing an event is a team effort and requires the involvement of various stakeholders. The figure below shows various stakeholders who have stakes in the event. The figure also indicates that the stakeholders and event organizers mutually get benefits from the event execution. Therefore, all the stakeholders including host organization and community must achieve their individual goals on the achievement of the common goal of event success.



**Figure : Relationship of stakeholders with the event**

These stakeholders need to have strong relationships and coordination amongst themselves which is only possible when they are involved from the event designing stage. For example if co-workers (suppliers and vendors) are not satisfied with the past treatment of the host organization they might not willingly support the event. In another example, if the participants do not support any particular event then there is no point in carrying out that event. Consent from participants is sought through market research.

- 3) Creativity is about creation and harnessing new ideas while innovation is taking new ideas and developing them into something useful and practical. An event is a marketing tool and is professionally organized by an independent agency. The client sees an event in its entirety as a product or often as a service that is offered by the event organizer, as it is tailor-made or customized for that particular client. Presenting the same products in the same old style may not keep the customers attracted and retained with the product for long. This requires one to be creative and innovative in order to be delivered at its excellence.

Technological innovations such as mobile applications for events, portable photo options for events and technologies for event managers to check out destinations and venues without having to involve physical travel, are used by event managers. Further, the event industry in India today has already started evolving in the technology era with modern, unique devices and by using 4D technology, using 3D activities, holograms and other forms of immersive technology. 3-D Hoardings and Digital Giant Video Screens are an awe-spectacle sure way of attracting audiences. These are becoming economically viable and more easy to program (The example of Case Study given in Box No. 2 can be explained here).

- 4) There are seven facets of event design wherein the event designer has the opportunity to introduce unique elements. The event designer needs to work on the activities of each facet to create an event environment in line with event concept. These facets have been discussed as follows:

- **Theme Design** is the application of theme development principles and cultural iconography to communicate and integrate the purpose, message, image, and branding of the event project.
- **Content Design** consists of the selection of the appropriate topics, formats, and presenters to achieve the communication objectives and educational obligations of the event project.
- **Programme Design** concerns the formation and choreography of the agenda of activities, elements, exhibits, and amenities that shape the composition of the event experience. This addresses the ceremonial, hospitality, and communication requirements of the goals and objectives of the event project.
- **Environment Design** involves the creation or acquisition and arrangement of décor items, props, furnishings, decorative embellishments, way finding and signage systems to enhance the attractiveness and functionality of learning, marketing, ceremonial, and entertainment environments.
- **Production Design** deals with the incorporation, sourcing, and selection of the appropriate sound, lighting, visual projection, multimedia, special effect, other theatrical elements and services to meet the communication objectives, and to create the desired impressions and ambience of the event project.
- **Entertainment Design** encompasses the sourcing, selection, and control of suitable entertainment, ancillary programs, and recreational activities in an event project. It also encompasses the coordinating of support requirements for entertainers and activities in a manner that delivers the desired entertainment experience, and that benefits the audience and organization.
- **Catering Design** includes the determination of suitable catering operations and the selection of the menus, quantities, and service styles to meet the food and beverage (F&B) needs of the event. This also includes specific requirements associated with the serving of alcohol.

### Check Your Progress 3

- 1) Sensory stimulation forms the basis of an event experience. Any event falling in the category of ‘good’ must be having its design appealing to customer’s senses of sight, taste, touch, speech and hearing. There are different features which appeal our sight and these are the effect of lights, color, decoration and art. Likewise food and catering selected according to the theme contribute to a positive event experience. Noise level should also be selected depending on the type of event. Events that involve celebrations or entertainment and want the audience to get excited may use loud music. But for several other events loud sound may hurt and becomes disturbing. Similarly the smell of flowers, room fresheners and sometimes even food may be stimulating to the audience. Event designers understand that displays are better than visual stimulations. Allowing people to touch and try in events is one key step towards learning or buying. To create a memorable customers’ experience, the above sensory stimulations should be sensibly and creatively used by the event designer

- 2) It is important to know the expected outcome of an event as it would greatly impact the event design. The event is designed to obtain outcomes that can be classified into cognitive, affective, decisional and psychomotor domains (Details on these event outcomes given in section 9.5 should be mentioned here). Different event outcomes demand different kinds and levels of attendees' participation. The event designs enable the event manager to achieve the required level of involvement of attendees.

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# UNIT 10 EVENT PLANNING

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## Structure

- 10.0 Objectives
- 10.1 Introduction
- 10.2 Importance of Event Planning
- 10.3 Elements of the Strategic Event Planning Process
- 10.4 Steps in Developing a Strategic Event Plan
- 10.5 Tools for Event Planning and Management
- 10.6 Let Us Sum Up
- 10.7 Keywords
- 10.8 References and Suggested Readings
- 10.9 Check Your Progress - Possible Answers

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## 10.0 OBJECTIVES

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In the previous Unit, we had learnt that event design is concerned with the conceptual development of staging an event. It creates an event environment aligned to the event theme and concept, to create an impressive event experience. An event designer thus focuses on the ‘WHAT’ aspect of the event. The designer deals with aspects such as décor, furnishings, lighting, seating arrangement, menu and other aspects related to the concept and theme. Efforts are made towards creating those event environs that are appealing to the senses.

The role of event planners is primarily concerned with the ‘HOW’ aspect of the event i.e. how to make the event happen. In dealing with the HOW part, they develop good networking with vendors; evaluate the future environment to check out the feasibility; strive to draw a balance between budget and aspired event design; and organise the technical aspects of the event.

The event planner ensures that the event achieves its goal with no element missing. Thus, we can say that the event designer gives expression to the event concept and the event planner endeavors to make that expression functional. After studying this Unit, you will be able to:

- Understand the importance and process of planning to ensure success of an event;
- Identify different domains of event that need planning;
- Develop knowledge about organisation structures as it applies to events;
- Describe the strategic event planning process in achieving the desired outcomes; and
- Describe the tools used in event planning.

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## 10.1 INTRODUCTION

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The success of any event depends on the planning that has happened days or months before the day of the event. If the right amount of time and effort is spent

on planning the various activities, the chances of developing and delivering a successful event increases. Since every event is unique in nature, that is, no two events are the same, the process of planning an event is also never the same as another event. Irrespective of the event type one should always remember that planning is needed primarily for two reasons:

- i) Committing and allocating an organisation's available resources for achieving its stated goals, and
- ii) Anticipating the future problems and opportunities.

Most events are a one time opportunity - to invest, to market, to showcase, to build relationships, and to create impression and experience. You already know by now that most events do not occur on their own; these require a manager to organise, control, monitor and evaluate number of activities going on under the single banner of an event. Thus, an event planner is also referred to as an event coordinator or event manager and vice versa, who is responsible for organising and facilitating all pre-event activities and on-site activities as well, required to make the event happen.

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## 10.2 IMPORTANCE OF EVENT PLANNING

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Planning is defined as a mental exercise involving the activity of deciding in advance how things are to be done. Hence the event planner predetermines the entire course of action in advance to achieve the event goal. Planning allows the event planner to anticipate the future environment in order to achieve better event performance rather than going by assumptions. As defined by Catherwood and Van Kirk, *Planning is a process that must continuously occur... until the end of the event. It is crucial to have as a foundation for this ongoing planning a vision, a statement, or concept that can be easily articulated and understood.*

Developing an event plan requires a lot of efforts on the event planner's part. It not only restricts itself to a mental exercise but involves networking, team building, market research, negotiations, technical and field knowledge, budgeting, publicizing and visiting sites.

A plan is treated as a good plan when it bears the capacity to be realistic and at the same time allows adequate flexibility when the environment changes. An event planner can ensure this by thoroughly scanning the external and internal environment in which the event will operate in future.

A successful event is always supported with a strong strategy and sincere effort of the team. It is usually said that a successful event management plan is the secret and inevitable ingredient that leads to producing outstanding events that meet the expectation of both clients and guests. Planning of an event should be made flexible as commitment is based on future conditions, which are always dynamic and an adjustment is needed between the various factors of event planning. The advantages of event planning are as follows:

- Things can be seen in totality
- Problems and competition can be anticipated
- Better utilization of available resources is possible

- Proper resources allotment can be done
- Unproductive work and wastage can be minimized

Though such planning may not predict the future of an event planner, surely a strategic plan enables to meet future contingencies, correct errors, take timely decisions and avoid deviations. For formulating a strategic plan, an event planner begins with asking the following questions:

- What service is to be provided?
- What sort of competition the event planner has?
- What resources and infrastructural needs are required?
- What unique features one can offer?
- What is the prime motive behind this event?
- What kind of target audience is expected to visit?
- What type of result one wants to achieve after the event is over?
- Who all are expected to be involved in the decision making process?
- What is the level of expertise required for event planning?
- What kinds of approvals are to be taken for creating a plan?
- What is the budget in hand?

A successful plan attends to all the above-mentioned questions. However, attending these questions in one attempt might make the situation dreadful instead of streamlining. Therefore, these are addressed sequentially through a process with the support of a team and simultaneously strategies are developed.

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## **10.3 ELEMENTS OF THE STRATEGIC EVENT PLANNING PROCESS**

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### **Concept or Intent to Bid**

In the case of new events , developing the event concept means making decisions on matters like type / form of the event (for example fair, festival or corporate event) , duration, location / venue, timing and the key programme elements that will make the event unique or special. Otherwise , events for which bids or proposals are required need to be identified first. This may be a result of requests for proposals (RFPs). Once this is done, it has to be seen if there is a ‘fit’ with the event organising body and the hosting destination. Events now considered worthy of further investigation are subjected to a more detailed scrutiny called feasibility study.

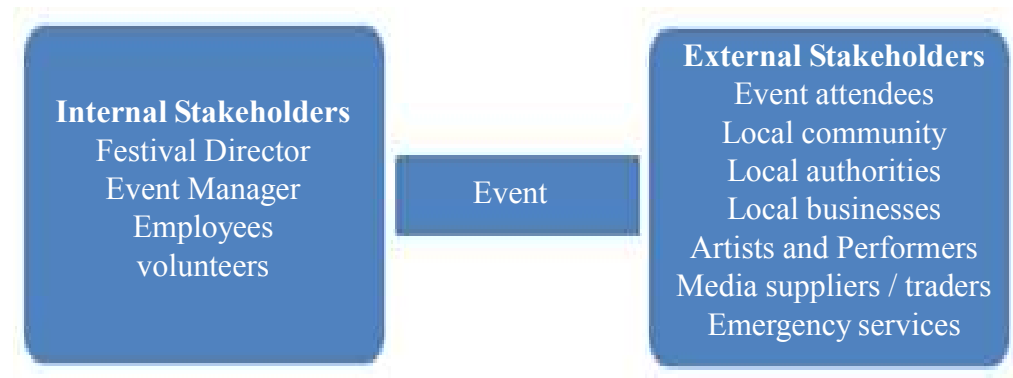
### **Feasibility Study**

As discussed in detail about Feasibility Assessment in Unit 2 – Feasibility Assessment of the Event, of Block 1 in this Course, a feasibility study is carried out to determine how feasible it would be to conduct that event. To conduct an event, considerations in the feasibility study would be - budget requirements; venue capacities; availability of public / private financial support; political support; infrastructure and equipment facilities; technical and managerial skill requirements; host community and destination area impacts; estimated attendance

of people in the event; and track record of the event in terms of profit earnings. For large events, the feasibility study may be a very detailed process as compared to a small event such as a regional conference.

### Prioritizing (mapping) the Stakeholders

As an event manager it is important to consider what each stakeholder expects you to accomplish. Key stakeholders have to be chosen carefully as they will have a major influence on the event, whether to make it successful or unsuccessful. Internal stakeholders are the ones who are from inside the client's organisation and external stakeholders are from outside the client's organisation. Fig. 10.1 shows the internal and external stakeholders for a music festival.



**Fig. 10.1: Internal and External Stakeholders for a Music Festival**

**Source:** Dowson and Basset (2015)

For the stakeholders of a music festival, the attendees will like it if the biggest part of the budget is used on popular artists and performers, on camping, or in the food and drink area. The artists and performers will want the largest part of the budget spent on booking fees, decent dressing rooms and comfortable backstage facilities. The local community might want to see budget allocated to upgrading facilities and amenities in the local area. Although keeping all the internal and external stakeholders satisfied is not always easy, the key to putting a successful event is being able to prioritise stakeholders, in the order of importance, and to make sure that nobody significant gets neglected.

### Bid Preparation

At this stage of event planning, a bid is prepared for the event, based on the outcomes of a feasibility study. Bidding of events has already been discussed in detail in Unit 3 - Bidding for Events - I (components and criteria) of Block 1 in this Course. You have also learnt about preparing an event proposal in Unit 4 - Bidding for Events-II (Event Proposal) of Block 1 in this Course, wherein you learnt that the event proposal should include the purpose, aims and objectives of the event, details of the organisation, physical layout of the event, and the social, environmental and economic impact, whatever applicable.

A formal proposal is prepared in response to an RFP and the process employs identifying resources that can be used for the event, understanding the organisation conducting the event, exact nature of the event, identifying the key elements of past successful bids in preparing a bid document, presenting and submitting a bid to the 'owners' of the event, and lobbying in support of the bid. For example, in the case of a corporate event, the bidding process may involve submitting a





### Mission Statement

The ‘Women Deliver 4<sup>th</sup> Global Conference’ states its mission as follows: ‘Women Deliver conferences are some of the world’s biggest global convenings that focus on health, rights, and well being of girls and women. Building on the successes of Women Deliver three previous global gatherings - in 2007 in London, in Washington in 2010, and in Kuala Lumpur in 2013, the 2016 Conference will bring together world leaders, policymakers, young people, researchers, journalists, leaders of corporate companies and civil society to showcase what happens when girls and women become the focus of development efforts. The conference, which will be held in Copenhagen from 16-19 May 2016, will be one of the first major global conferences following the launch of the Sustainable Development Goals (SDGs). The focus of the conference will be on how to implement the SDGs with a specific focus on health, in particular maternal, sexual, and reproductive health and rights, and on gender equality, environment, education and economic empowerment.’

A mission statement, once established, becomes a basis upon which goals and objectives can be set and strategies established. It also becomes a means to provide to the staff an understanding of the event and what it wants to achieve. It is an invaluable tool used to establish a common direction for a team.

#### Intext Activity1

Identify an event on the website or attend an event. Write down its vision and mission statements.

## 2) Develop Event Goal/s and Objectives

Event goals and objectives are established during the event designing process while developing the event concept. Goals are broad statements that seek to provide direction to those engaged in the organisation of the event. For example goals for charity events can be to raise money, update the mission statement to the level of educating the community, motivate board members and supporters, do marketing of the organisation, recruit volunteers and expand the organisation’s network. Goals also need to be established when the event is complex in nature and involves a number of stakeholder groups. Objectives on the other hand are used to quantify progress towards an event’s goals and as such set performance benchmarks. Objectives allow event organisations to assess what aspects of their planning have succeeded or failed. Clearly stated and well defined objectives enable the event planner to come up with a comprehensive plan with a scope of controlling and evaluating during / after implementation phase. Though the terms ‘goals’ and ‘objectives’ are used in event management interchangeably, they are actually distinct concepts.

Dowson and Basset have recommended the five Es that focus on the feelings and emotions that the event attendees will experience during or immediately after an event. These Es if incorporated will help the event organiser to

establish relevant objectives: **Educate** – keeping training workshops in an event programme to educate people who attend the event; **Enlighten** – inviting a guest speaker to speak to the event attendees on relevant future issues and trends ; **Engage** – motivational speakers can be used to engage attendees; **Energize** – to energize the event attendees, icebreaker activities; and **Entertain** – to include time for social and cultural programmes in the event so that the attendees can enjoy themselves.

According to Bowdin et al., the acronym SMART is a useful criterion that can be applied for establishment of well defined event objectives. SMART objectives should be:

- Specific** : It is necessary to clearly state what event goal has to be achieved, using action verbs to describe what has to be done, and not vague and discreet words.
- Measurable** : The objectives should mention targets that can be quantified and measured whenever required, especially at the end when the entire programme is being evaluated.
- Agreeable** : The objectives indicate the expected outcomes and hence should be agreed upon by those responsible to achieve them.
- Realistic** : The objectives should be realistic taking into account the human, financial and physical resources to achieve them.
- Time-specific** : This means that the objectives should be achieved in a stipulated time period.

Objectives which adhere to the SMART principle are very important as they are tangible by providing scope to measure, control and evaluate the activities during the implementation phase. Without these principles as benchmarks one would not be able to measure the deviations and the activities could actually lead to major irreversible and non-correctable damages.

**Legacy Objectives:** While event objectives are framed keeping in mind the immediate or short-term outcomes for an event, long-term objectives also have to be kept in mind. This is particularly so for larger events, where the term ‘event legacy’ is important. Event legacy means the lasting benefits / outcomes as a result of hosting the event. For example the legacy objective of hosting a major sporting event could be to increase participation in that tournament as well as promoting the social and health benefits. Legacy objectives are a very important factor in the decision to award a particular event to a particular host city or nation, for example the Olympics, and are a critical part of the bidding process.

**Economic Objectives:** These objectives relate to the percentage return of monies invested or overall gross net profit sought; financial value of sponsorship attracted; percentage income that can be earned from fundraising activities; and percentage increase in market share (in case the event is competing directly with other similar events).

**Human Resource Objectives:** The number of staff members or volunteer turnover is spelled out in these objectives. This can also include percentage of volunteers retained from previous year.

**Objectives related to Participation:** These are objectives related to total attendance / attendance by special categories or groups such as people of certain age group or region or professionals or cultural groups or community groups; size of the event in terms of exhibitors, stallholders, performers, and attendees; and number of local versus outside artists.

**Objectives pertaining to Quality:** These relate to percentage of attendee / sponsor / exhibitor / volunteer satisfaction; participants / speakers / entertainers with international reputation; and number of complaints from participants, exhibitors and volunteers.

**Objectives that bring about changes in Awareness / Knowledge / Attitudes:** Certain objectives relate to percentage of attendees whose awareness levels or knowledge levels or attitudes change after getting exposed to the event.

### 3) Analysis of Internal and External Environment

Factors present in our internal and external environment which influence the event's success need to be scrutinized. This process is sometimes called 'situational analysis.' Internal environment consists of all those factors which are present as resources and the planner or the manager has a control over it. External environment consists of factors present outside our control. However, external environment needs to be scanned by the event planner for working out alternative measures in anticipation of any threats.

The scanning of internal environment gives us an insight of strengths and weakness and the scanning of external environmental factors gives us an understanding of threat and opportunities present in the external environment. This process is referred to as SWOT analysis which we learnt in Course 1. SWOT analysis is required to identify factors having adverse impact and factors that could be conducive and accordingly plan out a strategy to minimize the adverse impact and maximize the positive impact. The SWOT analysis involves referring to a range of existing information sources, data collected previously on the event, census data and general reports on relevant matters, deeper understanding of needs, wants, motives and perceptions of current or potential customer groups which could be necessary to bring out the desired modifications in the event in an effort to increase attendance. Scanning of environment is essential to reassess the objectives.

Thorough scanning of the external environment will help the event manager in making decisions on matters such as target market selection, promotional messages, programming, ticket pricing and when to conduct the event. The external environment consists of economic, social, cultural, political / legal, technological, demographic, meteorological and competitive factors.

**Economic:** Economic factors such as inflation, wages, occupation, unemployment, cost of living, distribution of wealth, import, export, taxes and tariffs impact the demand for a particular event. For example, as an event manager you might have to reduce ticket prices and look for alternative sources of revenue such as grants or sponsorship to subsidize the event costs, if a particular region has poor living standards.

**Social:** A society has its own lifestyle, behavior, family pattern, beliefs and attitude. Changes in a population's ethnic / religious make-up or leisure

behavior can affect demand for an event. Attitudes have a big influence; for example, love of sport shown by many British people, was used as a factor for the successful London 2012 Olympic bid. The event planner will need to take these social factors into account so as to appeal the audience with the event product. Not taking social factors into consideration could lead to a costly mistake.

**Cultural:** A society has its own tradition, customs, ceremonies, festivals, method of cultivations and so on. The culture of a particular place can be an important resource for organising an event; such as the architecture, traditions, cuisine and folklore of Rajasthan are used largely for organising events. The planning of any event must also address the cultural factors of the society with the intention of having complete acceptance of the event.

**Political / legal:** The government and the law and order system govern the society. The rules and regulations affect the way the people behave in the society and the way the event managers are expected to behave. For instance, the event planner should be aware of the laws regulating the noise levels in public spaces, and consumption of food and alcoholic beverages in a particular State or region.

**Technological:** Development in technology, inventions of new equipment and machines have revolutionised the way people undertake the task and set expectations. A good example of technological factor is the online selling of tickets which creates a comfort zone not only for the customers but also for the organisers by giving them clear idea on customer size and the required logistics thereafter. Also, the internet reduces issues like human error, required manpower, and load on administration. Internet is largely used today for promoting festivals, exhibitions and other events, and as a vehicle for conducting events like conferences, by providing information, directories and resources online.

**Demographic:** Demographic characteristics means the composition of a society in terms of age, educational level, occupation pattern, gender, density, growth, movement, distribution and structure of population. For example, the increasing youth population getting into entrepreneurial activities in India will be a large market for event managers in the future years to come. Demographic factors determine the event theme and the overall event designing and planning.

**Meteorological:** Meteorological factor pertains to the weather pattern of a particular area. This factor is very important to be considered by an event planner as it would affect the way decisions would be taken for venue, location and the time of the year pertaining to the season.

**Competitive:** Competitive factors include the study of all those organisations or companies which operate in the same sector and have the same market to cater to (that is, attract a similar audience). The event planner must have complete awareness of the existing competitors and their action.

**Physical / Environmental:** The concept of 'green' events is increasingly gaining importance in the event industry. Concern over matters such as pollution, waste generation and impact of greenhouse gases (particularly when they are conducted outdoors) due to the changing weather patterns

are affecting the way in which events are conducted. Many councils and sustainable environmental groups in countries are actively encouraging event companies and organisers to 'green' their events.

Detailed scanning of the full range of factors as discussed will reveal the event's target markets, its range of activities, and opportunities for promotion, fundraising and sponsorship. Those factors that can pose as threats to the event also get identified. For example a change in the population characteristic / ethnicity of a certain region can result in a loss of demand for festivals celebrating that culture, which could be a major threat. Or a reduction in government funding of cultural events would be a threat to an event organisation that is dependent on such funding for most of its revenue. Therefore, every time the event is organised, the event planner is advised to do environmental scanning. This is because the environmental factors may change over a period of time.

Once the event planner is done with the analysis of external environmental factors, scanning of internal environmental factors is the next step. Internal environmental factors consist of physical, financial, informational and human resources. A SWOT analysis while scanning the internal environmental factors will enable us to identify strengths and weaknesses. For example, strengths could be adequate staff, in-house auditorium, quality of supplier relationships, access to appropriate technology such as ticketing systems, ownership or access to appropriate venues and facilities like sound systems, access to finance, level of sophistication of the event management software systems, good networking and relations with government body, good brand name, position in the market and event reputation. The weaknesses could be opposite of what is mentioned in strengths. However, the good side of weaknesses is that these factors are controllable and efforts could be directed to overcome these weaknesses without compromising on the event performance.

#### **4) Planning the Programme Activities, Site Layout and Logistics Planning**

Having already developed a clear idea of 'who' will be attending the event, the next step would be to create a plan of activities that are meant for the target audience. The programme schedule also depends on the type of event and the chosen location meant for it. For example, a team-building event is likely to include activities such as rafting, trekking or mountaineering, whereas for a music festival the festival organiser will book artists who will perform as per the musical tastes of people who will attend such a festival, or at a New Year party, activities such as singing, dancing and performing could be included. The event programme is likely to include either a combination of formal and informal activities. Formal activities could be speakers talking in a conference, or cutting of a ribbon at a shop launch. Informal activities could be day trips and visits, music and entertainment, dinner, dancing and other social activities. But make sure that you do not cram in lots of activities while planning the event programme.

While selecting the event location (whether it is a country, city or town), the target audience is one factor that should be considered primarily. Questions about a lot of people or a few people who will want to attend, their accommodation, how many will be willing to travel, how accessible the

location is by car or public transport, and the cost of travel to and from the event will have to be considered. Once the location has been decided there may be a number of venues to choose from such as hotels, purpose-built convention centres, sports stadiums, banquet halls, community centres, universities, museums, concert halls, athletic grounds and so on. The availability, price and capacity of the venue are important. Proximity to accommodation, car parking, free wi-fi, reputation of the venue and venue staff are other important considerations. To research on a venue which you are totally not familiar about but would like to know if it is reputed, a very good starting point is to contact the local Destination Marketing Organisation (DMO), also sometimes called the Convention and Visitor Bureau. DMOs can liaise with venues, secure permits, organise site visits and can even help source local suppliers – all free of charge. Destination Management Companies (DMCs) and Venue Finding Agencies also help event organisers to put on an event in a new city or region in return for a fee or commission.

The event site may be indoors or outdoors, but wherever the event is taking place a proper plan of the layout of the event site needs to be prepared. A well-planned site will mean the risk of crowd congestion and crowd crush is reduced. The layout of an event draws up a site plan with certain fundamentals applicable to every event: ensure that the attendees can easily enter and exit the site, ensure that the central point (such as registration or help desk) can be easily found, and also facilities such as toilets or the nearest bar are visible and not too far to walk to. The organising team will use the site map to get everybody to set up and in the right place, while the suppliers, vendors and contractors will refer to the site map to ensure power supply and water.

One of the biggest challenges faced by the event organiser is logistics planning, which is very crucial in ensuring the smooth flow and movement of the people on to an event site, around it and out of it. Logistics planning is also important to ensure that suppliers, contractors and support services are all in the right place, before the event. For example, a conference organiser may try to get four hundred people from around the world, which could involve hundreds of bookings, transport and accommodation, arranging for hotel check-ins and conference registration. A good logistics plan should also consist of communication protocol for staff and key personnel. For example in a folk-dance festival, the plan should contain contact details of performers and artists, in case there are delays in the event or change in plan. Logistics planning has been discussed in detail in the fourth Unit of this Block.

### **5) Organise a Team**

We have learnt in the previous section about establishment of an organizational structure as an element of the strategic event planning process. This is done after a bid gets accepted. This sub-section may hence be learnt with reference to that sub-section. The effectiveness of the organising team can have a significant bearing on the success of an event. Organising a team depends on the size of the event being organised. In case of large events an organising team is already there as the role of team or organisation structures becomes complex. Hence such work load requires team effort. In small

events, the event organiser may be single handedly capable of taking care of all the aspects.

In order to create functional departments to achieve event objectives, we may first need to gain an understanding on various domains of an event. Fig. 10.2 shows different domains of an event which are created to allow the team members or employees to perform with efficiency. To facilitate smooth work under each function, the event planner would need to create functional departmental heads. This is also referred to as **functional structure**.

A team created based on their intended output and the role to which they are best suited, departmentalizes employees by their function. The event planner (head) is required to hold regular meetings to coordinate different functional activities, expenditure and budget position, reinforce event goal and objectives. Undoubtedly, this functional structure gives more comfort, efficiency, specialization and expertise to the team members of the organisation carrying out the event.

However, nowadays many organisations believe in the concept of outsourcing. Perhaps, this new way of thinking is conceived to be a more economical way of managing an event. Here different aspects of the event such as catering; site management; risk and compliance; finance and accounting; and venue management are given to a third party to be managed. This structure is called **multi-organisational** or **network structure**. Network structure provides more proficiency, more accurate estimation of budgeting, less manpower and makes the process quicker.

Irrespective of the structure adopted by the organisation whether it is functional or network, the event planner should have a fair idea about the activities to be included under each function. This would require the event planner to sit with the team members or functional heads and list down the activities under different domains of the event. Meeting at this point ensures that no element goes missing when the final event is executed.



**Fig. 10.2: Functional Departments for Organising an Event**

(Source: [http://www.juliasilvers.com/embok/EMBOK\\_as\\_Curriculum\\_Model.htm](http://www.juliasilvers.com/embok/EMBOK_as_Curriculum_Model.htm))

The event design, which we discussed in detail in the previous Unit, at this point serves as a base to provide information on the aspects which need planning. Brainstorming and quality efforts given at the time of the development of event design pay during event planning. This is so because during event designing, the entire structure or framework is laid, upon which further event planning is done. Table 1 lists down the activities or aspects included in each domain, given in Fig. 10.2.

**Table 1. Activities under Event Domains**

<b>Functional Departments</b>	<b>Activities</b>
<b>Catering</b>	Menu selection, service style, catering operation
<b>Venue Management</b>	Décor, furnishings, venue layout, way finding, lighting, sound, special effects, visual presentations, attractions, ceremonial requirements
<b>Finance &amp; Accounting</b>	Budget, costing and pricing, cash flow management and accounting
<b>Content/ Programme/ Entertainment</b>	Speaker identification, agenda, core event activities, entertainers selection
<b>Site Management</b>	Transportation, parking, site map, waste management, sanitation services, registration, ticketing, traffic flow, contractor coordination, utilities, site planning and maintenance
<b>Marketing</b>	Promotions, brand management, sponsors, donors media coverage.
<b>Risk &amp; Compliance</b>	Emergency management, health and safety, statutes and regulations, property rights, insurance, first aid

**Source:** Adapted from EMBOK model of Silvers

As mentioned in the previous section which explained the elements of a strategic planning process, we learnt about the various types of organisational structures like simple structures, functional structures, project-based matrix structure and multi-organisational or network structures, through which the event can be delivered. When a functional structure is created, it is important that the event planner or the concerned manager describes each position in terms of responsibility, accountability and relationships with other positions. An organisation structure without job descriptions of the positions does not serve any purpose. Therefore, to get efforts of the employees in the desired direction, it is very essential that we describe the positions. The elements that prominently become part of job description are as follows:

*Role* : Role is position in the organisation structure. An employee might have more than one role to play. In a functional structure created, an employee might be an event director but at the same time could also be in the role of a site manager. In a different scenario, an employee being in the position of manager might play the role of motivator, leader and co-worker.

- Responsibilities* : Responsibilities refer to functions defined with the position that the job needs to accomplish.
- Authority* : Authority means the power to take decision independently. There could be an authority to use resources, hire people, to finalise deals etc.
- Relationships* : This means the relationships among positions. How is one position connected to the other position? Who will report to whom?
- Accountability* : Accountability means becoming answerable to your actions and performances. These usually become parameters of judging a person's effort.
- Specification* : These are the list of qualities required for a person to perform in a particular position.

Depending on the number of activities under each functional domain of an event, the team could be further created under each functional heads.

## 6) Set a Date

Though, in many cases the date for the event is already set, the event planner should still reassess the date by evaluating the time span required in pre-event activities. Also, the event planner should assess the date for any religious holidays, events of other competitors during that time period and the availability of speakers, entertainers, sponsors and vendors. After evaluation, if the event planner finds the already set date unsuitable, it must be changed.

## 7) Brand Your Event

Development of the event concept and event theme during event designing process provides unique elements that would make the event to stand out. The entire focus of event designing is to create an event environment which is distinctive, appealing and creates experience amongst the audience. Since designers are more creative, the event planner along with the designer could work out an event title, tag line or a logo or all the three elements to brand their event. In fact, to keep the event memories alive after an event, the event planner could get the logos printed on folders, bags, T-shirts and other such products as an effective branding tool.

## 8) Create a Master Plan

Master plan is a comprehensive plan that takes all aspects and activities under each domain into consideration. Refer back to Table 1 which shows the activities under event domains that serve as a guiding tool and controlling measure to ensure that all the parameters are taken care of in chalking out the course of action with a desired expectation. The master plan contains fine details of all the activities including who is responsible for what, when and where the task needs to be accomplished, the methods and requisites to complete the task.

For example, if you consider the functional domain - venue management, listed in Table 1, the master plan will contain complete details of décor, furnishings, venue layout, way finding, lighting, sound, special effects, visual

presentations, attractions, ceremonial requirements with reference to what is to be done, when, where, how and by whom it is to be done.

### **9) Identify and Establish Partnerships and Sponsors**

Sponsorships and partnerships help to defray the costs and increase potential participation. The domain heads created as part of the functional organizational structure will be able to establish partnerships and sponsors owing to their network developed in their specialized field. However, identifying and establishing partnerships / sponsors becomes the prime responsibility of the event planner or manager.

Company's brand is a big factor in inviting partnerships and sponsors. For known and established brands such as Wizcraft, Fountainhead, and many more, it is easy to get partners and sponsors. Event is an investment for both event organisers and partnerships / sponsors. Event planner therefore, must be able to showcase the expected benefits to investors (partners / sponsors) as an outcome of event. Marketing, promotions and publicity also help to invite sponsors and partnerships. When we involve other people or groups in the event, they have a stake in making the event a success.

### **10) Create a Promotion and Publicity Plan**

Even with the most amazing speaker or entertainment line-up, you need publicity to get people in the door. The methods used to promote an event will depend primarily on the target audience. Event promotion starts with the initial notice or page on your website, note in your newsletter or email to save the date, and then builds to include online and off-line publicity, media relations and on-going outreach to encourage registration. Units of Block 3, Course 4, discuss event promotion in detail. Creating promotional tools can be very costly. Hence it is essential to ensure that the quality of advertising material is up to the standard. Sometimes one can take advantage of free publicity through newspapers, magazines, radio and television. And lastly, no plan is complete without the post-event thank-yous, sponsor acknowledgements and articles about the event's key messages or fundraising success.

### **11) Determining Budget and Financial Planning**

The event manager or event organiser should know how much money the client is prepared to spend for the event. It costs money to hire venues, book rooms, feed guests and entertain people at an event. If the event organiser does not know this, a lot of time will get wasted in doing effort and resource planning that is unrealistic. For example, there is no point in visiting locations and venues only to discover that just these will exhaust all the budget of the client. A budget may include costs such as travel and accommodation costs for speakers and presenters, may include costs of an open bar at a wedding function, and so on. Hence it is vital for the event manager to find out what is, and what not is included in the budget.

The budget should incorporate estimates for all of the key items identified on the Event Master Plan. The basic principle of good cash flow management is to make sure that there is more money coming into the events business than going out of it. While one has to see that money comes in on time, it

could become problematic too at times. For example at a ‘pay at the door’ ticketed concert, most of the money will come in through ticket sales only on the day the concert is. If the event organiser has lots to pay beforehand by making payments, such as, during booking of artists and advertising the concert, then that could be a lot of money going out before any money comes in from ticket sales. Hence good financial planning involves anticipating any shortfalls in money, which allows the event organiser to make contingency plans for cash flow (example extending credit and payment terms). Sometimes for certain events, though money is there to put on the event, additional funds are required. Sometimes events are successful in attracting sponsors. Contra deals are also becoming common in the event industry, where unlike a sponsorship deal, no money is exchanged, but there is a mutual agreement for beneficial goods and services. Contingency planning is also important, as sometimes the event can be cancelled or postponed, and one needs to ask then: How will this impact finances? Does the organiser have appropriate insurance to cover the event costs?

## 12) Operational Plans

Once the strategic planning of the event has been accomplished, the implementation of the plan can start. This process can happen through operational plans that apply project management practices (see Unit 1 of Block-1, Course -3, where managing the event as a project has been discussed). Operational plans are useful for the achievement of the event objectives and the implementation of its strategy. Areas for operational planning vary across events. It would be common, however, for plans to be developed in areas such as budgeting, marketing, staging, research and evaluation, administration, sponsorship, risk management, transportation, programming, environmental waste management, and staffing (paid and volunteer). Each area that develops operational plans will make a set of objectives as discussed earlier, that contribute and progress the overall event strategy; action plans and schedules; details of individuals responsible for carrying out various aspects of the plan; budget detailing; monitoring and control systems; and the allocation of resources (financial, human and supporting equipment / services). Policies should be considered as guidelines for decision making. An event may, for example, have a policy of only engaging caterers, who meet particular criteria. These criteria may be based on licensing and insurance.

## 13) Control Systems, Evaluation, Debrief and Follow-up

Once the operational plans are implemented, mechanisms are needed to see if actions are happening on the basis of plans. These mechanisms are in the form of systems that allow performance to be constantly compared to objectives. Performance benchmarks (such as ticket sales over a given period) are very useful in this regard. Meetings, reports and budgets (budgets allow actual costs and expenditure to be compared with those projected for various operational areas) are generally a major part of the control process.

How will you determine if your event is a success? When you set your initial event goals and objectives, you should also consider how you will evaluate the event to determine your success. Evaluation is mostly a neglected area of event planning. A proper event evaluation will help the

event manager to assess what worked well and what didn't, and provides useful lessons in the planning of future events, making it easier. Evaluation can also be a good way of showing others (example clients, sponsors and partners) that the event was a success, which can help in justifying future events. For example with the help of membership management software packages, one can easily track registration numbers and fees. Similarly evaluation processes can be used to identify goods offered in kind and funds raised at the event. Likewise if the objective of an event is to raise awareness, data will have to be benchmarked and gathered on online social media activity and offline publicity – again based on your initial goals.

Post-event evaluation can be extremely complex but can also be fairly simple; for instance planning a post-event debrief with key members of the event organising team, key suppliers and partnering organisations and distributing a simple survey to find out opinions of the event attendees. A debrief immediately at the end of the event while everyone is still on-site is referred to as a 'hot debrief,' and scheduling such debrief will prove useful. This is because immediately after an event, majority of the members in the event organising team as well as the suppliers, vendors and contractors supporting the event company, will start working for their next event.

It is also important to plan follow-up activities that can be completed post event, such as sending a personal communication to thank guests for attending the event. Follow-up can also be done by sending promotional materials such as a heavy brochure to an interested client, and sending invitations for upcoming events.

### **Intext Activity 2**

- A) Consider the Jaipur Art Festival or the Delhi Food Festival.
- 1) Prepare a set of objectives and a SWOT analysis for this even. How does each objective satisfy the SMART principle? Elaborate on the strategies that have come out in the SWOT analysis and develop an operational plan on the basis of these strategies. Further, suggest an organisational structure that will best suit the planned event.
  - 2) For the same event chosen above, identify partners and sponsors. Also mention how you will promote the event.
- B) Imagine you are an Event Manager organizing an event for a corporate to launch a new mobile. Prepare a detailed job description for the Venue Manager.

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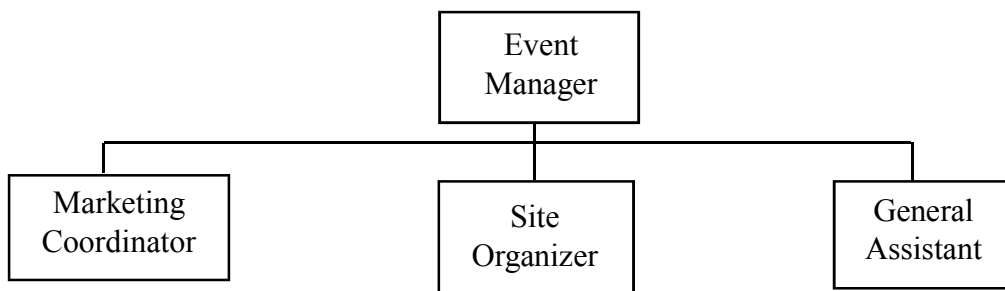
## **10.5 TOOLS FOR EVENT PLANNING AND MANAGEMENT**

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Organisation charts, Maps and models, Gantt charts, Run sheets and Checklists are useful basic planning and management tools related to an event, that are discussed as follows:

## Organisation Charts

An organisation chart is a very important tool used in planning. Once all tasks have been identified and grouped logically, the staffing requirements for an event become much clearer and can be presented in an organisation chart. An organisation chart can also include a brief list of tasks performed by individuals or the people performing each role. This list clarifies individual roles and improves communication. The organisation chart representing organization structure for an event's execution is illustrated in Fig. 10.3.



**Fig. 10.3: Organisational Chart representing organization structure for an event's execution**

Organisation planning for events can be complex, since generally several organisation charts are required each for different stages or tasks.

**Pre-event Charts:** These charts are used during planning as the lead time to the event can be quite long. The charts required during this period show the following:

- All those responsible for the primary functions during the planning stage, such as finance, marketing, entertainment, catering, and human resource management.
- Small cross-functional teams that manage specific issues such as safety and customer service.
- The stakeholders committee (including external contractors, suppliers, and public bodies).

**Charts during the Event:** During the event staffing levels expand to the requirements of a full-scale operation and the size of the organisation generally increases. In some cases, there may be more than one venue involved, so that the role of every key personnel in the functional areas, for example, a catering manager for each event venue, needs to be indicated on the chart. Hence the chart at this stage includes the following:

- Full staff on the chart depicting relationships for the overall event operations.
- Emergency reporting relationships (simplified and streamlined for immediate response).

**Post-event Charts:** After the event, the team usually gets dispersed, leaving only a few individuals. The post-event chart shows key personnel such as those involved in evaluation, financial reporting etc.

## Maps and Models

Maps are useful tools in event planning. Maps are particularly useful for contractors who may be required to set up the event site. More than one map or

plan may be required. Various computer software programmes can be used to generate images, giving the different parties / stakeholders involved in the event a better understanding of the facilities. The people to whom the maps and model of an event can be given could be builders, designers, exhibitors, artists, entertainers, audience, telecommunications and electrical contractors, spectator service hosts, and emergency response teams.

Models are also extremely useful tools, as they help clients visualize three dimensional concepts. A model can be helpful in important aspects, like for instance crowd control where bottlenecks and other potential problems are likely to emerge from viewing a three-dimensional illustration. Nowadays, software can be used to present such information, allowing the event management team to anticipate all design and implementation issues. Fig. 10.4 and Fig. 10.5 are examples of models illustrating the event concepts.



Fig. 10.4



Fig. 10.5

These are 3 D Drawings of a Wedding Reception Stage. Computer generated images like these help the event management team to visualize the resulting event, though the team may be miles away from the actual site.

**Gantt Chart**

Gantt charts are important tools that are generally used in the early planning days and in the days leading up to the event. Gantt chart is a type of planning sheet in which dates are listed across the top of the chart, and rules (or blocks) are used to illustrate how long each task will take. In this type of chart the interdependence of tasks are clearly seen. For example, once we have plotted the process of recruiting, inducting, training, and rostering staff for an event, one

Tasks	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Clear and prepare site											Opening night						
Generators arrive																	
Lighting on site																	
Tents arrive																	
Stages arrive and set up																	
Site security																	
Sound system arrives																	

Fig. 10.6: Gantt Chart representing timeline of different event activities during planning stage of a small festival

Source: Bowdin et al. (2011)

may realize that the process of recruiting needs to start earlier than expected to enable the staff to be completely ready for the big day. The Gantt chart helps us to identify another aspect of planning - the critical path, which means those elements of the plan that are essential for the successful outcome of the event and therefore are of high priority. Critical path is shown in another kind of Gantt chart which is represented as a network. Gantt Charts have also been discussed in detail in Unit 1 of Block 1, Course 3. Fig. 10.6 shows the Gantt chart of a small festival. The box symbol of the opening night is a milestone representing the start of the festival.

### Run Sheets

A run sheet is the programme or schedule of events. In the preliminary stages of planning, the run sheet is quite simple, with times allocated only to specific elements of the event. But as planning progresses, the run sheet becomes more detailed with, for example, timings for performers, entertainers, technicians and other staff. Finally, an even more detailed run sheet can be developed (at this stage called the script) to identify each person's role and cues. Run sheets are an important tool for the stakeholders and participants, from the venue management team through to the subcontractors. An example of a run sheet is shown in Table 2.

**Table 2 Run Sheet of an On-site set up before Gala Community Dinner**

8:00 am	Lay dance floor and stage, and lower vertical drapes. Scissor lift ready Audio set-up commences Rear projection screen set
9:00 am	Dance floor and stage set Stage decoration commences
10:00 am	Production meeting
11:00 am	Audio and Video setup commences
12:30 pm	Band set-up
2:30 pm	Technical set-up complete Table set-up commences
4:00 pm	Technical run-through
5:30 pm	All decorations complete
5:45 pm	Rehearsal with MC and Band sound check
6:30 pm	All ready
6:45 pm	External sign, lighting and music turned on
7:00 pm	Guests arrive pre-dinner drinks in foyer
7:00 pm	Dancers arrive, walk-through and music check
7:00 pm	Guests arrive, pre-dinner drinks in foyer
7:20 pm	Entry starts, guests move to tables
7.30pm	Welcome address
7:45 pm	First championship (demonstration dance routine)
8:00 pm	Entrée served
8:10 pm	Second championship (demonstration dance routine)
8:30 pm	Main course served; Band starts playing

9:00 pm	Dessert served
9:15 pm	Band stops
	Awards presentation starts
9:45 pm	MC announces final winners and last dance
10:15 pm	Guests depart
10:30 pm	Clean-up commences
12:00 midnight	All clear

**Checklists**

A checklist is a control tool that ensures that the individual performing the tasks has not forgotten a single detail. Further, this checklist is provided to guide in essential actions to ensure that the event is on track in meeting cost, schedule, and performance requirements. For example Table 3 provides the checklist for the Security Equipment. Similarly checklists can be made for catering, budgeting and so on.

**Table 3. Checklist for Security Equipment**

<input type="checkbox"/> Camera-Still and Video	<input type="checkbox"/> Hand/Collar Microphones	<input type="checkbox"/> Multichannel Two-way
<input type="checkbox"/> Cellular phones	<input type="checkbox"/> Handcuffs	<input type="checkbox"/> Radios
<input type="checkbox"/> Clipboards	<input type="checkbox"/> Incident/Accident Forms	<input type="checkbox"/> Vehicles-Golf Carts,
<input type="checkbox"/> Closed-Circuit TV	<input type="checkbox"/> Intrusion Alarms	<input type="checkbox"/> Bicycles, Automobiles,
<input type="checkbox"/> Earphones	<input type="checkbox"/> Metal Detectors-Handheld	<input type="checkbox"/> Motorcycles, etc.
<input type="checkbox"/> Flashlights	<input type="checkbox"/> and Walk-through	<input type="checkbox"/> X-Ray Screening
<input type="checkbox"/> Gloves	<input type="checkbox"/> Motion Detectors	

Source: Silvers (2004)

**Check Your Progress II**

**Note:** Use the space provided for your answer

- 1) List the steps in developing a strategic event plan.

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- 2) Describe how ‘planning the programme, site layout and logistics planning,’ are significant to a strategic event plan.

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3) How can the event planner make the event objectives tangible? Why is there a need to make the event objectives tangible?

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4) What elements of job description need to be worked out while creating positions in functional organization structure?

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5) List down all the domains and activities under each domain that need to be considered while preparing the master plan for an event.

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6) What are the various tools used for basic event planning management? Describe any one tool with illustration.

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**Fill in the Blanks:**

1) Analysis on external environmental factors enables the event planner to identify .....and .....in the environment.

2) Reporting system is developed when we work out ..... in the organisational structure.

3) Dynamics of human population are analysed under the ..... factor of external environment.

4) The event planner outsourcing majority of the tasks is said to have followed ..... organisation structure.

5) Event designer and event planner can together work on ..... and ..... of the event for branding.

**State whether true or false :**

- 1) SWOT is the principle that makes the event objectives tangible. ( )
- 2) Event planner makes the expression of event idea practical. ( )
- 3) Strengths and Weaknesses are identified after the scanning of internal environment factors. ( )
- 4) Models help you identify critical path. ( )
- 5) Specification as an element of job description enables to identify personnel for positions in functional structure. ( )

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## 10.6 LET'S SUM UP

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Planning is a mental exercise involving the activity of deciding in advance what is to be done, when, where, how and by whom it is to be done; the event planner predetermines the entire course of action in advance to achieve the event goal.

Planning is needed primarily for two reasons- (i) Committing and allocating and organisation's available resources for achieving its stated goals. (ii) Anticipating the threats and opportunities. The external environmental factors (threats and opportunities) are economic, social, cultural, political / legal, technological, demographic, meteorological and competitive in nature. Internal environmental factors consist of physical, financial, information and human resources.

Usually the event manager fails to develop the measurable objectives (SMART objectives). If the things are not measurable the manager cannot control, evaluate or hold any personnel accountable. Planning not only involves mental exercise but also involves networking, team building, market research, negotiations, technical and field knowledge, budgeting, publicizing and visits to sites. The Unit further discusses the elements of strategic planning and the process to develop a strategic plan.

Various organisational structures are created to facilitate the functionality of human resources and ensure that all the domains and activities therein are taken care of. The event planner must ensure that employees at different positions have detailed job description which gives them an understanding of what is expected out of them. Moreover, the event planner (head) is required to hold regular meetings to coordinate different functional activities, expenditure and budget position, reinforce event goal and objectives.

A comprehensive, realistic and flexible plan makes the event a success; a success for event organiser, customers and all stakeholders. Further, there are various tools which enable the event manager to implement the event plan and also provides the basis for monitoring, controlling, evaluating and analyzing the event outcomes.

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## 10.7 KEYWORDS

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**Ethnicity** : Ethnicity is defined as someone's cultural background or where s/he came from.

- Event Legacy** : Event legacy means the lasting benefits / outcomes as a result of hosting the event.
- Market Research** : The process of gathering, analyzing and interpreting the information about customer's needs and preferences, and other external environmental factors
- Strategic Plan** : Strategic Plan aims to focus on an organisation's vision and priorities in the changing environment. These are long term plans.
- Infrastructure** : The basic underlying framework or features of a system or organisation required to make them functional.
- Brand** : Unique mark, design, symbol, word or a combination of these or any other feature that distinguishes one's product from other competitors.
- Brainstorming** : A group creativity technique for generating creative ideas and solutions through intensive and freewheeling group discussions.
- MC or Emcee** : MC stands for master of ceremonies. MC is often employed to provide an audience with an anchor personality, and to keep the action moving at the appropriate pace.

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## 10.8 REFERENCES AND SUGGESTED READINGS

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## 10.9 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

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### Check Your Progress I

- 1) According to Catherwood and Van Kirk, *planning is defined as a process that must continuously occur until the end of the event*. It is crucial to have as a foundation for this ongoing planning a vision, a statement, or concept that can be easily articulated and understood. Event planning is concerned with the ‘HOW’ aspect of the event, that is, how to make the event happen. In event planning, the aspects which are focused upon include developing good networking with vendors; evaluating the future environment to check out the feasibility; striving to draw balance between budget and aspired event design; and organizing the technical aspect of the event. Thus, planning makes event design functional. Planning allows the event planner to anticipate the future environment in order to achieve better event performance rather than going by assumption.
- 2) The elements of the strategic event planning process are: concept or intent to bid, feasibility study, bid preparation, and establishment of organisational structure
- 3) The organisational structures that can be formed to conduct an event are: simple structure, functional structure, project-based matrix or programme based matrix, structure, and multi-organisational structures. Description of any two structures are as follows:
  - **Simple structure** is the one in which the event manager is accountable for all the activities associated with the event. This is the most common structure for small event management businesses where the event manager has total control over all the staff activities. Here the staff members are expected to have multi-skills and perform various job functions.
  - **Functional structure** departmentalizes activities (that is, it groups related tasks). Benefit of this form of structure is that individuals or groups (such as committees) can be given specific task areas. Further as per the event requirement, additional functional levels can be created and added to the functional structure.

- 1) The steps in developing strategic event plan are -Purpose; Vision and Mission Statements; Develop Event Goal/s and Objectives; Analysis of Internal and External Environment; Planning the Programme; Site Layout and Logistics Planning; Organise a Team; Set a Date; Brand Your Event; Create a Master Plan; Identify and Establish Partnerships and Sponsors; Create a Promotion and Publicity Plan; Determining Budget and Financial Planning; Operational Plans; and Control Systems, Evaluation, Debrief and Follow-up.
- 2) ‘Planning the programme, site layout and logistics planning,’ are significant steps in a strategic event plan. **Planning of programme** is done keeping the target audience and the type of event. Depending on the above two factors, the event programme can have combination of formal and informal activities. For example, in an event programme the formal activities could be speakers talking in a conference, or cutting of a ribbon at a store launch. Informal activities could be day trips and visits, music and entertainment, dinner, dancing and other social activities.

**Site layout** is planned keeping target audience, the scale of event and event objectives into consideration. Site layout addresses questions like who will want to attend, their accommodation, how many will be willing to travel, how accessible the location is by car or public transport, and the cost of travel to and from the event will have to be considered. The layout of an event draws up a site plan with certain fundamentals applicable to every event: ensure that the attendees can easily enter and exit the site, ensure that the central point (such as registration or help desk) can be easily found, and also facilities such as toilets or the nearest bar, are visible and not too far to walk to. The organising team will use the site map to get everybody to set up and in the right place, while the suppliers, vendors and contractors will refer to the site map to ensure power supply and water.

Another aspect is **logistics planning**, which is crucial in ensuring the smooth flow and movement of the people on to an event site, around it and out of it. Logistics planning is also important to ensure that suppliers, contractors and support services are all in the right place, before the event. A good logistics plan should also consist of communication protocol for staff and key personnel. For example in a folk-dance festival, the plan should contain contact details of performers and artists, in case there are delays in the event or change in plan.

- 3) When it comes to implementation of an event plan then it is easier for the event manager to monitor, control and evaluate the event activities when the objectives stated in planning stage are clear, specific and measurable. For the objectives to qualify the category of ‘well defined and tangible’, objectives need to adhere to the principle of SMART. Here, SMART is an acronym which stands for:

**Specific:** Clearly stating what they intent to achieve and should be focussed on achieving the event goal. Objectives should not be vague, and discreet.

**Measurable:** Objectives established should be stated in quantifiable form so that they can be assessed whenever required especially at the end when we are evaluating the entire program.

*Agreeable:* Objectives should indicate expected outcomes and should be agreed upon by those responsible to achieve them.

*Realistic:* Objectives should be realistic based on human, financial and physical resources.

*Time-specific:* This feature of objective is very important. This means that the objective should be achieved in a stipulated time period. The significance of an objective is in relation to the time. If the objectives are not accomplished in a required time frame then they may not hold any relevance and would be as good as these would have been not achieved.

Objectives which adhere to the SMART principle enable the event planner to focus on event goal and meet the desired expectations. These principles are very important as they provide scope to measure, control and evaluate the activities during the implementation phase. Without these benchmarks one would not know the deviations before the activities actually lead to major irreversible and non-correctable damages.

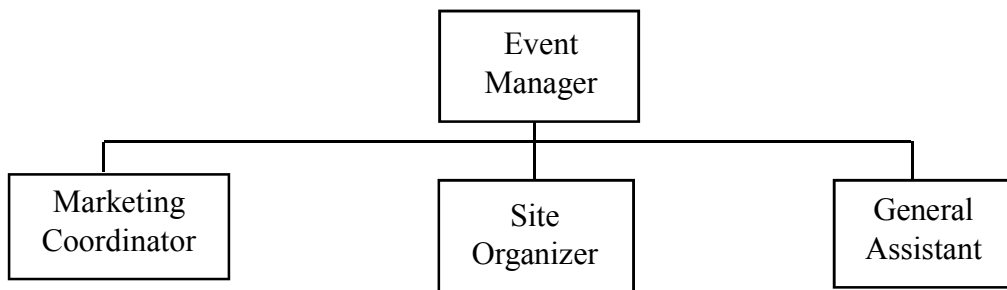
- 4) The elements that prominently become the part of job description are as follows:
  - a) **Role:** Role is position in the organisation structure. An employee might have more than one role to play. In a functional structure created, an employee might be an event director but at the same time also in a role of site manager. In a different scenario, an employee being in the position of manager might play a role of motivator, leader, co-worker etc.
  - b) **Responsibilities:** Responsibilities refer to functions defined with the position that is the job needs to accomplish.
  - c) **Authority:** Authority means the power to take decision independently. There could be an authority to use resource, hire people, to finalise deals etc.
  - d) **Relationships:** Relationship means the relationships among positions. How one position is connected to other position? Who will report to whom?
  - e) **Accountability:** Accountability means becoming answerable to your actions and performances. These usually become parameters of judging person's effort.
  - f) **Specification:** These are list of qualities required for a person to perform in a particular position.

Depending on the number of activities under each functional domain of an event, further team could be created under each functional heads.

- 5) Master plan is a comprehensive plan that takes all its domains, aspects and activities under each domain into consideration. Master plan contains the fine details of all the activities including who is responsible for what, when and where the task needs to be accomplished, the methods and requisites to complete the task (Please refer to Table 1 highlighting the event domains and the activities to be planned under each domain, and draw the table here).

- 6) Organisation charts, Maps and Models, Gantt charts, Run sheets and Checklists are useful basic planning and management tools related to an event. Organisation Charts has been described as follows:

Organisation charts are made to represent the staffing requirements for an event and their relationship of different positions with each other. An organisation chart can also include a brief list of tasks performed by individuals or the people performing each role. This list clarifies individual roles and improves communication. The organisation chart representing organization structure for an event's execution is illustrated as below:



**Figure** Organisational Chart representing organization structure for an event execution

(For this answer you can also discuss with illustration Gantt Chart or Run Sheets or Check Lists, instead of organisational structure).

**FILL IN THE BLANKS:** 1. Threats and Opportunities; 2. Relationships; 3. Demographic; 4. Network; 5. Logo and Tag line

**True or False:** 1. (F) 2. (T) 3. (T) 4. (F) 5. (T)

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# UNIT 11 HUMAN RESOURCE PLANNING

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## Structure

- 11.0 Objectives
- 11.1 Need for Human Resource Planning in Event Management
- 11.2 Concept of Human Resource Planning
- 11.3 Process of Human Resource Planning
- 11.4 Motivation
- 11.5 Team Building
- 11.6 Statutory Requirements and Legislation
- 11.7 Human Resource Information System
- 11.8 Conclusion
- 11.9 Let Us Sum Up
- 11.10 Keywords
- 11.11 References and Suggested Readings
- 11.12 Check Your Progress - Possible Answers

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## 11.0 OBJECTIVES

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In the previous Unit on Event Planning we learnt that there are different domains of event that need planning and there are different organisational structures for carrying out the event. The underlying fact is that organizing an event is a team effort and a single person is not capable of handling the multiple functional aspects of an event. This means that the primary step for an event manager is to create an efficient team to ensure that all the functional domains of an event are managed well and there is proper execution of the event. In many scenarios, the work force management issue is overlooked and is assumed to be common sense. However, the wrong selection of staff, lack of skill, experience and aptitude can give major setbacks to the event.

The success of an event largely depends on how a well qualified, experienced and skilled team is built to carry out their allocated jobs and tasks before, during and after the event. This Unit outlines procedures that enable the event manager to undertake the human resource (HR) function effectively. After reading this Unit, you should be able to:

- Understand the application of human resource planning to event management;
- Explain the process of event recruitment, selection, induction, training and remuneration as integral aspects of human resource planning process;
- Understand the importance and role of HR department in motivating the event work force;
- Learn techniques of creating an effective team; and
- Describe statutory requirements for work force management and event management information system.

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## 11.1 NEED FOR HUMAN RESOURCE PLANNING IN EVENT MANAGEMENT

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Events are mostly managed like projects as they are of limited duration, have fixed budget, require a degree of coordination to accomplish the desired goals and are unique occurrences. Thus event organisations tend to be 'project-led'. They not only attend to the requirements of each event that they take up as a project, but also keep their processes and practices constantly revising with the changing event environment.

Human Resource Management (HRM) practices for events are hence different from human resource management used in permanent organisations because of two major reasons. First and foremost reason is that events are temporary in nature with a limited life span. Their requirement for personnel grows as the event approaches but quickly shrinks when it ends. This very nature of an event presents a big challenge to the event industry in obtaining the paid staff, given the short term nature of the employment offered. Second reason is that, unlike in permanent organizations, the event industry has to work on short timelines to recruit, to select, to induct, to train, to implement and to shed staff quickly. The event industry has managed to overcome the above challenge with volunteers (unpaid staff) making the bulk of HR involved in delivering an event. However, the challenges presented by the unpaid staff relate to issues such as sourcing volunteers, quality control, supervision, training and motivation.

Any organization that realises the importance of HR planning puts in all its possible efforts to ensure that there are right people, in the right place, at the right time. Similar to any other resource such as land, machines and capital, the usage of HR determines the efficiency and effectiveness of the organization. An organization that does not give due importance to HR planning may face a lot more troubles such as resentments from employees, high attrition, increased pressure on management, failure in their achievements and poor reputation in the market.

HR planning means incorporating the 'people element' into strategic plans of the organization. Since employees (people who work under the employer) are the implementers of our plans and strategies, we need to be careful in their recruitment, selection, training, utilization, engagement, improvement and development of human resource rather than being casual and taking them for granted. HR planning for events should be viewed as a series of sequential interrelated processes which take their lead from an event's vision / mission, objectives and strategy as discussed earlier in the 'Event Planning' Unit and not in terms of a number of isolated tasks.

As HR planners, we need to thoroughly identify the knowledge and skills required by the organization to achieve its goals and by using this information to ensure that the right person is in the right job at the right time. At the same time the individuals prefer those organizations that enable them to realize their potential and help them to grow and develop.

## 11.2 CONCEPT OF HUMAN RESOURCE PLANNING

According to Dale S. Beach Human Resource Planning is ‘a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper time, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.’

HR planning of events highlights the fact that events constitute people who are effectively producers of the event experience. Van der Wagen views event as ‘a new context for human resource management’. Wagen puts forth that people are not just an essential resource for an event but a key success factor. With this view point, events are defined as gatherings of people that are conceived, designed and delivered by people, for people. HR strategy is concerned with the philosophy of an organization, and not just its processes and its people. This understanding is essential for event managers as events are managed by ad hoc organizational structures which are created to attend the need of each event given the strategic nature of the event.

Berridge focuses on the ‘wow’ factors of designed events that make them memorable. This emphasizes the importance of interactions which are generated by event staff and its attendees. Booms and Bitner realized that the traditional ‘4Ps’ of marketing mix (Product, Price, Place and Promotion) are inadequate for service industry including event industry. They have recognized that the additional components of People, Process and Physical evidence should be added to the event industry in order to effectively manage their offerings.

HR planning endeavors to meet the expectations of both, the management organization and the employees. The realization of the importance of hiring people with the right skills and attributes has become crucial to this fast-commercialising events industry. The functions of HR planning include: recruitment and selection of staff; orientation and training of staff; optimum utilization of staff; improvement of staff performance; and growth chart for staff.

Getz has proposed a model which is an attempt to display how the Human Resource Planning Process works within an event context. The model is shown in Fig. 11.1.

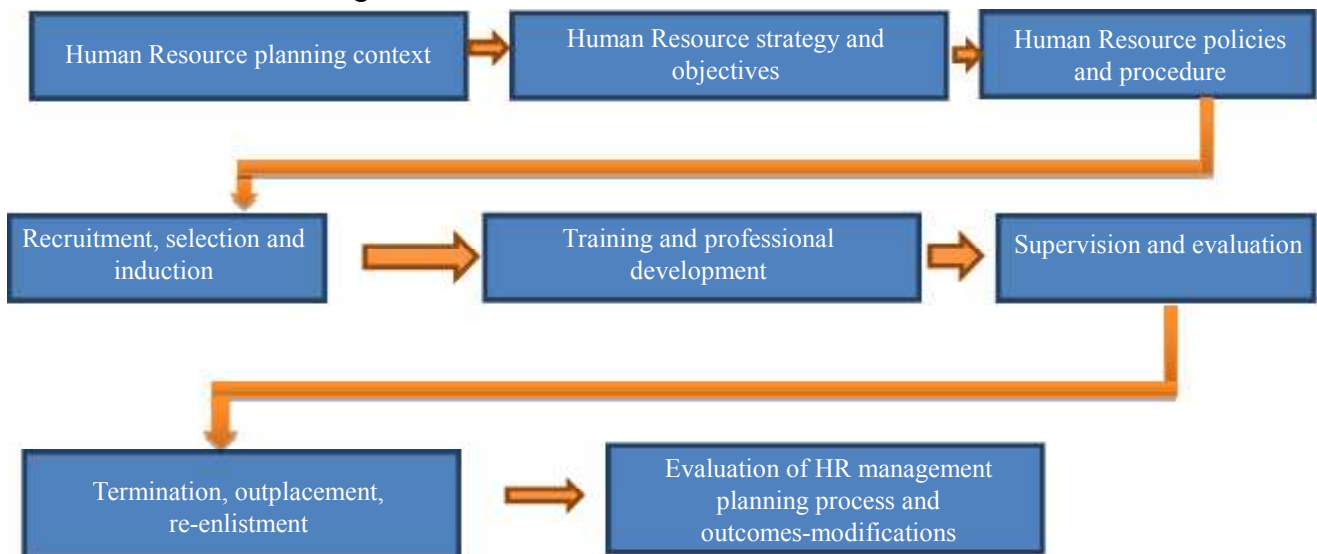


Fig. 11.1: Human Resource Planning Process for events

With the increasing demand for suitably useful event personnel and the capacity to do activities with expertise, the required competences of the event staff varies to meet the needs of a particular event. Also, the HR planners would need to maintain a databank to evaluate forecasting various programs, employee work profile details and track their utilization. This means that the event manager must be involved in careful selection of people (staff and volunteers), must give appropriate training, set the right expectations, ensure their optimum utilization, keep them motivated and give rewards whenever and wherever deserved.

Unlike an organization, event has a life for specific period. Members of the team therefore, may comprise of full-time workers, part-time workers, contractors and volunteers. Event manager, as the head of the team, has a job to keep everyone working together for that considerable period of time. Event managers are human resource managers too. This function of theirs requires:

- Developing job descriptions
- Advertising positions
- Interviewing people for positions in the event team
- Allocating work
- Training people for positions
- Managing performance
- Setting levels of pay, or monetary rewards
- Thanking team members and recognizing excellence

The importance of other event elements such as communication and flow of activities should not be ignored and these are actioned by the event workforce. In fact, the activity of staging an event which consists of the rest of the holistic experience-scape, is implemented by these human resources.

**Check Your Progress I**

**Note:** Use the space provided for your answer

1) Define Human Resource Planning. Explain the importance of HR planning in event management.

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2) List down the functions of event managers as human resource managers.

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3) How does improper planning of workforce impact the event goal and objectives? Describe with suitable examples.

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### **11.3 PROCESS OF HUMAN RESOURCE PLANNING**

This section outlines the procedures involved in human resource planning for events. These can be understood under the following headings:

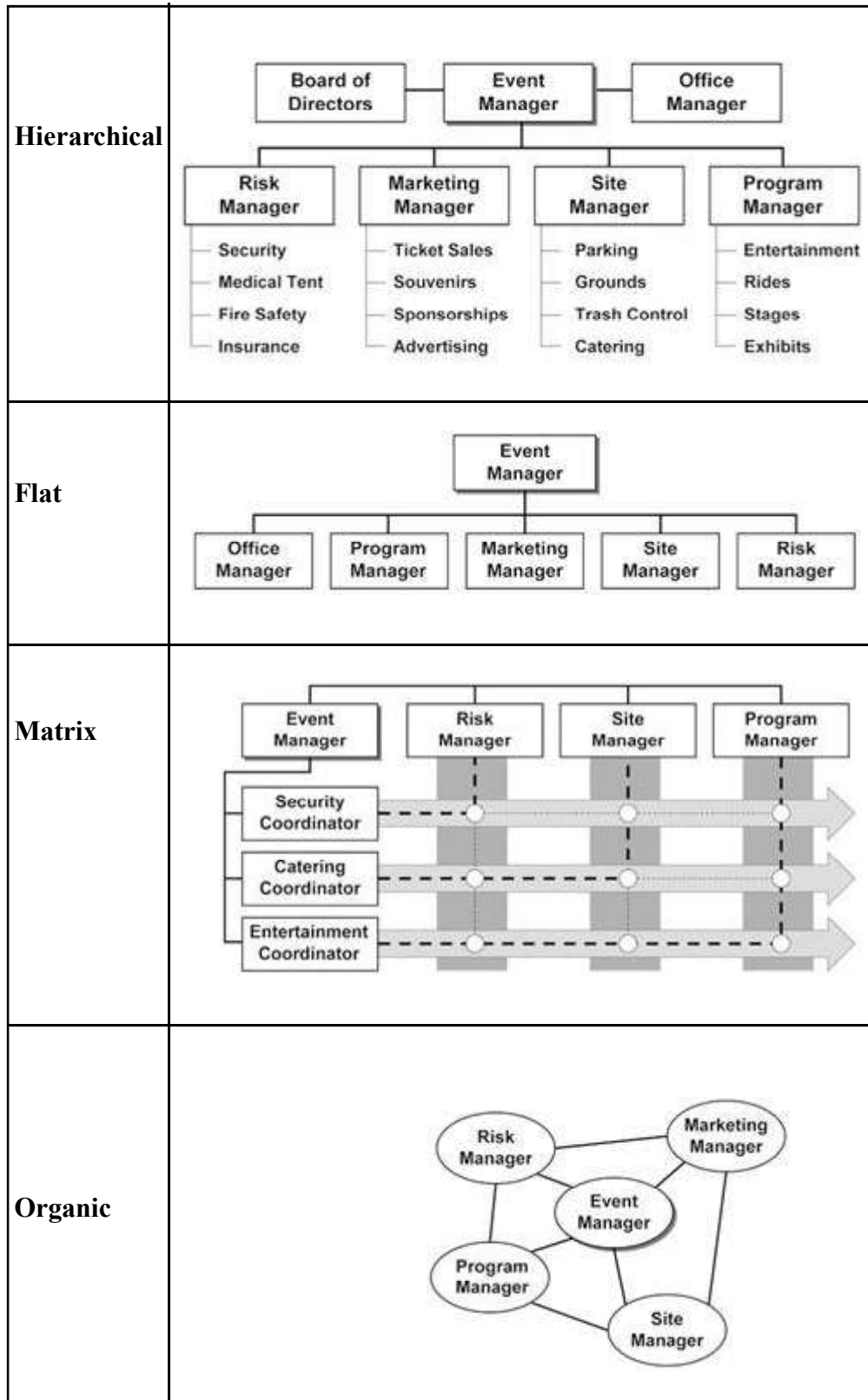
#### **Assessing the Human Resource Requirement**

The main strategic decision area for event managers is *staffing*. Decisions are very important as to how many staff members or volunteers are needed to deliver the event, what is the required combination of skills, qualifications and experiences, and at what point in the event planning process these staff/ volunteers will be required. For example, it has to be determined whether they will be required only during the stage performance phase or during the event shutdown stage. In particular, estimating the quantity and quality of human resource required for a particular event is called *forecasting*. Staffing and forecasting usually go hand in hand while assessing HR requirement. Forecasting is determined through the strategic and operational plans of the event. For example: if the strategic plan of an event focuses on making the event activities as interactive as possible then one would need to have more number of people to keep the customers involved and participative. Forecasting, by the event manager and functional heads helps them do a ‘job analysis’ which will be discussed later.

According to Getz, the staffing process explained above can be broken down into a three-stage process: (i) All tasks associated with event creation, delivery and shutdown should be identified first; for example site related tasks might involve site design, layout, setting up tents and so on; (ii) The people needed to complete all range of tasks have to be determined and also the level of supervision required for this. What tasks will be done by the event team and what tasks will be outsourced? Will, for example, more staff such as security be required because of a circumstance such as a celebrity visit? The biggest challenge in this step is faced when the event is new and there is no past experience. Will all the tasks be done in a sequence by the same crew, or are all the tasks to be done at once, or are all the tasks to be done by a larger crew? Here the act of managerial judgment is useful. The event manager would need to sit with all the functional heads and break down the activity into further tasks. With various managers (in case of large events) they will calculate the number and type of human resources needed to meet their objectives, based on factors like experience, demand forecasts for the event, skills, venues / site numbers , degree of outsourcing, number of similar events if held earlier, availability of volunteers and the strategies that will be used by the event; and (iii) Subsequently, the event planner and the functional heads determine the number of people required to complete different tasks and

the required skills to make the best possible work force. The staff/ volunteers, supervisors with the requisite skills or qualification or experience get listed.

With the end of this exercise, the event manager and functional heads are ready with the estimation of the number and type of people required (both at the worker and supervisory level). This leads to the development of the **organizational structure** defining the role, responsibilities, accountabilities for each position and also the relationships between different positions. Fig. 11.2 shows the different organizational structures suitable for event companies, as suggested by Silvers.





**Fig. 11.2: Organizational Chart Formats**

(Source: <http://www.juliasilvers.com/embok/Guide/ADM/HRMgmt/HumanResources.htm>)

Organizational structures are important because organizational structures -

- Give an indication on the reporting hierarchy, direct and indirect
- Clearly define the functional areas
- Identify all tasks if the tasks are completed
- Allocate tasks to individual staff
- Enable staff to self-check the completion of tasks
- Provide feedback to the event manager when tasks are completed
- Provide feedback regarding any problem that prevents a task from being completed

Fig. 11.2 shows various organization chart formats which can be adopted by the event organization depending on the hierarchy or line of authority the organization wants to create. Mostly events use a formal hierarchical format which differentiates roles in great detail according to the line of authority. This type of organizational structure is essential as it provides a vast scope of decision making and supervision required. Less complex events or events of small scale often use a flat format as there is a need of fewer people to be managed. When decision making is more collaborative and reporting structures require more consultation, a matrix format might be used. The organic format is used in organizations which have a more decentralized decision making process. Bubble or circular format is used by the event organizations which prefer to depict the organization structure in a manner which appears less authoritarian than a hierarchy.

In practicality, the function of forecasting in HR planning requires the event manager along with the functional heads to do a **job analysis** as mentioned earlier. Job analysis, also referred to as job evaluation sometimes, looks into tasks that can be grouped together for creating a job / position; the profile of individuals for a particular job; what should form an individual's performance appraisal and what kind of training programmes are required for development of skills and knowledge. In other words job analysis will include information collection of tasks that have to be completed before, during and after event delivery. The end

result of job analysis is a list of job descriptions. Job analysis leads to job description, and person specification is central to a planned and systematic approach of HR planning, according to Mullins.

‘Job description’ provides information about the nature of the work including tasks, responsibilities and duties of the job. Commonly, job descriptions include the following information:

- Job title and commitment required - This information is for paid or voluntary staff which indicates the functional area where the job is to be based eg. venue designer or marketing manager. This title also includes the job duration eg. one year, part time, contract etc.
- Salary/reward/incentives associated with position - For paid positions a salary needs to be stated along with any rewards such as bonuses. For voluntary staff considerations, identifying benefits such as free tickets, discounted meals or end of event parties should be given.
- Job summary - This is a brief statement which describes the primary purpose of the job. It describes role of that position broadly, while working under the direction of a superior.
- Duties and responsibilities - This lists down the key tasks and responsibilities to be handled at that position. This establishes the accountability for the things central to the performance of the job.
- Departmental affiliations within the event organisation and outside the organization - This feature highlights the reporting structure, that is to whom the person has to report to or who all will be reporting to the person, the department which needs to be coordinated with, and what are the outside organizations that need to be liaised with.
- Job description - This should indicate qualifications / skills / knowledge / experience / personal attributes (eg. ability to work with the team and be creative) that are required for the position. Sometimes the essential and desirable qualifications are specifically mentioned. The authority vested to this job (eg. decision making without reference to a superior and decision making for expenditure limits) should be highlighted. Performance standards of the position should also be mentioned. These standards are the criteria on the basis of which the performance of the person who is selected will be assessed.

‘Job specification’ specifies minimum qualifications required to perform a given job, such as formal qualifications, experience, skills, knowledge and abilities.

### Check Your Progress II

**Note:** Use the space provided for your answer

1) Briefly describe staffing and forecasting in HR planning.

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2) How does organization structure help the event planner to manage the work force?  
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3) Write down the information that should be included in job description.  
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4) Differentiate between 'job description' and 'job specification'.  
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**Recruitment and Selection**

The task of HR planning involves *recruitment* which means identifying activities that will take place throughout the event phases and accordingly identifying suitable competent people and teams required to complete those activities successfully. Recruitment means attracting sufficient number of candidates for a position whereas 'selection' means the processes used to appoint a person to that position. Development of clearly stated and descriptive job descriptions and job specification for each position during the assessment of HR requirement facilitates the recruitment process. Recruitment for a particular event could be through internal recruitment (relocation of the existing staff within an event company), external recruitments or alternative to recruitment such as outsourcing the work or involving voluntary staff or contractors. The staff requirements vary with event size and the type of event. For instance, a sporting event will have different staff requirements than a fund-raising event. Moreover, the same type of event would have different staff requirements depending on their strategic and operational plans.

Usually, internal recruitments, and alternative to recruitments methods (see Box No. 1) are preferred over external recruitment since an event is for a short period and has a limited life. External recruitment is a more time consuming process as compared to internal and alternative methods. It requires advertising or networking with employment agencies. Event Management Companies (EMCs) which are whole-sole into the business of organizing events housing defferent departments, go in more for external recruitments rather than for temporary arrangements.

Many times word-of-mouth is also used as a recruitment procedure to save time and recruitment cost. The recruitment process involves the following: determining vacancies; sourcing strategy; preparing and publishing information; processing and measuring applications; and notifying applicants. Event organizers face problems in recruitment because of shortage of qualified candidates, temporal nature of the events, geographical movements, the complexity of stakeholder relationships, and fluctuations in the environmental factors. During such times, alternatives to recruitment methods are used (see Box No. 1).

### Box No. 1

#### Alternatives to Recruitment Methods

Alternatives to recruitment include methods such as outsourcing the work and involving voluntary staff / sponsors.

- i) **Outsourcing the work (to contractors):** Nowadays many event tasks such as catering, venue, stage decoration etc. are outsourced to contractors. Contractors are experts in their respective fields and outsourcing tasks to contractors is found to be more economical than getting those tasks accomplished in-house. Since these contractors have their established links, and the know-how of things, they are able to manage the work smoothly and deliver the result with proficiency. This method is cost effective and save time and labor. In some cases it may happen that sub-contractors are required. A specific contractor for the media activities may require a few sub-contractors like videographer and camera man. The event manager should ensure that all sub-contractors are aware of their tasks and responsibilities.
- ii) **Volunteers:** Voluntary staff provides services without any financial or material gain. Depending on their interest they get associated with different activities. Thus, the type of event affects the type of volunteers. Various sources from which volunteers could be recruited include - religious groups, colleges and universities, community service programs, alumni groups, senior-citizens' centres and retirement homes. Many times, sponsors may provide workers for the event purpose.

Potential event employees can be attracted through various methods such as basic advertising, word-of-mouth referral as mentioned, and formal recruitment sources. Traditional agencies or recruitment intermediaries for event recruitment include recruitment agencies, job centres, industry fairs, schools, colleges and universities. Social networking sites such as Facebook, Twitter and a few others are playing significant role nowadays in providing opportunities for event recruiters. Internet-based advertising, online recruitment agencies and job search engines also play a major role in this regard.

**Intext Activity 1**

Search on the website and find a specialist events recruiter. How does this recruiter identify candidates for Event Management Companies?

A particular position may demand a range of skills. For example, the candidate who comes to the interview may have great innovation and creative capabilities, but may not be able to communicate ideas effectively. But for the position of an event producer, the ideal candidate would be someone who is both a creative person and an effective communicator.

However, event experts advise not to set the required competence, skill and qualification levels too high unless the requirement of performing the job successfully is very critical. Many times the event organizer provides on-the-job training or certifications. However, these increase the event company's costs and also prolong the duration to complete the job, as the recruited person has to undergo training first.

**Selection** is a process of choosing the best suited candidate from a group of applicants using a selection procedure which includes short-listing of applications, tests, interviews and reference checks. However, since events are invariably time constrained and also each event varies considerably from the previous one, there is no time or capacity for a trial period of employment in the event industry. People involved in the selection process prefer face-to-face interaction in order to gain an accurate impression of their interpersonal skills. Such interviews with the applicant enable the interviewer to assess the skill required for the desired position and present the actual nature of job. Some of the targeted selection techniques can be: use of past behavior to predict future behavior; effective interviewing techniques; and use of several interviewers for post-interview discussions and observations.

However, the practice of the interview method in person becomes unfeasible due to constraints of time, cost and other resources, particularly for large events. Keeping these constraints in mind, the event managers often switch to alternative methods of selection which are: application forms; aptitude tests; telephone or webcam interviews; work sampling, including written work, business plans, portfolios and presentations; competitions; group interviews and problem solving exercises, business games; and references.

These methods are usually used in combination depending on the type of vacancy requirement. Out of these above mentioned alternative methods, references play an important role since the events have time and cost constraints. These references can be from reliable sources such as university teaching staff or the applicant's previous employers. Use of previous employer as referee can clarify whether an applicant is able to perform a task effectively.

Once the selection procedure is complete, the selected candidate is hired and is placed in a suitable job. Since most events are short-term by nature, the event company hires most paid staff on a contractual basis, i.e for a specific period of time. Here the contract can be an appointment letter, a legal document or merely a verbal agreement. Here one should be reminded again that for the right selection, the event manager must understand the importance of job analysis. If the job descriptions and job specifications in the first step are not prepared with precision,

they will not give a clear understanding to the recruiters who in turn will not be able to set right expectation with the hired candidate.

## **Induction**

Induction or orientation period of the paid staff and volunteers is meant to maintain their enthusiasm for their role in event and help in the event's successful outcome. It is important that they understand clearly what is expected of them. Traditionally the induction was assumed to be a first day familiarization of the new employee with the organization. However, in the event industry the induction starts at the time of interview and continues till the employee actually gets involved with the event activities. At this point, the event manager must be able to draw the distinction between the employee's induction to the organization and their induction to the current event and accordingly design the induction process. All staff including full-time and part-time paid staff, volunteers and contractors should be inducted and oriented with the organization and event objectives as well. Staff members need to clearly understand their job description and what is expected out of them. This process enables the staff members (paid and volunteers) to understand what aspects they are accountable for and in the end what they will be evaluated for.

The advancement in technology has introduced a concept of 'virtual induction', wherein companies upload different training materials pertaining to their mission, vision, objectives, strategies, policies, roles and responsibilities, performance indicators and so on. This virtual induction supplements the usual conventional induction process which is advantageous for face to face interaction. Situations where proper inductions are not conducted, lead to confusion among staff members pertaining to their roles and responsibilities. Employees may indulge in activities that do not align with the event goal. This, unintentionally may give non-rewarding results and can be a bad experience for the staff. Induction programs can help to prevent these occurrences.

To make the induction programs effective, the event manager can include the following activities:

- Provide information about the organization goal, event objectives, expected outcomes from the event and basic profile of the event such as date, timings, schedules, venue, budget, content etc.
- Provide information about different stakeholders and the profile of the audience.
- Introduce them with other staff members.
- Provide information about the nature of job, roles, responsibilities and accountabilities of each staff present for the induction.
- Sharing of contacts depending on their role in the event.
- Introduce the organizational structure to familiarize them with the relationships with other staff in vertical and horizontal hierarchy.
- Provide instructions related to reporting system - whom they would need to report to and who will report to them.
- Familiarize them with work culture and work environment.
- In some instances, trips to venue and sponsors may be conducted.

## Training

Training of some kind is required at all levels for effective contribution to the event. As mentioned earlier, organizations conducting moderate size events prefer internal movement of their staff for the purpose of events. This reduces the need for elaborative induction and training. In many cases, the work requiring expertise is outsourced to contractors and vendors for the best results. Still training becomes a must for the staff hired for a particular role. All the staff members of an EMC need to be experts in their respective fields since they would be managing the events for others. Unlike for the organizations which are conducting event as a one-time activity, training of the entire staff is an investment for EMCs. It hence becomes crucial for the event organization to facilitate various degrees and types of employee development programmes to maximize work performance.

Formal training programmes definitely increase the effectiveness of the event employees specifically in mandatory and operational management areas, for example, safety. Moreover, to facilitate various types of employee development, many competent event organizations become learning organizations where the personnel are encouraged to learn and improve continually and are supported by the organizations resources to learn and improve. For example the London 2012 Olympic Games, besides being a success factor in winning a social legacy for the bid (refer to the Units on Bidding in Block 1 of this Course), had a volunteering programme that primarily encouraged volunteers to gain skills during their activities in the lead-up to and during the Games, through volunteering. In case of a small and medium-sized event, most of the training gets acquired-on-the-job, under the supervision and advice of existing experienced staff.

HR specialists in the event industry can conduct a formal organizational programme of learning and training, for which Torrington and others suggest the following areas: identify development need; design development activity; and carry out and evaluate development. These areas comprise the ‘people development strategy’ of an organization. The event training needs, i.e. what training is required in different areas, have to be identified. Training needs can be for event marketing, risk management, sponsorship, event evaluation, budgeting and other areas where skills are required. For fulfilling the need for training and to improve training, people and external agencies, who are willing to conduct training sessions can also be called by the EMC.

To know what training is required for effective delivery of the event, it has to be understood what performance is desired from the staff and volunteers, and what is their current performance like. The difference between these is the gap, and this can be understood through performance appraisals of existing staff and volunteers (what training does the staff want to make them more effective); what skills have been identified in the job description; and what skills the staff state they need.

Since on the job training of event volunteers already takes place because of the short duration of events, under the direction of the event manager or a supervisor, it can be structured for them by including the following in the training component:

- **Defined learning objectives:** which outline what the trainee should be able to do at the end of the training
- **Curriculum:** the training content should produce useful outcomes

- **Appropriate instructional strategies:** these include the methods of training such as group discussions, role-playing, case studies, demonstrations, lectures, case studies, on-the-job training, and other simulated sessions.
- **Use of facilitators for well conducted training:** a facilitator can help the trainer to identify and explain the skills, observe them and correct them during training
- **Evaluation or Assessment:** to see if the trainees have acquired the appropriate skills

Feedback from the event manager, trainer or supervisor, or their own reflections will help the trainees to improve their actions to complete the event tasks efficiently.

### Remuneration to Staff

‘Remuneration’ means the total benefit given to a staff member, and not just the ‘pay’ for the job done. The benefits included in remuneration may be in the form of both tangible and non-tangible benefits. Tangible benefits are the payments made to workers by the event company. Volunteers usually do not fall in this category as they do not get associated with the event for the purpose of payment in return for their services, except for reimbursement for their expenses such as travel. They are mostly interested people, students or friends who wish to gain experience with a view to future employment. A reward strategy also helps, as staff gets motivated by rewards. Hence the reward package should be substantial enough to attract applicants and to retain them once they are appointed. Other types of payments include bonuses, commissions and incentives, but are not very common to the event industry. Non-tangible benefits comprise of skill development, exposure, building new contacts, strengthening networking, promotion, marketing and so on.

The event manager must identify the right strategy for remunerating different types of staff and other stakeholders (paid staff, volunteers, sponsors, client and vendors). The right remunerating strategy keeps employees motivated and encourages them to remain associated with the event company. This can be easily achieved when the event organisers have good knowledge of market and the market rate for that kind of employment. Many countries have formed legislation in this regard to protect rights of the workers and avoid any exploitation.

#### Check Your Progress III

**Note:** Use the space provided for your answer

- 1) How does job analysis help in recruitment process? What could be the impact when job analysis is not done properly?

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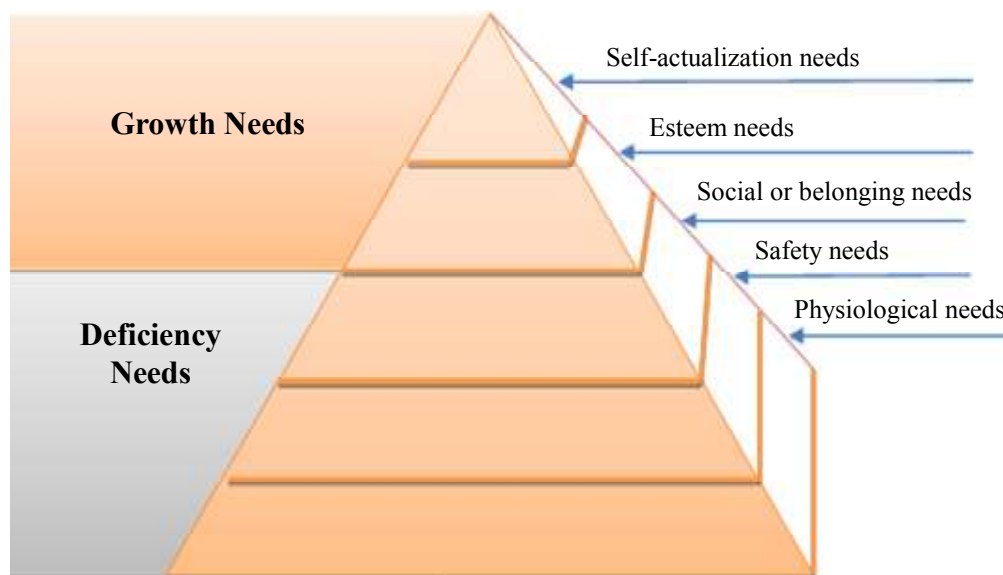
Motivation is one of the most important functions of Human Resource Development. It energises and enables staff and volunteers to achieve individual and organizational goals. Theories given by researchers form a strong base for understanding the concept of motivation not only for the paid staff but also for other stakeholders such as contractors, vendors, volunteers etc. The theories which find relevance to HR planning in the context of events are content theories and process theories.

### Content Theories

Content theories focus on what things initially motivate people to act or work in a certain way. Content theories highlight that a person has a need – a feeling of deprivation – which then drives the person towards the action that can satisfy the need. Maslow's theory and Herzberg's theory fall under the classification of content theories.

#### *Maslow's Theory*

Maslow's theory of hierarchy of needs postulates that there exists an order in an individual's need. These needs are the basis of motivation, which drives an individual to satisfy these needs through action. An important feature of this theory is that the lower order needs must be satisfied before an individual is motivated to satisfy the next higher need. Fig. 11.3 shows the hierarchy of needs given by Abraham Maslow.



**Fig. 11.3: Maslow's hierarchy of needs**

**Source:** Maslow (1954)

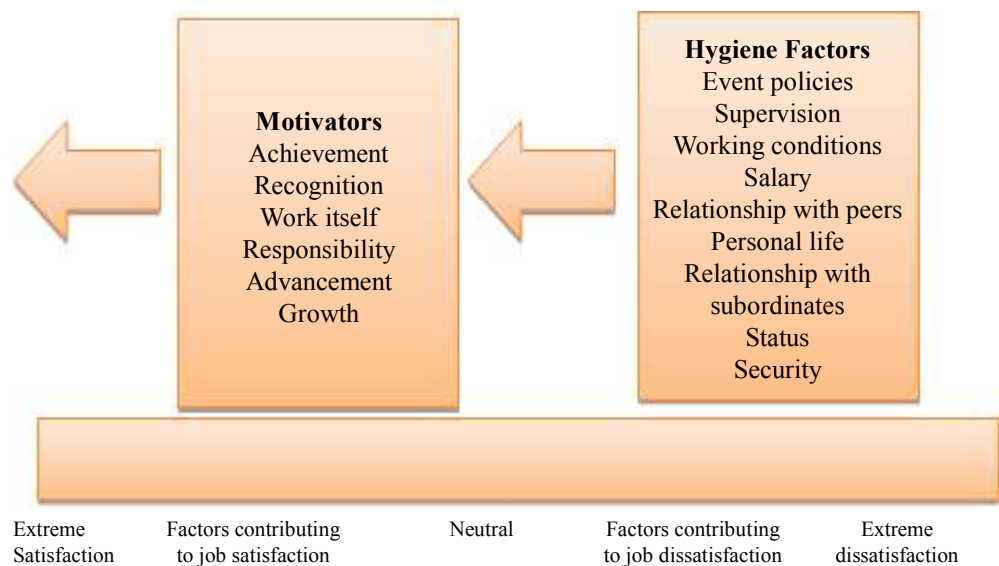
This means people trying to satisfy physiological needs (hunger and thirst) will not be motivated to satisfy higher order needs of social and esteem needs, until their physiological needs are satisfied. The bottom three needs which are physiological needs, safety needs and social needs are referred as deficiency needs. The higher two needs which are esteem needs and self-actualization needs (also called personal achievement needs) are referred to as growth needs. People go for satisfying their growth needs only after their deficiency needs have been satisfied.

This theory tries to give an insight into what needs the people are seeking to fulfill through employment. It very well explains the reasons for which people

are motivated to work to satisfy their different needs. For instance, volunteers might work for their social needs of making more friends, expanding network and perceived prestige, for achieving future employment that leads to the need of self actualization / personal achievement. Understanding of these needs can help the event manager to give individuals proper placement and opportunity.

**Hertzberg’s Theory of Hygiene**

Hertzberg’s theory explains that factors such as pay levels, policies, working conditions salary and job security are ‘hygiene factors’ that do not in themselves satisfy people, but at the same time their absence can lead to hostility or dissatisfaction towards an organization. Further, according to Hertzberg, there are other factors, called ‘motivators’ which in themselves lead to goal-directed behavior. These elements are achievement, recognition and interesting work. Fig. 11.4 shows diagrammatic representation of Hertzberg’s theory of Hygiene (see the figure from right to left).



**Fig. 114: Diagrammatic representation of Hertzberg’s Theory of Hygiene**

**Source:** Adapted from Hertzberg (1968)

The theory will help event managers to put a process for motivating the staff and volunteers, in place, by: recognizing their achievement, empowering them to take responsibility of their task outcomes at event, and providing opportunities for their skills and experience growth. Hertzberg’s theory also teaches us that certain hygiene factors can act as demotivators, such as, attitudinal behavior of supervisors towards staff, furniture, lighting, water facility, restroom facility, status of one’s job compared with another’s job, meals, breaks, hours of work and certain policies.

**Process Theories**

Content theories such as Maslow’s theory and Herzberg’s theory were able to explain the work-related factors that motivate the worker for action and the importance of employee needs and their satisfaction. Process theories in turn explain how motivation actually works, i.e. what are the effects of motivation. This concept is represented by Adams’s Equity theory and Vroom’s Expectancy theory.

**Adam’s Equity Theory**

Adam’s Equity theory is based on the premise that all workers expect to be treated fairly. This brings out the fact that if there is a difference between the outcomes (eg. pay) perceived by two employees then the employee receiving less outcome will be motivated to do less work. This situation can be represented in the equation as below:

$$\frac{\text{Individual rewards}}{\text{Individual inputs}} \quad \xleftrightarrow{\text{comparison}} \quad \frac{\text{Others' rewards}}{\text{Others' inputs}}$$

Perception of a worker towards remuneration or compensation, whether perceived as fair treatment, is a subjective and relative thing. The best way to deal with this situation at the employer level is to know about this perception of the worker and create an open forum for communication. Difference in the thinking level between the employee and the employer if goes unnoticed can lead to reduced effort, pressure to increase remuneration and exiting from the organization.

**Vroom’s Expectancy Theory**

Vroom’s Expectancy theory proposes that a worker is motivated to act in a particular way based on their belief that a particular outcome is the result of that action in that particular manner (expectancy). This outcome will earn the person a reward (instrumentality). The reward on account of the accomplishment of this outcome is sufficient to justify the effort put into doing it (this is called valence). Motivation under this theory can therefore be expressed as:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

The above equation brings out a fact that when any one of the elements in the equation approaches to zero, the motivational value of a particular decision comes down drastically. Therefore, the event managers need to be aware of this and should try to maximize all the three motivational components.

**Intext Activity 2**

Select an event of your choice. Which are the general approaches that you might employ to motivate the volunteer staff associated with this event?

**Check Your Progress IV**

**Note:** Use the space provided for your answer

1) Why is there a need for staff (paid and non-paid) to be motivated? How can HR contribute to motivating the staff of an organization?

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- 3) **Teams are trained to execute their tasks:** Team members should be aware of what is expected out of them. They need to be trained for an understanding of all the criticalities, key roles, responsibilities, and performance indicators.
- 4) **Volunteers and staff are supported by the event organization:** Team members should have the confidence and belief that their organization is there to support them.
- 5) **Teams should have clearly stated objectives:** For the purpose of the team, its measurable objectives should be spelt out. Having a plan to achieve these objectives develops trust amongst team members.
- 6) **Volunteer and staff trust and support one another:** This is the crux of team building. Sharing positive experiences, supporting and trusting co-workers helps to achieve the team objectives as highlighted in the 5<sup>th</sup> point.
- 7) **Communication between volunteers and the event organization is both vertical and horizontal:** Communication happens up and down the reporting line, between teams and work groups. It facilitates understanding, feedbacks, expectations, concerns and reporting. For team work good communication is essential.
- 8) **The organizational structure promotes communication between volunteers and staff:** Organization structure facilitates communication since it establishes the relation of one position to another, and builds a sense of cooperation while achieving common objectives. The staff knows whom to report and whom to supervise. Organization structure has already been discussed in detail (section 11.3).
- 9) **Volunteers and staff have real responsibility:** This indicates ‘empowerment’ where the staff along with the responsibility to perform the assigned job should be provided authority to make the decisions about their work and its outcomes. This increases accountability, gives ownership towards their job and increases enthusiasm.
- 10) **Volunteers and staff have fun while accomplishing tasks:** Event managers should promote an atmosphere of fun, humour, tiny celebration and affection amongst co-workers. Light environment, makes the team members feel less pressurized and gives better productivity.
- 11) **There is recognition for the contributions of staff:** There should be appreciation of work by paid staff towards work of volunteers and volunteers should openly recognize and appreciate paid staff’s work. The appreciation could be formal or informal. Appreciation keeps the staff motivated and generates good work performance.
- 12) **Volunteers and staff celebrate their success:** Celebrations with food, drink and entertainment should be promoted to celebrate achievements of objectives and event’s success. A separate corpus could be created by the event manager for such activities.
- 13) **The organization promotes and encourages the wellbeing of volunteer teams:** Everyone in the organization should see the volunteer as a part of partnership and actively promote such relationship.

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## 11.6 STATUTORY REQUIREMENTS AND LEGISLATION

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*Statutory is defined as something established and enacted by law.* Therefore, the event organizations / companies when dealing with people must fulfill statutory requirements. These laws are there in every country and are established to set out minimum terms and conditions of employment and regulate the employer's dealing with their employees. Some key areas that are covered by legislation are:

- Minimum wage
- Hours of work
- Leave entitlement
- Maternity leaves
- Termination of contract / Employment
- Grievance Procedures
- Human Rights Legislation pertaining to workplace discrimination
- Occupational Health and Safety Legislation
- Employee insurance
- Pension Plans
- Sickness Benefits

All the above mentioned legislations are the obligations which an organization is required to provide to their employees. Risk management approaches to ensure occupational health and safety should be streamlined by the EMC. The risk management approach should entail - identifying hazards by keeping records of accidents and injuries, doing safety inspections at event site, making a note of all substances that could be potentially hazardous; assessing risks in terms of likelihood of a hazardous event to occur; and by preventing and controlling risks by trying to eliminate them. However, all in the list provided above may not be applicable in HR planning for an event. There are certain other requirements which the HR planner needs to fulfill as such when appointing contractors and volunteers and all the terms and conditions must be mentioned in the contract. Many paid employees of events are casual workers. To compensate for the irregular nature of their work, they are paid extra on an hourly basis, after their normal time of routine work ends. The event manager should see to it that they are paid appropriately. Keeping records of paid employees and volunteers is also important.

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## 11.7 HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

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Human Resource Information System (HRIS) is a database that helps us keep track of all activities and processes related to human resources in an organization. It is a system based on Human Resource Management and Information Technology. HRIS will be able to serve as an important database for personnel administration, operational programs, including employee record keeping, budget control, compensation benefit management and government reporting. It is an

integration of software, hardware, support functions, system policies and procedures into an automated process. Currently HRIS encompasses the following aspects: payroll; time and attendance; performance appraisal; benefits administration; profile of employees; recruiting; talent management; performance record; learning management; scheduling; absence management; analytics and employee re-assign modules.

The EMCs like other organizations are advised to invest in HRIS software package, since information from this would serve as an essential tool for managers in retention, recruitment, human resource utilization, planning skill development programs and evaluation of human resources in organizations. However, entities organizing medium size event as one-time activity may not be advised to go for such huge investment as it would not be worth the cost.

**Intext Activity 3**

Consider you are the Venue Manager for a cultural event. While planning for stage decoration, forecast the human resource (both at worker and supervisory level) along with HR Planner (Hint: first list down all activities required to be done in stage decoration).

**Check Your Progress V**

**Note:** Use the space provided for your answer

- 1) What are the steps that a manager can take to ensure that the team gives effective performance?

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- 2) How are organization structure and communication related to each other in building an effective team?

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- 3) List down the statutory requirements which the HR planner needs to fulfill while dealing with employees. What is the objective of framing these legislations?

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4) What is the full form of HRIS? How does it serve as an essential tool for the event manager in making strategic plans?

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**11.8 CONCLUSION**

This Unit has extensively dealt with Human Resource Planning which is one the keys for ensuring effectiveness and efficiency of event organizations. Organizations are made of people and these people are needed to be managed to work for common goals towards a successful event. All the HR planning activities are interdependent working cohesively to maintain a fine balance between the demand and supply of human resources.

**11.9 LET US SUM UP**

Human resource planning is ‘a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.’ HR planning endeavors to meet the expectation of both, the management organization and the employees. By and large, it has a function of ensuring - recruitment and selection of staff; orientation and training of staff; optimum utilization of staff; improvement of staff performance; and growth chart for staff. Underperformance, lack of competitiveness, attrition, absenteeism and poor quality of work are the factors which are of great concern to HR department. Thus, the HR department makes various efforts comprising of right placement, training, rewards, recognition, performance appraisals, and individual growth charts to retain good employees, to encourage them to give their best and make the work environment positively competitive. Motivation keeps the staff members committed to contribute their best and to work hard towards achieving their goal.

HR planners need to keep track of all activities and processes related to human resources in an organization. For this the HR department maintains a database referred to as Human Resource Information System. Information from this would serve as an essential tool for managers in retention, recruitment, human resource utilization, planning skill development programs and evaluation of HR in organizations. These information systems can play an important role in supporting the goals and objectives.

**11.10 KEYWORDS**

- Volunteers** : People who offer services with their will, without expecting any financial and materialistic gain.
- Strategic Plans** : It is concentrated towards attaining the long term objectives and planning of mission and vision of business

- Operational Plans** : It is done to achieve short term objectives of the company and is concerned with routine activities of the company.
- Vertical Hierarchy** : Vertical Hierarchy occurs in a vertical structure organization wherein power emanates from top to down. Employees report to the person directly above them.
- Horizontal Hierarchy:** Horizontal Hierarchy occurs in Horizontal structure organization. A horizontal organization has a less-defined chain of command. Employees may work in teams with similar inputs across the line. Employees may perform many different functions and may report to several supervisors
- Statutory Requirements** : Something, such as official approval, a license, or a permit that is required by law for engaging in a certain activity.
- Information System** : A combination of hardware, software, infrastructure and trained personnel organized to facilitate planning, control, coordination, and decision making in an organization.
- Virtual Induction** : It is an online induction wherein companies upload different training materials pertaining to their mission, vision, objectives, strategies, policies, roles and responsibilities, performance indicators and so on.

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## 11.12 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

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### Check Your Progress I

- 1) Human resource planning is *'a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.'* Like any other project, event also requires a team effort for its execution. Events are temporary in nature with a limited life span and the event industry works on short timelines to recruit, select, train staff etc. The success of an event thus, depends on how a well qualified, experienced and skilled team is built to carry out their allocated jobs and tasks before, during and after the event. In event management there are various functional aspects such as catering, marketing, venue management, site management, risk management, finance and accounting for which the event manager requires proficient team members.
- 2) The functions of an event manager as a Human Resource Manager are: developing job descriptions; advertising positions; interviewing people for positions in the event team; allocating work; training people for positions; managing performance; setting levels of pay or monetary rewards; and thanking team members and recognizing excellence.
- 3) Improper planning of workforce arises when either the wrong people are selected for a particular job that lack skill or experience to perform that job or the team is given the tasks more than their capacity. In both the scenarios performance in terms of achievement of event goals and event objectives suffers. For example an employee good at marketing when put in the team taking care of finance and accounting, is unable to do justice with the assigned job. Similarly, when sufficient staff is not dedicated to a particular job, quality results are not achieved.

### Check Your Progress II

- 1) The main strategic decision area for event managers is **staffing**. Decisions are very important as to how many staff members or volunteers are needed to deliver the event, what is the required combination of skills, qualifications and experiences, and at what point in the event planning process these staff / volunteers will be required. In particular, estimating the quantity and quality of human resource required for a particular event is called **forecasting**. Staffing and forecasting usually get merged while assessing HR requirement. Forecasting is determined through the strategic and operational plans of the event. The final outcome of staffing and forecasting is that the event planner and the functional heads determine the number of people required to complete different tasks and the required skills to make the best possible work force. The staff / volunteers , supervisors with the requisite skills or qualification or experience get listed.
- 2) Organization Structure helps the event planner to manage the workforce by:
  - 1) Giving an indication on the reporting hierarchy, direct and indirect;

- 2) Defining the functional areas; 3) Identifying all tasks that must be completed; 4) Allocating tasks to individual staff; 5) Enabling staff to self-check the completion of tasks; 6) Providing feedback to the event manager when tasks are completed; and 7) Providing feedback if there is any problem that prevents a task from being completed.
- 3) Job description should include the following information: 1) Job title and commitment required; 2) Salary / reward / incentives associated with position; 3) Job summary; 4) Duties and responsibilities; 5) Departmental affiliations within the event organisation and outside organization; and 6) Qualifications / skills / knowledge / experience / personal attributes required for the position.
- 4) Job Description provides information about the nature of work including tasks, responsibilities and duties of the job. Whereas, job specification specifies minimum qualifications required to perform a given job, such as formal qualifications, experience, skills, knowledge and abilities.

### Check Your Progress III

- 1) Proper job analysis is essential before the recruitment process, because if job analysis is not done properly, the HR team would not have exact information about roles and responsibilities for that post and the skills required to perform that job. As a result the chances would be that the organization hires the wrong candidate for the job. This is disappointing not only for the organization but for the candidate too, and defeats the whole purpose of recruitment and ultimately fails in achieving the event goals.
- 2) Alternatives to recruitment include the methods such as outsourcing the work and involving voluntary staff / sponsors.

**Outsourcing the work (to contractors):** Many event tasks such as catering, venue, stage decoration etc. are outsourced to contractors. Contractors are experts in their respective field. Outsourcing tasks to contractors is found to be more economical than getting those tasks accomplished in-house. Since these contractors have their established links, have know-how of the things, they are able to manage the work smoothly and deliver the result with proficiency. This method is cost effective and saves time and labour.

**Volunteers:** Voluntary staff provides their services without any financial or material gain. Depending on their interest they get associated with different activities. Thus, the type of event affects the type of volunteers. Various sources from which volunteers could be recruited includes - religious groups, colleges and universities, community service programs, alumni groups, senior centres and retirement homes. Many times sponsors may provide workers for the event purpose.

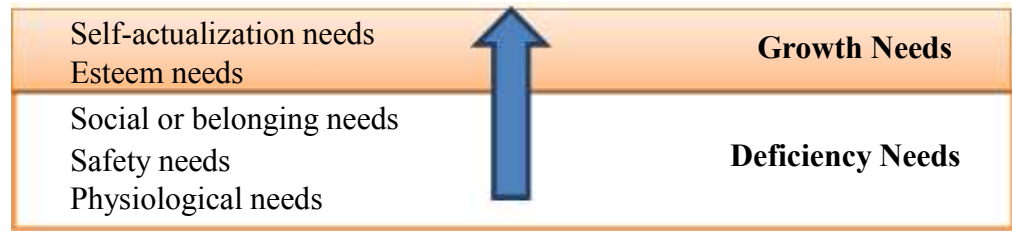
- 3) To make the induction programs effective, the event manager can include following activities:
- Provide information about the organization goal, event objectives, expected outcomes from the event and basic profile of the event such date, timings, schedules, venue, budget, content etc.
  - Provide information about different stakeholders and the profile of the audience.

- Introduce them with other staff members.
  - Provide information about the nature of job, roles, responsibilities and accountabilities of each staff present for the induction.
  - Sharing of contacts depending on their role in the event.
  - Introduce the organizational structure to familiarize them with the relationships with other staff in vertical and horizontal hierarchy.
  - Provide instructions related to reporting system - whom they would need to report to and who will report to them.
  - Familiarize them with work culture and work environment.
  - In some instances, trips to venue and sponsors may be conducted.
- 4) This statement is not correct. Training and induction are two different tasks and cannot replace one another. Induction is orienting the staff including full-time and part-time paid staff, volunteers and contractors with the organization and event objectives. Staff members need to clearly understand their job description and what is expected out of them. This process enables the staff members (paid and volunteers) to understand what aspects they are accountable for and in the end what will they be evaluated for. On the other hand, training is basically imparting knowledge / information / instructions to attain that level of skill required for performing the assigned job. Training is more task specific and process oriented.
- 5) The benefits included in remuneration may be in the form of both tangible and non-tangible benefits. Tangible benefits are the payments made to workers. Prominently it is salary but other types of payments may include bonuses and incentives. Non-tangible benefits comprise of skill development, exposure, building new contacts, strengthening networking, promotion, marketing and so on.

#### **Check Your Progress IV**

- 1) Motivation is what keeps the staff members committed to give their best and strive to achieve the desired goal. When the staff is not motivated, the issues which arise are underperformance, lack of competitiveness, attrition, absenteeism and poor quality of work. Therefore, it is very essential that the staff is kept motivated. HR can make immense contribution in keeping the employee motivated. Right from staffing, forecasting, creating organization structures, doing correct job analysis, proper recruitment, placement and effective induction, providing sufficient learning curve, timely mentoring, appraisals and promotions, rewards and recognitions all these functions when performed on time by the HR department contribute effectively in keeping the staff of the organization motivated.
- 2) Maslow's theory of hierarchy of needs postulates that there exists an order in individual's need. Maslow proposes that these needs are the basis of motivation which drives an individual to satisfy these needs through action. An important feature which this theory has brought out about motivation is that the lower order needs must be satisfied before an individual is motivated to satisfy the next higher need. People go for satisfying their growth needs of self actualisation, esteem and social needs, only after their deficiency

needs of safety and physiological, have been satisfied. This theory very well explains and gives insight to the reasons for which people are motivated to work to satisfy their different needs. The hierarchy of needs given by Maslow is shown below:



- 3) Herzberg's theory explains that factors such as pay levels, policies, working conditions and job security are 'hygiene factors' that do not in themselves satisfy people, but at the same time their absence can lead to hostility or dissatisfaction towards an organization. Further, according to Herzberg, there are other factors, called 'motivators' which in themselves lead to goal-directed behavior. These elements are achievement, recognition and interesting work. There are also central hygiene factors that can act as demotivators such as attitudinal behaviour of supervisor towards staff; the furniture, lighting, water facility etc.

### Check Your Progress V

- 1) To facilitate the process of effective team building, the manager can take the following steps:
  - Teams are of manageable size
  - Team leaders are trained
  - Teams are trained to execute their tasks
  - Volunteers and staff are supported by the event organization
  - Teams should have clearly stated objectives
  - Volunteer and staff trust and support one another
  - Communication between staff and the event organization is both vertical and horizontal
  - The organizational structure promotes communication between volunteers and staff
  - Volunteers and staff have real responsibility
  - Volunteers and staff have fun while accomplishing tasks
  - There is recognition for the contributions of staff
  - Volunteers and staff celebrate their success
  - The entire organization promotes and encourages the wellbeing of volunteer teams.
- 2) Organization structure creates a line of authority. With organization chart the staff knows whom to report to and whom to give orders. Since organization structure also explains the job description and job specification of each post, the staff is clear on who needs to be approached for a particular concern. This facilitates communication among vertical and horizontal levels.

In the absence of organization structure, the staff might be reporting to multiple supervisors and getting multiple instructions for the same concern which will lead to confusion and chaos. In another scenario, when there is no established line of authority, staff is less accountable for their work and the outcomes are not system driven but are the results of staff's self realization. So, one can say that organization structure and communication are related to each other as clear communication needs organization structure to be established and the functionality of the organization structure is facilitated by clear communication.

- 3) The statutory requirements which an HR planner needs to fulfill while dealing with employees are: minimum wage; hours of work; leave entitlement; maternity leaves; termination of contract / employment; grievance procedures; human rights legislation pertaining to workplace discrimination; occupational health and safety legislation; employee insurance; pension plans and sickness benefits. These laws are established to set out minimum terms and conditions of employment and regulate the employer's dealing with their employees. Statutory requirements should be established in every country.
- 4) The full form of HRIS is Human Resource Information System. This system is based on HR Management and Information Technology. HRIS will be able to serve as an important tool for event manager as it helps in personnel administration, operational programs, including employee record keeping, budget control, compensation benefit management and government reporting. These information systems enable the manager to do the planning and management of HR and play an important role in supporting the event goals and objectives.

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# UNIT 12 PLANNING OF LOGISTICS

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## Structure

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Importance of Logistics in Event Management
- 12.3 Logistics Plan
- 12.4 Elements of Event Logistics
- 12.5 Techniques of Logistics Management
- 12.6 Let Us Sum Up
- 12.7 Keywords
- 12.8 References and Suggested Readings
- 12.9 Check Your Progress – Possible Answers

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## 12.0 OBJECTIVES

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This Unit will build your understanding on logistics and its importance in event management. Logistics narrate the way of dealing with inventory related to event management. As such, logistics can be seen as a branch of engineering that creates ‘people systems’ rather than ‘machine systems’.

Logistics is now recognized as an important function in any set-up. No project, enterprise, production and marketing can be successful without the support of logistics. Unlike business logistics wherein the logistics as a function is concerned with the supply of products from the point of origin to point of consumption, the event logistics deal with efficient supply of customers to the product (event activities), and supply of facilities and product to and from event site. After studying this Unit, you will be able to:

- Understand the importance of logistics in event management;
- Identify various elements of logistics;
- Build knowledge on various techniques in event logistics; and
- Develop logistics plan.

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## 12.1 INTRODUCTION

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The word logistics originated from the Greek word *logistikos*, which means ‘skilled in calculating.’ Historically this term was used by the Romans for the administration of their armies. The term got evolved to refer to the practical art of the relocation of armies. With similar reference, if we see logistics in the context of event management, it is concerned with the execution of planned event activities. Thus, we can describe logistics as the discipline of planning and organizing the flow of goods, equipment, services and people to their point of use. Canadine has defined logistics as *the detailed organization and implementation of a plan or operation*.

The Chartered Institute of Logistics and Transport (UK)) defines logistics as *the time-related positioning of resources to meet user requirements*, where resources may be transport, storage, information, flow of customers and customer services. The success of the logistics manager lies in planning and facilitating the movement of right things, at the right moment, at the right location and at the right price. Unlike business logistics which is an on-going activity and is a part of continual management in an enterprise, event logistics is concerned with a specific period, with pre-established agendas or a project.

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## 12.2 IMPORTANCE OF LOGISTICS IN EVENT MANAGEMENT

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Logistics become all the more important to events because of the need to concentrate on resources at a particular location at a particular time. Hence effective logistic management is a very important determining factor in the performance of an event. The general principles of logistics that involve managing the process of manufacture, supply, and distribution (including storage and transport) of the product to the ultimate consumer, apply in event management as well, where it requires an organized and structured alignment of key logistics functions. Irrespective of the size of the event, whether it is a wedding event with a gathering of two hundred people or a mega sports event of international level, the importance of logistics remains the same. Thinking of logistics from the customer's or participant's perspective will make logistics customer friendly.

Logistics is all about getting things organized, getting things and customers in the right place and tearing everything down. Most of the times logistics planning focuses on setting up and changing sets. All event managers strive for that level of event performance where all their customers are left impressed and satisfied. The logistics manager needs to plan the work flow to such a practical level that makes all its aspects feasible.

If we consider the sheer complexity of even a modest (simple) family wedding, it becomes evident how crucial is the careful management of logistics. An event that involves catering has a lot of enormous demands such as serving hot food to many people at one time. Think of a situation, where there is only one plate for each guest and the plates would need to be washed between snacks and the main course. This 'in-between' span could be two hours or an hour or just a few minutes. Visualize the load it would build up on the serving staff. The process would involve a lot of movement of the serving staff, huge load on washing area and enormous pressure on the kitchen staff to serve the main course at the correct time.

Sports events involve several concurrent and consecutive events, sometimes requiring different equipments for players and athletes. Likewise think of logistics involved in rock concerts and entertainment events featuring several international artists, when the group is on a tour of several cities. Sometimes certain musical instruments might have to be transported to a particular country only days or hours before the event. However a team supporting the artists would be aware of the requirements and be there to set up the instruments along with exotic foods and special dietary items. Arranging accommodation for people of various regions

and management of restroom breaks for specific events have been known to be complicated. Therefore the logistics manager needs to be one of the most efficient and organized persons from the event team.

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## 12.3 LOGISTICS PLAN

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Logistics plan is a part of the communication within an event. Whether the event is big such as a multi-venue trade fair or a small event such as birthday party, there has to be a written logistics plan. A logistics plan could either be of one page or a bound folder covering all areas. The information to be included in the logistic plan varies with the size and type of an event. For example, the logistics plan for a workshop organized indoors for the employees of a corporate will not include site map or sub contractor details. The logistics folder of a large event should include the following or more:

- General contact list
- Site map
- The emergency plan / plans
- Schedules, including time lines and bar charts
- Subcontractor details, including all time constraints
- On-site contacts, facilities, security and volunteers
- Evaluation sheets (sample questionnaires or feedback form)

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## 12.4 ELEMENTS OF EVENT LOGISTICS

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A description of the elements of event logistics is given by Bowdin et al. Since event logistics pertain to a particular event, there is a definite preparation, lead up, execution and shutdown. The areas which are essential to event logistics can be understood as under:

- **Supply:** Supply is further divided into three areas - customer, product and facilities. It is also concerned with the procurement of goods and services.
- **Transport:** Special consideration has to be given to the transportation of the required goods and services as these can involve major costs to an event depending on the type of event.
- **Linking:** Being a part of the overall planning of an event, logistics is linked to all other areas. For this purpose an operations or logistics manager is often appointed, particularly for large, complex and multi-venue events. The logistics manager functions as part of the overall network management structure.
- **Flow control:** This refers to the flow of product, services and customers during the event.
- **Information networks:** There has to be efficient flow of information during the event and this is the outcome of efficient planning of information network.

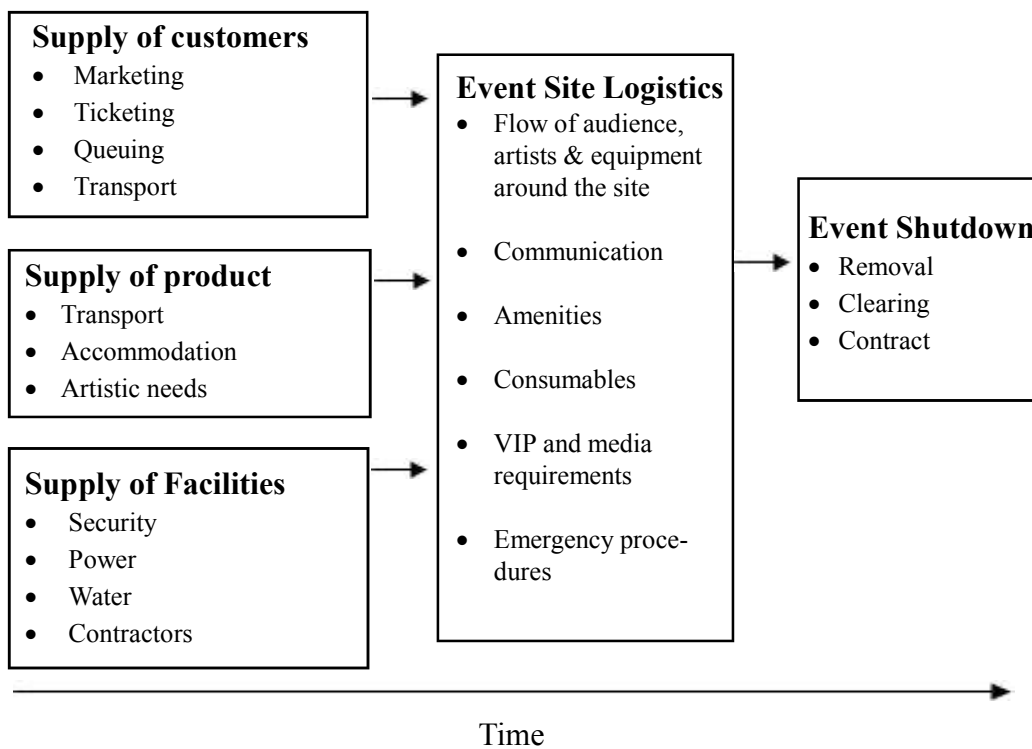


Fig.12.1: Elements of the Event Logistics System

Source: McDonnell *et al.* (1999)

Fig. 12.1 depicts the elements of the event logistics system. Let us discuss them in detail.

### Supply of Customers

Customers are attendees of the event. They can be audience (concert), visitors (exhibition), participants (workshop), spectators (sports), delegates (conferences), or client (corporate event).

**Marketing and Promotion:** Planning of logistics is closely linked to the marketing of an event. The supply of customers is an outcome of marketing activities done to publicize the event. The numbers, geographical location and expectations of the customers will affect the logistics planning. For instance an event organized for the customers of its own company versus an event which has done a nationwide publicity to invite customers from all corners of the country will vary at large in terms of their logistic planning. Popular events such as road shows or concerts attract large audiences from various parts of a region and audience increases if publicity is spread nationwide. This provides opportunities for special negotiations with hotels and transport facilities such as buses, trains and flight companies. Hence there is a direct linkage of logistics with marketing of an event.

**Ticketing:** Corporate events and many public events are mostly free of cost. But you must be aware by now that not all events are free of cost. In events where there is an entrance fee, ticketing becomes one of the major sources of income. Though printing and pricing do not directly fall under logistics, the onus of distribution, collection and security fall directly on logistics. Ticket collectors should be trained to deal with public, directing the public to move through the entrance and to make sure that access is controlled at appropriate areas. Selling tickets at gates and counters give rise to security problems in the collection, accounting and deposition of funds. Security considerations such as holograms

on the ticket are also important. As a logistic manager, one has to monitor several aspects like artwork on the ticket, printing schedule, distribution, collection of tickets, and accounting. Also crucial is to monitor outlets to be used for the sale of tickets (such as retail, internet, mobile phone, or at the venue gate); method of payment to be used (by both customers to ticket distributor and ticket distributors to event authorities); schedule of payment for ticket distributors to event authorities; ticket collection procedure at the gates; ticket depositing of system; reconciliation of number of tickets; and auditing of accounts.

**Queuing:** Queuing at the entrance for tickets, parking or for just entering the event premise is often a first experience that a customer has at the event. Once the customers are inside the event, they might face queues at food counters, seating and toilets. Queuing or waiting time in any of the above-mentioned areas becomes one of the contributing factors in evaluating the event performance. Logistic manager therefore, must make adequate arrangements for avoiding queues.

Sometimes over-supply of customers is due to excessive marketing and sometimes free events attract too many customers. The logistic manager must anticipate these situations before hand and make a plan accordingly. Pre-sale of tickets can help the logistic manager in estimating the count of expected customers and thus making sufficient arrangements for them.

The factors, which one can keep in mind while addressing queuing are: number of queues and possible bottle necks; adequate number of personnel controlling the crowd, collecting tickets or security allocated; time and duration of the queues; venue size; proper signage, lighting of routes and crowd friendly barricades for customer's movement; adequate sun and rain protection; and first aid for emergencies.

**Transport:** The time consumed in commuting to an event often becomes a deciding factor for attending the event. Certain events such as concerts, workshops and conferences require the audience to arrive almost at once. Event manager describes this type of arrival as 'dump'. While, there are other events such as festival celebrations, exhibitions, 'melas,' camps and fairs where the audience come and go over a larger period of time. This type of audience movement is referred to as 'trickle'. Each of these requires a different logistics strategy. Aspects such as arrival and departure are a part of event hospitality experience. Parking facility and traffic control create a lasting impression of the event on the audience. Logistics problems like parking and transport can become a significant issue for event managers and are an essential part of license requirements for an event. Selection of the venue is directly linked with method of transport to be used which in turn influences the overall cost of the event. Venue selection takes into account the availability and cost of transport to and from the site, and also to other facilities. For large events, festivals and republic day parades, logistic elements for the transport of customer to the event involve permissions from the transport department or police, road closures and sufficient signage to reach the event for ensuring quick arrivals of customers and equipment, with minimum trouble to the local community. Informing the local taxi service is also a way to promote the event.

For an event manager, the checkpoints which need to be kept in mind while handling transport and parking are: means of public transport available along

with their frequency; services of taxis; contacting relevant authorities (municipalities and police) for information and permission; proper signage system; facility of parking, personnel at parking and issue of towing; back up transport system; own transport system; provision for private buses and space for their turning circle in venue area; distance of the event site from the parking area; facilities for disabled customers; and at what rate the customers are estimated to arrive.

**Check Your Progress I**

**Note:** Use the space provided for your answer

1) What are the areas that are essential in logistics management?

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2) What are the factors that a logistics manager needs to keep in mind while working on the transport area?

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3) With the help of a diagram show the elements of logistics and their relation with each other.

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**Supply of Products**

Every event has its own product portfolio, which means a variety of products and services to be presented to the customers. Unanimously, these activities on the product portfolio create an event experience. For instance - in a large festival, the product portfolio may include stalls of traders from different states and state wise performing groups for entertainment; in a small conference, the product may include just the speaker and video material. The launch of a mobile phone brand called Asus Zenfone 2, by the Mumbai based Event Planning Company EO2, included a product portfolio consisting of a performance by singer Aditi

Singh Sharma, and unveiling of the phone by Bollywood actor Saif Ali Khan at this grand event. It should be noted that a product can also include venue facilities, the audience and their networking with each other, in which case people become part of the product portfolio. This is why the term 'event experience' is used to cover all aspects of the customer experience. Various products in a product portfolio of an event management have their own requirement for logistics. These individual logistic needs require to be integrated into a main logistics plan to have a comprehensive logistics plan.

**Transport:** If the product portfolio includes a cultural dance performance by performers from overseas for a festival, the transport would be of products such as equipments, dresses, artists, support performers from overseas. It is the responsibility of the logistics manager that s/he provides the clearance which could include issues such as licensing, taxes on goods, clearance for all the equipment and goods to be used by the artists, and receiving them from pick-up point that could be an airport or railway station to the site. A large account with the airline company will allow the event manager or logistics manager to negotiate for savings, discounts, free seats or free excess charges. The 'meet and greet' at the airport and the journey to the event site will enable familiarizing of the artists with the event. Site map, accommodation, rehearsal times, location of restrooms, dressing rooms, props, equipment and transport for the performers could be included in the event kit for them.

**Accommodation and needs on-site:** Every artist expects a special treatment and this should be anticipated by the logistics manager beforehand. Artists such as performers, speakers, chief guests and entertainers should be given separate accommodation, different from the accommodation provided to the audience. In business management, until and unless we do not invest on a particular commodity, we cannot expect the best out of it. Similarly, in event management, accommodation and comfort of artists have to be seen as a means of investment. The objective is to get the best out of the 'product.' Substandard accommodation definitely reduces their value and ultimately defeats the event goal. The location of the accommodation should be accessible to the event site, and on priority of tasks for the event / logistics manager.

Besides this, every artist has needs such as food, transport on-site, drink (if required, as in the agreement), movement of equipment specific to their performance, stage and back stage facilities, and storage needs, which need to be catered to. An effective way to approach this is to be sensitive to their needs and think from their perspective. An efficient event manager anticipates the needs and requirements (on-stage and off-stage) of an artist beforehand. This skill often comes with experience.

### **Supply of Facilities**

Supply of facilities to the event site include storage of consumables (food and drink) and equipments and the maintenance of equipment, water supply, power, toilets, generators, fencing, catering, security, tent and sound system. However, these requirements vary from venue to venue. In case, the event manager goes for permanent venue, such as in the case of small events such as evening parties, conferences and exhibitions, then most of the facilities are supplied by the venue itself. The catering, toilets, power, security, generator, water supply, and storage facilities are mostly part of the venue in such cases. For large events, or more

innovative events, such as an outdoor festival or an event held in the open, facilities such as sound systems, fencing, generators, security, earth moving equipment, and sometimes even toilets have to be sourced in. Facilities also travel with different festivals. In case of an innovative event such as one which is to be done in an abandoned warehouse or a wasteland, arrangements of equipments require a long lead time due to the requirements of rare props and equipments for unusual venues. Marquee hire and booking of sound systems need to be done in advance.

### **Logistic On-site**

So far we have understood that logistics is the management of the flow of goods, services, information and other resources, including energy and people, between the point of origin and the point of consumption. Thus, the flow of materials and people around the site, and the communication networks become a very important areas of logistics.

**Flow:** Events feature a large amount of movement on the site. Even for a normal event many factors of traffic flow must be considered. Artists will move from accommodation to equipment storage areas, then to rehearsal area and from rehearsal area to stage. After the performance, the artists will return via the storage area to return equipment, to go to the green room to take rest. As the performers are transported around the site, the media, audience and VIPs are on the move. VIP will move from the seating area to stage. Suppliers will move with their equipments. Customers will move once the event starts. This movement of people on the site is known as the ‘flow’ and movement of people is often referred to as ‘event traffic’.

Each event contains surprising factors in traffic flow. In the Festival de Cannes or the Cannes Film Festival, coordinating thousands of limousines, mostly containing celebrities, together with other cars and traffic, could cause significant logistics problems while moving in the city. In a large festival, access to roads during the event will have to accommodate: artist and equipment transport, emergency fire and first aid access and checking, waste removal, stall set up, continual supply and removal, food and drink supply, security, maintenance and removal, staging equipment set up, and site communication. As the event grows in size, the flow of event traffic grows more complex.

A small event like an anniversary celebration with a gathering of 100 people may just have a flow of caterers and venue people during the set-up and flow from kitchen to dining area when the event has started. However, a large event such as a trade fair with large numbers of venues within the event site will have hundreds of suppliers (such as caterers, audio-visual suppliers, entertainers with their equipments, security personnel, electrical engineers, staging set producers, first-aid operatives, tent suppliers, waste removal people, cleaning and toilet suppliers). All of these suppliers need to be able to flow within the site in such a smooth manner that their movements do not obstruct any other activity.

Later on once the event starts, these movements need to be controlled in a much more efficient way as event traffic grows harder with the increasing movement of customers when movement of suppliers is still on. This event traffic needs to be given due importance by the logistics manager. Arrangements are important such as: creating a separate path and parking area for the suppliers so as to have least obstruction with customer flow during the event; and not allowing the suppliers to move during peak times such as guests’ arrival, tea-breaks or lunch sessions.

For instance it could be impossible or unsafe to move anything around the venue during a football tournament or large catering equipments in a seminar when it is on. These peaks and lows have to be anticipated by the logistic manager in the overall event logistic planning. The Vodafone Ball, organized by Euro RSCG Skybridge Group is an example of successful logistics, where because of meticulous planning, 11,500 guests sit down to a silver-service meal each time, with 2500 catering staff to coordinate. This successful planning has earned a place in the Guinness Book of Records for the largest silver-served sit-down meal in the world. Logistics should also consider people with disabilities and people during emergency.

***Backdrops, Staging and Lighting:*** The backdrop or staging not just depicts the location of a screen but is also a place where corporate or marketing image is demonstrated. The backdrop could be a simple screen with a banner and little bit of special lighting or could involve technical expertise that incorporates stage design elements. These elements could be anything from preparation and construction of stages to back projection and theatrical-style lighting. Light projectors are mostly used for backdrops. Project screen designs could be purpose-made with a company logo or any required theme, to be used a backdrop. For special and large scale events such as concerts, video walls consisting of TV monitors are used so that audiences can see the performers. Usually the event production company works regularly with a particular venue. But if this is not the case, the production company may have to take up preparatory site work to assess factors such as available space, the open ground or banquet hall, power and structural capacities. In order to ensure that everything gets to the right place when needed the event coordinator or logistics officer plays a significant role. Lighting up of venues involves provision of ambient lighting, to highlight artists, speakers, to light backdrops and to enhance the atmosphere. There could be decorative illumination in VIP rooms, dining areas and foyers.

The major function of lighting should be to provide adequate illumination in both public and support areas, for their proper functioning and to provide a pleasant general ambience. Corridors, toilets, reception and foyers should be well-lit. Priority of the purpose of lighting should be safety, making people feel secure, especially in terms of traffic flow and routes, in and around the venue. The scalar illumination of public rooms should be 200 lux typically. Emergency lighting is important and is a legal requirement. Exits should be properly illuminated and emergency lighting sufficient enough for escaping the venue. Due to expensive equipment like computers, security lighting is also necessary and also in car parks. Lighting control systems, dimmers and sensor switches should be given due consideration.

***The Communication Set-up:*** Communication helps us to keep connected and have a coordinated approach. We had learnt about communication skills and methods in Unit 7 of Course 1. On-site effective communication among the staff members, organizers and suppliers should be a key concern for logistic manager. In small events, this objective of effective communication can simply be achieved by mobile phones or loud hailers. However, for the events as large as trade fairs, these methods will prove impractical, expensive and inefficient. At the same time, communication in such events has to be highly targeted, timely enough to allow people to act on it. Also, the communication system needs to be robust enough to remain active and functional at the time of emergency. Keeping these

requisites in mind, the event manager considers a variety of communication methods and devices. These include two-way radios, signage, runners, loud hailers, flags, short range FM radios, wi-fi, bluetooth, and bulletin boards. In fact, in large events, the logistics plan must contain an on-site communication plan. Communication, in a large event must allow the communicator to pass a message to multiple people in one go. For example, when an extremely large event takes place in an arena-type venue, a need for communication between more than one technician and between the event coordinators can happen effectively by providing a communication ring. This can be done with the help of a land line, radios or cell phones. To allow crews to set up systems, and to allow frequencies for events' radio communications, sufficient time must be given. The communication plan usually contains the list of names (staff / event organizers), their position, on-site location, mobile numbers, radio numbers, responsibility assigned, and line of manager.

<b>Contact Network – Internal Team Members</b>						
<b>Name</b>	<b>Job</b>	<b>Base Location</b>	<b>Contact Number</b>	<b>Radio number (if any)</b>	<b>Reporting to</b>	<b>Responsible for</b>
Tina	Event Director	Main Office & Roving	XXXXXX	0001	Board	Event Manager
Roy	Event Manager	Main Office	XXXXXX	0012	Director	Overall event
Tarun	Stage Technician	Main Office	XXXXXX	No	Event Mgr.	Activities on stage
Dev	Assistant Event Mgr	Event Site Area 1	XXXXXX	0014	Event Mgr.	All activities in area 1
George	Volunteer Leader	Event Site Area 2	XXXXXX	0025	Event Mgr.	All activities in area 2
Rhea	Entertainment Mgr	Main office	XXXXXX	0026	Event Mgr.	Performance
<b>Contact Network – External Vendors</b>						
<b>Name</b>	<b>Address</b>	<b>Contact number</b>	<b>Email</b>	<b>Fax number</b>		
<b>Venue Decoration:</b>						
Samantha Florists	C-81, Lotus Park, Defence Colony New Delhi-110024	XXXXXX	songlotus@florists.com	XXXXXX		
<b>Catering:</b>						
Indian Catering Suppliers	No.144, Global Towers, Q-Block, Connaught Place, New Delhi-110001	XXXXXX	pop123@catering.com	XXXXXX		
.....To keep adding more required contacts to the list like above, along with telephone numbers and other contact details, in the following areas:						
<b>Furniture:</b>						
<b>Tent / Marquee Hire:</b>						
Etc.						

Fig. 12.2: Contact list for On-site Communication

The logistics officer should prepare a contact listing (see Fig. 12.2) that acts as an event phone book, both for internal and external contacts. The logistics officer, working with the marketing officer and the overall event-coordinator, must organize pre-event meetings and use tools such as site maps, bulletins and newsletters to convey issues to the staff, crew, artists, volunteers and helpers, for achieving coordination of efforts.

***Amenities and Cleaning:*** Cleaning and clearing are aspects that are sometimes neglected in the servicing of venue sites and events. At some convenient point during the programme there should be a break so that there is an opportunity to clear the bins, minor rubbish and other stock. The logistics manager should plan this to happen at regular intervals and this is called ‘preventative’ action. Sometimes matters may be as simple as clearing a broken glass, or sudden when a guest who has over-indulged at dinner throws up on the way to the toilet, resulting in a messy vomit in the corridor. If there is delay in clearing up such a mess or responding to cleaning needs, it shows lack of correctly planned equipment apart from negligence by cleaning staff. Hence cleaning equipment and materials should be within access of the support staff and be always available. The site map showing amenities is an indispensable tool for the event manager. Amenities are facilities such as health clubs or swimming pools that are for people’s convenience or enjoyment. For big events such as festivals and exhibitions, amenities are shown in a logistics site map. The logistic manager while planning is not only required to plan for amenities and incorporate them into an event plan but is also responsible of cleaning and maintenance of those amenities. For open events such as marathon races, open air concerts, motor racing or other sport activity where public amenities such as roads are to be used, the logistic manager should liaise with local bodies and local communities for traffic management, parking management, waste management, drainage considerations, safety and noise control. The logistic manager should be able to anticipate the impact on environment that the event would have.

Another concern for the audience in any event is the provision of well maintained toilets. The Health and Safety Executive (HSE) provides guidelines in this regard. provision of toilets depends on the type of event and duration of the event. There should be adequate provision of toilets separately for females and males. Hand-washing facility should be provided sufficiently. Logistic manager should also make provisions for people with special needs. Solid waste management is another important area that needs to be addressed. This aspect requires planning, from placing enough bins to finally disposal of the waste collected. The number of bins and workers, shifts, timelines for collection and removal of skips should all be contained in the logistics plan.

Apart from the above basic amenities, the logistic manager can include cloak rooms, first aid, swimming pool, ATM facility, internet café, crèche, waiting areas for senior citizens, and meeting points depending on the type of events. An HSE for every country would be an ideal source to provide guidelines for health and safety in events.

***Consumables:*** Logistics aspects of the consumables that include food and beverage deal with its storage and distribution. Food stalls and beverages come under the management of a stall manager / food committee as food and beverages (F&B) have regulations to be followed. However, from a logistic perspective,

the logistic manager is primarily concerned with its storage and distribution. The food committee works out the need for transport, gas, electricity and plumbing and sends it to the logistics manager.

The key factors that should be considered are - space, stall design, position and menu requirements; licensing in case of liquor; infrastructure required to set up the stall; health and safety regulations, insurance and payment to workers; arrival, setup, and leaving time; cleaning arrangements; and any special security needs. Stallholders understand the need for ongoing health, electricity and waste disposal inspection.

One of the aspects which need attention is the organization of catering. Catering varies with the type of event, event size and type of venue. Catering arrangements has been dealt with in detail as a separate Unit in Course-3. For most events food supply is usually not problematic. Small events may have in-house staff for catering. In some cases buffets systems are popular at events and catering is required only to the extent of water, beverages and snacks. For large events provision of sufficient stock of pre-cooked or semi-cooked food such as french fries (to be cooked later at the event site) may require their getting imported from another region, while ensuring adequate supply of onions may require sourcing from a local vegetable supplier. For those events that run over multiple days, logistics of fresh supplies to be delivered overnight and food storage will have to be worked out, for which staff and security will be required. Nowadays catering is mostly included in the contract while booking the venue, and in some cases catering is outsourced. For feeding the public, the manager would need requirements of the staff and volunteers. The logistics manager must take into account that catering for VIPs, guests, sponsors and artists requires a separate plan from the general catering. Leftover food which has to be distributed to welfare organizations and poor people. The disposal of leftover food will also need close scrutiny.

**Technical, Media and VIP requirements:** Media coverage has its own set of requirements which need to be assessed. For instance, television cameras require special lightings that usually shine into the eyes of the audience, and separate microphones during recording or broadcast of speeches or music is required. Production crew and requirements for television power involve movements which can be distracting during the live performance. Hence such arrangements cannot be left until the date of the actual performance. All the more, the artists would need to be informed about these otherwise it might disrupt their live performances. Today's technical requirements are becoming increasingly sophisticated to the extent that event managers sometimes outsource the hi-tech needs of clients to production or multimedia companies. Multimedia can include video, computer-generated texts and graphics, transfer of pictures from digital sources and insertion of sound or video into presentations. Development in communications nowadays enables use of video conferencing and, at large-scale events, uses satellite links from one continent to another, enabling presentation (PPT) of a speaker for example in India to be made on a video call to Australia. Sound reinforcement is another requirement that is provided by loudspeakers, microphones and amplifiers. For using soundtrack, prior permissions need to be sought as per laws of that region, as there could be issues of copyright for music and video. Venues that make suitable equipment along with venue management and technical staff available, should request the presenters to visit the venue and test their

equipment at least a week before the event. For hi-tech presentation and computer-based presentations this is particularly important.

VIPs requirements entail special security measures as their needs are to be given importance along with their separate seating arrangement, and separate food areas. Both, media coverage and VIP requirements add to the cost of the event. The event manager has to weigh the benefits in calling VIPs, the political implications in having them for the event, and has to draw a balance between the increase in marketing of the events due to media coverage, VIP and extra resources that are needed for them.

**Emergency Procedures:** A plan to handle the emergency situation must be well incorporated in the logistics plan. Emergency procedures could be anything ranging from staff qualified to do first aid, to using ambulances, to the compilation of a major disaster or incident plan. This aspect cannot be skipped or underestimated. Since emergencies do not give time to get prepared when they occur, an experienced event manager does not wait for emergencies to occur in order to make a plan to handle it, rather s/he is ready with the action plan to handle the emergency situation if these arise. This area is so important that local bodies will not allow to execute an event, if they found the event not complying with their regulations that concern emergencies.

The development of emergency plan may require a combined effort from logistics and risk assessment committee as well. Facilities to be used during emergency must be indicated in the site map as far as possible. For instance - the location of first aid, emergency passages, emergency exits, emergency vehicles, ambulance points, holding areas for performers, workers and audience all these must be indicated in the site map. The HSE defines a major incident as one 'that requires the implementation of special arrangements by one or more of the emergency services, or the local authority for treatment, rescue and transport of a large number of people, and associated issues, such as dealing with enquiries and the media.'

All the emergency measures should keep functioning at the time of emergency. Whether it relates to the condition of the ambulance / emergency vehicles or the width of the passage or emergency lightening and communication system, these should be able to operate without any fail during emergency. As suggested by Toole and considering different events, following aspects should be considered when building a major incident plan for any event:

- Identification of key decision makers
- Stopping the event
- Identification of emergency routes, exit gates, and access to emergency services
- Requirements of people with special needs
- Identification of holding areas for performers, workers and audience
- Identification of staff responsible for making announcements, and other alert/communication procedures including public warnings
- Procedure for evacuation and containment
- Identification of points for ambulance loading, other meeting points for emergency services and temporary mortuary

- Location of nearest hospitals, traffic routes, fire station, and police station.
- Preparing contact list with accountability of each person listed and communication plan
- Location of emergency equipment and its availability
- Identification of other emergency services like alternate accommodation in case of evacuation

An emergency plan influences the design of the site.

### **Intext Activity 1**

- 1) Prepare an emergency plan for a concert.
- 2) Design a product portfolio for a brand launch. Subsequently list down the logistic tasks that a logistic manager would need to work out.

### **Shutdown**

Unlike in businesses, in events things are not set to be permanent. As mentioned earlier in this Unit, events are organized for a specific period and have a definite preparation, lead up, execution and shutdown. Since event is a temporary affair; the place has to be left as it was before the event, so that it could be prepared for the next event. Also called teardown, the shutdown activity involves many elements such as dismantling set-ups / structures; packing the equipment; returning items to contractors; cleaning and repairing; final payments; thanking donors, sponsors, contractors, workers, staff and performers; and loading the supplies for return. If dismantling needs to happen immediately after the audience has left, sufficient staff will be required and at that time everyone is usually exhausted, thus increasing chances of safety risk. If teardown does not happen immediately, security staff will have to be deployed to monitor the site until all materials and equipment are removed. Some of the materials are particularly expensive, and could get lost, damaged or stolen. Most of the difficulties arise in inaugural events, large events and multi-venue events.

The time spent on the shutdown of an event increases as the size and creativity of that event increases. In a small sized event, where most of the logistics are supplied by venue only, the logistics manager might not require to develop the shutdown plan. However, in big events such as Olympics and trade fairs, where, there are multiple venues, the time taken in shutdown may be as long as in the preparation itself. Most of the difficulties arise in inaugural events, large events and multi-venue events. Here, the logistics manager works out a detailed plan with responsibility list.

While preparing the responsibility list, it is advisable that we first list out all the areas and then list the task under them so that we do not skip any particular task. Fig. 12.3 shows the check list which could be used as guideline to develop a shut down plan. The tools of project management can be used to manage the shutdown process. The shutdown plan should include a work breakdown structure, a task / responsibility list and a schedule with critical path. The plan should also be subject to risk analysis.

Whether it is a sporting event or a convention or a concert, major work in shutdown starts once the crowd leaves the site. Small tasks could be initiated when the crowd is still in the event premises, however, starting with major work

could pose a threat to crowd’s safety. After all the tasks are complete in shutdown, the staff member needs to walk on the site to check whether anything has been left behind. This is called the ‘idiot check’ in music industry.

No event is over until it is evaluated for its performance. Same goes with the logistics management. The logistics plan as well as the logistic management needs to be assessed for its effectiveness. However, evaluation is only possible when we have recorded the results from field. Therefore, the logistics manager needs to create a mechanism during event planning itself, wherein the feedback, responses, and suggestions could be collected from customers, contractors, staff, volunteers and organizers. Once we have information from the ground, we are in a position to compare the expectation verses reality.

<p><b>Crowd Dispersal</b> Exits/transport Safety Related to programming</p> <p><b>Equipment</b> Load-out schedule Shut down equipment using specialist staff (eg computers) Clean and repair Store-number boxes and display contents list Sell or auction Small equipment and sign off Schedule for dismantling barriers</p> <p><b>Entertainment</b> Send-off appropriately Payments - cash Thank you letters/awards/recommendations</p> <p><b>Human resources</b> The big thank you Final payments Debrief Reports Celebration party</p> <p><b>Liability</b> Records Descriptions Photo/video evidence</p>	<p><b>Onsite/staging area</b> Cleaning Back to normal Environment assessment Lost and found Idiot check Site/venue hand-over</p> <p><b>Contractors</b> Contract release Thank you</p> <p><b>Finance</b> Pay the bills Finalize and audit accounts- best done as soon as possible Thank donors and sponsors</p> <p><b>Marketing and promotion</b> Collect press clippings/video news Reviews of the event Market research on community reaction</p> <p><b>Sponsors and grants</b> Release grants: prompt reports Meet sponsors and enthuse for next time Government and politics Thank services involved Reports to councils and other government organizations</p> <p><b>Client</b> Glossy report, video, photos Wrap up and suggestions for next time</p>
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**Fig. 12.3: Checklist to develop a Shut Down Plan**

Source: Adapted from Bowdin et al. (2006)

## **12.5 TECHNIQUES OF LOGISTICS MANAGEMENT**

Any event takes place at a specific time and specific place. For this reason, the tools of scheduling and mapping are used in events’ logistics management. It is clear now that the logistics manager has to be a negotiator, procurer, equipment

and maintenance manager, project-maker, map-maker, human resource manager and party organizer. For large events, multi-venue events and multi-day events, a separate logistics manager position is required. Moreover, the functional areas in an event are so closely linked that any change in one small area can result in crucial changes throughout the event. Hence initial negotiations (such as where should an electric generator be placed or entry point of visitors) and ongoing assessment at every stage of logistics are very important.

**Communication Network and ICT systems:** The logistics manager has a relationship with other functional areas and managers of an event such as finance manager, marketing and promotions manager, artistic manager, event manager, volunteer coordinator and staging manager. For instance information would be required by the logistics manager, from other festival managers. One of the festival managers - the artistic director will first select and negotiate with the artists, and then inform the logistics manager about the travel, accommodation, staging, and equipment requirements of the selected artists. Likewise the staging manager will select and negotiate with subcontractors, and then pass information about the subcontractors regarding sound, lights, programme timings and backstage requirements to the logistics manager. Similarly communication will be sent from other festival managers, such as volunteer coordinator, promotions manager and so on, to the logistics manager.

Effective ICT (Information, Communication and Technology) systems enables the logistic manager to keep a track of the activities on the site, ensure proper coordination among different event activities, get the best out of the available resources.

**Just-in-time (JIT) Delivery:** This technique stresses on bringing material onto the site just in time, to be used, thus reducing the need to store excessive levels of material. For example in any event, for hot snacks to be served, food items from the caterer should reach at least an hour, or half an hour before the snack time. If a stall has to be created on the third day of the event, all the equipment and material should be brought for set-up a night before the event.

**Site or Venue Map:** A necessary communication tool for logistics - the event site or venue map, is self explanatory and can help identify problem areas. For larger festivals, it can be an aerial photograph with the logistic features drawn on it. For smaller events it can just be a sketch map that shows the necessary information to the customer. The site map can be displayed at various places on the event-site, and circulated to customers. The three basic features on a map - scale, projection and key (showing symbols used) should be prepared for the purpose of the target audience. Volunteers should be able to understand this map and guide the target audience or customers. For many sporting events, festivals, trade fairs and concerts, the sketch map on the ticket shows how to find the site, parking facilities and location of seats. Generally, at the back of the ticket, details of expected behaviour of event participants are given. For corporate events, just a simple venue map at the entrance showing traffic, reception, location of conference halls, seating, food areas, toilets and bar, can reduce a lot of work for the staff and relieve them from questions from the audience. A separate logistic map with more details about placement of site offices, contractors areas and service routes should be prepared for volunteers, staff, artists, performers and all other personnel involved in the event.

**Checklist for the logistics site map:** A checklist for items should be prepared that can be included in a site map; these items can be very brief or detailed depending on the size and type of the event. This list could include scale and direction (using north arrow), symbols (key), entrance and exits, roads and parking, convention hall, information booths, pathways, first aid and emergency road access, media area, equipment storage areas, food stalls, off-limit areas and danger zones (like pits, cliff and blind corners), toilets, telephones, ATMs, green rooms, and so on, based upon the type of event.

**Demand smoothing:** This technique enables us to look into all the project activities of an event plan and identify the demand of resources such as equipment, labour, transport, lighting, sound system, furniture and so on. This allows us to avoid peaks and lows and smoothens the process of procurement.

**On-site marketplace:** A temporary storage area should be created for consumable materials, fixings and small tools that are widely used. For example - the event manager can create a common counter for obtaining fixings like adhesives, rope, nails, hammer, tapes, chart paper, colour pens and so on which are frequently used in an event.

**Reusable packaging:** Reusable containers can cost substantially less than expendable corrugated fiberboard boxes and are likely to have less environmental impact. Reusable packaging includes boxes and pallets, which can be hired and then returned at the end of the project.

**Pre-assembled and offsite fabrication:** This means assembling and finishing the materials required for building the event site and designing the stage. It allows to plan ahead specifically at the time of event designing stage, estimating the actual quantities and measurements that are required. For example, if one needs to place numbers of cut-outs on the event site then offsite preparation ensures the control of wastage more efficiently, and equipments and tools required need not be installed on the site. It also reduces the transport cost.

**Inventory management optimization:** Inventory means complete listing of merchandise or stock on hand, work in progress, raw materials, finished goods on hand, etc. Inventory management allows having optimum utilization of all the resources such as human, goods and raw material, space and storage. It also enables to distribute materials to the right place at the right time, with supply measured against actual and forecast demand for each individual supply center.

**Reverse logistics:** Reverse logistics is a process that involves the cost-effective movement of products (whether raw materials or finished goods) from the consumer to the supplier. For example, in an event, the audience is provided with 3D goggles which when returned could be reused. Such movement of products allows businesses to reuse, remanufacture or refurbish materials and products.

**Check Your Progress II**

**Note:** Use the space provided for your answer

1) How are 'products' seen as a means of investment?

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## 12.7 KEYWORDS

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<b>HSE</b>	:	Health and Safety Executive (HSE) provides event safety guide and aims to help event organisers to run event safely. It enables the event organisers to understand the need of concerned stakeholders and attend emergency services.
<b>Attrition</b>	:	Employees leaving the company
<b>Marquee</b>	:	A large tent, e.g. for an outdoor party or exhibition.
<b>Inventory control</b>	:	This term is more frequently used in business logistics which means coordination and supervision of the supply, storage, distribution, and recording of materials to maintain quantities adequate for current needs without excessive oversupply or loss.
<b>Flow control</b>	:	This refers to controlling the flow of goods, services and people on the event site so that right thing reaches at right time and at right location.
<b>Dump</b>	:	Dump is one the manners in which the event customers arrive to the event. In this type of arrival almost all the customers arrive in one go. This type of arrival occurs when there is a concert or show.
<b>Trickle</b>	:	Trickle is another manner of customer's arrival. In this type, the customers come and go over a long period of time. This usually happen in <i>melas</i> , exhibitions, and trade fairs.
<b>Catering</b>	:	It's a service wherein people are served with food and beverages at an event.
<b>Event traffic</b>	:	the people who move around on the event site are referred to as event traffic.
<b>Peaks and lows</b>	:	Peaks in event traffic refers to that time of event in which large numbers of people are in transit. This usually occurs when there are breaks, lunch sessions, or towards the end of the event. The vice-a-versa situation is referred to as 'lows'.
<b>Robust</b>	:	Robust means it will not fall apart by a single failure.
<b>Prop</b>	:	Anything used by a performer or entertainer while performing on stage.
<b>Infrastructures</b>	:	The services, facilities, framework and installation required to make anything functional.
<b>Idiot check</b>	:	After all the tasks are complete in shutdown, the staff member needs to walk on to the site to check whether anything has been left behind. This is called 'idiot check'

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## 12.9 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

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### Check Your Progress I

- 1) The areas which are essential to event logistics are classified into:
  - a) **Supply**: Supply is further divided into three areas - customer, product and facilities. It concerns with the procurement of goods and services.
  - b) **Transport**: The transport of required goods and services can be a major cost to an event depending on the venue of the event. This requires special attention.
  - c) **Linking**: Logistics is a part of the overall planning of an event and is linked to all other areas. The logistics manager functions as part of the overall network management.
  - d) **Flow control**: This refers to the flow of product, services and customers during the event.
  - e) **Information networks**: The efficient flow of information during the event is an outcome of efficient planning of information network.

- 2) The aspects which need to be kept in mind while handling transport and parking are: means of public transport available along with their frequency; service of private taxis; contacting relevant authorities (municipalities and police) if required; proper signage system; facility of parking and issue of towing; back up transport system; own transport system and the activities for which it could be used; distance of the event site from the parking area; facilities for disabled customers and at what rate the customers are estimated to arrive.
- 3) Refer to Fig. 12.1 showing the elements of event logistics and their relation with each other. Use this diagram for your answer.

### Check Your Progress II

- 1) In an event, the artists, performers, speakers, chief guests, entertainers are our 'products' which, we have as offerings to our customers. Every event manager thus aims to get the best out of their 'products'. Just as in business management until and unless we do not invest on a particular commodity, we cannot expect the best out of it. Similarly, in event management their accommodation has to be seen as a means of investment, which in-turn will motivate the artists to perform at their best.
- 2) Logistics techniques that can be implemented at an event site include:
  - **Just-in-time (JIT) delivery** – This technique stresses on bringing material onto site just in time to be used, reducing the need to store excessive levels of material.
  - **Demand smoothing** – This technique enables us to look into all the project activities of an event plan and identify the demand of resources such as equipment, labour, transport, lighting, sound system, furniture etc. to avoid peaks and lows in demand of resources.
  - **On-site marketplace** – A temporary storage area should be created for consumable materials, fixings and small tools that are widely used.
  - **Reusable packaging** – Reusable packaging includes boxes and pallets, which can be hired and then returned at the end of the project.
  - **Pre-assembled and offsite fabrication** – This means assembling and finishing the materials required for building the event site and designing the stage. This allows to plan ahead specifically at the time of event designing stage and estimating the actual quantities and measurements that are required.
  - **Communication network and ICT systems** – Effective ICT (Information, Communication and Technology) systems enable to keep a track of the activities on the site, ensure proper coordination among different event activities and departments, gets and the best out of the available resources.
  - **Inventory management optimization** – Inventory management allows optimum utilization of all the resources such as human, goods and raw material, space and storage. It also enables to distribute materials to the right place at the right time.
  - **Reverse logistics** – Reverse logistics is a process that involves the cost-effective movement of products (whether raw materials or finished

goods) from the consumer to the supplier. This logistics allows businesses to reuse, remanufacture or refurbish materials and products.

- 3) Following areas should be considered when chalking out an emergency plan for any event:
  - a) Identification of key decision makers
  - b) Stopping the event
  - c) Identification of emergency routes, exit gates, and access to emergency services
  - d) Requirements of people with special needs
  - e) Identification of holding areas for performers, workers and audience
  - f) Identification of staff responsible for making announcements, and other alert / communication procedures including public warnings
  - g) Procedure for evacuation and containment
  - h) Identification of points for ambulance loading, other meeting points for emergency services and temporary mortuary
  - i) Location of nearest hospitals, traffic routes, fire station, and police station
  - j) Preparing contact list with accountability of each person listed and communication plan
  - k) Location of emergency equipment and its availability
  - l) Identification of other emergency services like alternate accommodation in case of evacuation

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## **UNIT 13 ENTERTAINMENT PLANNING**

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### **Structure**

- 13.0 Objectives
- 13.1 Introduction
- 13.2 Factors Affecting the Selection of Entertainment
- 13.3 Entertainment Management Process
- 13.4 Conclusion
- 13.5 Let Us Sum Up
- 13.6 Keywords
- 13.7 References and Suggested Readings
- 13.8 Check Your Progress - Possible Answers

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### **13.0 OBJECTIVES**

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This Unit will focus on the importance of entertainment activities in any event and the planning of these activities so as to enhance the event's purpose. It has been well recognized that inclusion of entertainment activities in an event enhances the event experience. They play a significant role in making the event a successful one. After studying this Unit, you will be able to:

- Understand the significance of entertainment activities to achieve the purpose, goals and objectives of an event;
- Determine the factors affecting the selection of entertainment activities; and
- Understand the entertainment planning process and managing entertainers.

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### **13.1 INTRODUCTION**

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Entertainment in some form or the other is included almost in all events, primarily to enhance the event experience. Entertainment elements incorporated in between the core event activities increases the effectiveness of the event. Entertainment is that which breaks monotony, relaxes the audience or participants, amuses them and energizes them for further course of action in the event. When entertainment activities and entertainers selected are in line with the theme, they are useful in reinforcing the message, and linking the event components instead of just being there as filler incorporated to amuse the participants.

The prime objective of entertainment is not just breaking the monotony, but also to energize and set the mood among the audience. Hence, selecting and incorporating the right entertainment and entertainers requires diligent effort. Entertainment must be chosen with care so as to enhance the efficacy of the event and accomplish the goal of the event ultimately.

Most of the events have two sets of activities running parallel. One set is of core event activities and another is the set of entertainment activities. However, their share in the event varies from one type of event to another. Corporate events have objectives like training, awareness, workshop, launch of new products,

review meetings, and goal setting meeting. In these events, the share of entertainment elements is to the extent that they keep the audience or participants energized and active throughout the event. In social or cultural events the share of entertainment element will be more than corporate events because one of the objectives is celebration. On the other hand, in entertainment and sports events, entertainment is the main activity as the major objective is to entertain the audience.



**Fig. 13.1: Ice-breaking game/ Group exercise as an entertainment element in a corporate event**

**Source:** <http://www.gettyimages.in>

In this Unit, we will be discussing about entertainment element from the perspective of those events where entertainment is used to enhance the event experience, reinforce event message, and energize, educate, relax and amuse the audience.

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## 13.2 FACTORS AFFECTING THE SELECTION OF ENTERTAINMENT

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Selecting the right entertainment requires conscious efforts. Various aspects have to be kept in mind while selecting entertainment. Simply picking the entertainment that we happen to like may defeat the purpose of the event as a whole. The entertainment element should be crafted so well in the event that it links various components of the program and intensifies the event message.

The *first* factor which one needs to know is the kind of event. Is it social, cultural or corporate? The entertainment chosen should be in line with the kind of event. For example, selection of ‘Bhangra’ dance performance as an entertainment activity would not be appropriate for a corporate event. The *second* factor which one should consider is the theme of the event. For example, if one organizes a conference to discuss the issue of decreasing interest in classical music, one should not invite pop singers as entertainers. Because in this case, selection of the entertainer itself contradicts the theme of event, which instead of increasing the effectiveness of event could have a negative impact.

The **third** factor is to know the audience. Since the success rate of any event is directly proportional to the satisfaction level of the audience, it is very important for the event organizer to know the event audience first because what may be appropriate for one group may not be appropriate for another. This has its roots deep in the diverse culture, varied socio-economic backgrounds, norms, value system, educational level, occupation and age. For example, selecting a drama in ‘tamil’ language by local performers in Chennai for an evening entertainment in a conference attended by many foreign visitors will not be understood and appreciated by them, while it will be well appreciated by people belonging to that region who are attending a local conference. Thus, knowing the audience or participants is a crucial factor while selecting entertainment.



**Fig. 13.2: Magic shows as an entertainment in a birthday party**

**Source:** <http://guntur.locanto.in>

**Fourth** factor to be considered in the selection of entertainment is the cost involved in carrying out the entertainment activity. Budget allotted for entertainment is one of the major guiding factors in selecting the type of entertainment activity. Further, this budget allocation for the entertainment is always directly proportional to the scale at which the event is carried out.

For any entertainment activity, entertainers are the resource. Since one of the qualities of a resource is ‘interchangeability’, we can use different entertainment activities in the event to amuse, relax, and energize the audience. The budget aspect can very well be taken care of during entertainment designing without compromising the purpose of entertainment and event both. It is not always necessary to outsource entertainment activities to professional entertainers if the event company has its own entertainers. Also activities like a simple game, a prayer, small competition or some group exercises can also be used as entertainment depending on the type and scale of the event. Every aspect of entertainment that is used for entertainment is a resource. These resources could be both human and non-human resources, such as entertainer (already mentioned), MC, disco jockey, team leader who is given the charge to entertain, magician, lights, flowers, décor, water fountains, screens, technology used, LED screens, interactive curtains and so on. The characteristics of resources used for entertainment have been described in Box No. 1. The goal of the selected entertainment should be such that the event experience is enhanced and yet at

the same time it does not overpower the core event activities and dilute the ultimate event goal.

*Lastly*, the event manager should always assess the entertainment element in terms of its impact or contribution. For example, while thinking of inviting any celebrity, one should be able to foresee the excitement of the audience to enjoy the evening. But at the same time it could lead to unrest amongst them, that would further have an impact on the core event activities, security of the celebrity and so on.

### Box No. 1

The characteristics of resources are:

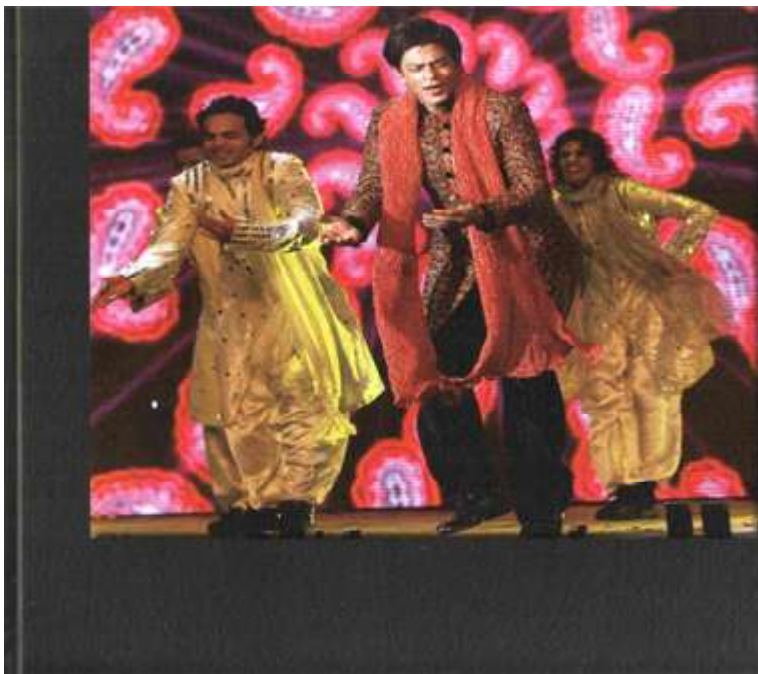
- 1) **Utility** - The ability of the commodities / elements / goods / things to fulfill people's requirement is the utility. People want to get those commodities which have utility. Utility depends on education, intelligence, place, time, size, ownership and creativity. Yet again the utility of the same material varies from person to person.
- 2) **Accessibility** - The resource should be accessible. To use the resource it is to be accessible or owned. Rarely other's money can be used for own use. Right on, resource can't be established if it is not accessible. Resources of others can be used only if it is borrowed or gifted. If the money saved in bank can't be used when needed then the money doesn't have much value.
- 3) **Limitation** - Limitation is one of the main characteristics of the resources. Resource is limited qualitatively or quantitatively, for example, energy is qualitatively limited and time is quantitatively limited. That is why efficient management of resources is required. However, the limitation of any resource is elastic. Limitation of time is universal. On the other hand limitation of energy varies from person to person.
- 4) **Inter-changeability** - Resource is interchangeable. We can interchange in some ways:
  - By using an alternative resource - Alternative means using one instead of the other one. Like using paper or cloth made bag instead of plastic bag to distribute gifts in a fund raiser or in a birthday party.
  - Multiple uses - One resource can be used in many ways. For example, flowers have multiple uses. They can be used as wedding bouquets, canopies, cascading arrangements, centerpieces and in many other ways during conferences and weddings. Similarly lights can be used for many purposes in events, such as pin-spot lighting, up-lighting, centerpiece lighting and so on. The concept of LED lighting is increasingly being used in events. LED lights can be used for many purposes. LED tube popularly known as the Happy tube can be joined, hung, flown, stacked to form a screen and used to emit light or images in different areas in the event premises.
  - Convertible - One resource can be converted to another. For example, an old run-down fort can be converted into an event venue, such as a folk artists festival, or a wedding, thus increasing the usability of the place or space. This results in resource use.



who gets the award can turn the event into a memorable experience. Likewise interactive games with the help of an entertainer can provide the energy release that the event attendees require.

While planning an event programme, care should be taken that the show has to flow beautifully, by controlling the speed and bringing in discoveries, highlights and focal points in order to allow the audience to pace their intake. A program schedule allows us to identify the extent of need for entertainment in an event. Before one starts working on addressing the need, one has to identify the extent of need. The program schedule gives us that framework wherein we are able to fit in our entertainment elements thus giving us insights regarding scope for entertainment.

Different elements of entertainment must be choreographed so well that these enhance the flow of event, intensify the event message and create a long term event experience. For this purpose, usually a master of ceremonies called 'MC' or 'Emcee' is employed as an anchor personality to keep the action moving throughout the event, at the appropriate speed or pace. A script may have to be written for the emcee. The emcee may also recognize important people in the audience and announce important information. Entertainment also provides an additional platform to reinforce the event message. In order to achieve the aforesaid objective, the event manager is required to lay down the event structure or program schedule in detail including the type of activity, timings, setting and resource person. The program schedule enables the event manager to put different program elements in proper sequence so as to meet the goals and objectives of the event in an effective and entertaining manner.



**Fig.13.3: Performance by Celebrity at an Event**

**Courtesy:** E-Factor

The professional event manager endeavors to maintain the same level of enthusiasm and motivation throughout the event and a high note ending so as to have an enriched event experience. For this, it is very important that the event is handled like a play with some climax, punch lines, critical information and dramatic situations.

Once the script of the event programme is ready, it must be reviewed with the production team, and with the performers and stakeholders. Everyone in the show needs to know, such as performers, production technicians, photographer, make-up artists, media personnel and others.

Entertainment elements allow the event manager to bring in these special effects and control the flow of event, along with the impression that the event manager would like the audience to take away with them. Once the program schedule is ready with all the details of core event activities, the event manager can now fit the different entertainment elements with actual time slots in a manner that these complement core event activities.

### **Intext Activity 1**

Create a program schedule for a fund-raising party and include entertainment slots wherever required.

### **Entertainment Planning Process**

Irrespective of whether it is enterprise management, event management or entertainment management, the basic steps of planning remain the same. Planning is a mental exercise and demands a lot of foresightedness. We must adopt a systematic approach for an effective plan else we might land up making irreversible and costly mistakes. Following are the steps of planning an entertainment activity for an event:

***Establishing objectives:*** Objectives of entertainment will chiefly depend on the outcome of the event programme schedule. Subsequent to the programme schedule, depending on where we want to incorporate entertainment elements in our programme schedule, we are in a position to decide their objectives.

***Developing premises:*** Outlining of premises in planning will allow us to make assumptions about the environment in which our plan will be implemented. Since, we all get influenced by internal and external environment directly or indirectly so too will our plan be. Therefore, it is very essential that we visualize the likely impact of environmental factors like government policies, inflation, market and customer interest on our future plans. For example - If an event is to be planned towards the end of December, it would be the peak of New Year's Eve and the likelihood of celebrities' availability for entertainment would be difficult at that time. Hence we premise that booking will have to be done months before the event.

***Evaluating alternatives and selection:*** Once we have worked on establishing the premises, it gives us a more clear direction towards possible alternatives for achieving our objectives. Sincere effort is required here on the event manager's part to evaluate different available alternatives in terms of cost, technology, availability, and time.

***Formulating derivative plans:*** Derivative plans are secondary plans which are required to support the basic plan. For instance - an event manager decides to invite a local politician for reward and recognition ceremony organized in an inter-school competition. For this basic plan to get accomplished successfully, various other derivative plans like managing children being rewarded, scheduling

the programme on stage with backstage arrangements, parking management, safety of the chief guest, and stage management of sound and lights need to be completed in a timely manner.

***Securing cooperation and participation:*** Planning is a mental exercise. However, for its successful implementation one needs the participation and cooperation of the employees. To have complete and dedicated support of employees, one will have to involve them at all stages including the planning stage. This gives them ownership and accountability towards the assigned job and they will take full stake to give best results.

***Providing for follow-up:*** When the plans are being implemented the event managers need to do continuous monitoring and follow up of the activities. This gives the event manager judicious time to think of remedial steps (for corrections if required) to achieve the desired goal. When the manager does not do proper monitoring and follow-up, the chances are that even after zero error implementation, success is not achieved. This is because the plan itself may become out-of-date and require changes during implementation.

### **Booking Entertainment**

The process of selecting and booking entertainment for an event is a detailed one. To select and book the best entertainment, one must define the goals and objectives for including entertainment in the event. At the same time conditions and restrictions for booking entertainment have to be defined too. There could be limitations like space, time of the event. There could be limitations like local or regional sources of providers or performers. Hence certain aspects need to be kept in mind before we finally set to book the entertainment. These are as follows:

***Needs and resources' assessment*** – Entertainment could be musical, instructional, verbal, ritual, game, exercise or anything but it has to be the best choice among the available resources. As discussed already, any kind of entertainment must support the purpose and objectives of the event. This could include providing excitement, enhancing the flow and pacing of the event experience, focusing attention on important messages through the entertainment, and energizing and motivating the attendees. The entertainment activity could facilitate interaction, participation, create a mood or simply encourage play. Performers, performances and attractions should be incorporated at a time and place in the event, where achievement of the desired experience and resulting return on investment is made.

***Best value for the money*** - One should seek out the best value within the budget provided. In other words while buying entertainment for your event it is the entertainment value you are buying, not the number of people on stage. For example, let us say the event manager decides on music as an entertainment element. However, the cost of the entertainment could vary. The song may be sung by an employee who is a good singer. When the song is sung by some known singer the value and attention given by the audience gets enhanced. One has to consider the duration of the entertainment performance within the duration of the programme. The duration should neither be too long that they lose their value nor should be too short that they fail to create an impact. Depending on the type of entertainment chosen, one can finalize the duration of the entertainment. One may have longer time duration for musical performance than for

entertainment which is humour based. A small anchor, DJ or music band can be hired to fill in the gaps between the acts.

**Availability** - Another aspect that comes into picture when working on booking is the matching of availability. For the successful execution of the selected entertainment activity, the date and timings of the event must suit the entertainer. The entertainment options may include professional entertainers, semi-professionals, amateurs, and categories (such as distinguished guests) that do not fall under performance but incur costs on the event. These resources could be got by contacting local and national entertainment agencies / platforms, local performing arts and fine arts groups, speakers' bureaus, community groups, government departments, schools, and local visitor bureaus. One should also network with other professional event coordinators, and review trade publications and periodicals to be up to date on new entertainment concepts as well as emerging new entertainers.

**Preview before booking** - The event manager should preview the performance before booking that entertainer for the event. It is not about questioning their talent but knowing what the event manager is purchasing. Every time the entertainment activity is planned, it is customized to suit the needs of the customer (audience / participants) making it unique every time. Sometimes the event manager may go for auditions or invite prototype in the form of videotapes, audiotapes, CDs and other technology. One can even visit another event where the group or entertainer is performing, after taking permission from that event's organizer or host. At times, the event manager may go by the recommendations and references. The event manager can also hold auditions for performers. Many professional performers expect this and are used to this. They can even provide preview materials for event managers to enable them in making decision. Disc jockey companies can be contacted for DJs.

**Offer** - After the event managers decide for the entertainer, the conversation mode switches to bookings, negotiations, contracts and offer letter. Professional entertainers may have agents to talk on these matters. Entertainment agents or agencies are the ones that mostly manage bookings, negotiations and contracts of professional entertainers. Once the entertainer has been finalized, an Artist Offer Letter, authorized by the client or host organization (who is the purchaser i.e. pays for the entertainment) is sent to the performer by the event company through the artists' booking company or artists' agent. This letter mentions the terms and conditions of engagement of artist, including the dates of performance, venue, length of engagement, show time, fees of performer (also called contract price), and other contract costs and conditions. If the artist accepts the offer, a contract or engagement agreement is issued. If signed by the artist, the Artist Offer Letter becomes a legally binding contract.

**Riders** - A contract rider is a list of requirements, of what a performer requires, in order to perform or make an appearance. Riders are the clauses or conditions under which the contract is viable. It is attached to the contract, and that is why it is called a 'rider.' The contract rider includes everything from the transportation to technical requirements to the type of food and beverages required. Though this is a legally binding part of the contract or engagement agreement between the performer / artist and the purchaser / host, some of the points in this can be negotiated before the contract. Therefore, it is advantageous to secure or get

entertainment through a booking agent who knows the entertainer / entertainment group, and helps in negotiations for the event manager. Inability to abide by these riders may make the contract null and void. For professional entertainers, these riders may be pertaining to stage layout; equipment and staging requirements (for example a detailed description of the stage plot and layout of stage, positioning of equipments, microphones, number of stagehands, audio and digital equipment, artist’s position, riggers, costume assistants and so on); performance duration; percentage of ticket sales; artist’s billing; and so on. Hence working with a talent buyer / booking agent / entertainment agency is beneficial so that the event manager is able to calculate the true costs before issuing an offer to the performer. Refer to Table 1 for a sample of rider requirements checklist.

**Table 1: Sample Rider Requirements Checklist**

<ul style="list-style-type: none"> <li>• Accommodations (number and type of rooms)</li> <li>• Advertising content and context</li> <li>• Approval of MCs and other performers</li> <li>• Dressing rooms - size, proximity and amenities</li> <li>• Equipment - use sharing restrictions / prohibitions</li> <li>• Broadcasting rights and performance reproduction</li> <li>• Hospitality</li> <li>• Food and Beverage - types, schedule and placement</li> <li>• Artist’s billing</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance requirement</li> <li>• Interviews and special appearances</li> <li>• Security requirement</li> <li>• Performance – sets, timing and duration</li> <li>• Percentage of ticket sale</li> <li>• Musicians - separately contracted</li> <li>• International travel</li> <li>• Prohibition of cameras and video recording in audience</li> </ul>	<ul style="list-style-type: none"> <li>• Sound check - time, duration, personnel and rehearsals</li> <li>• Storage requirement</li> <li>• Technical rider specifying installation and placement of stage, equipment, sound system and lighting.</li> <li>• Transportation</li> <li>• Sponsor recognition restrictions</li> </ul>
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Source: Silvers (2004)

**Drawing Logistics** - As an event manager, one should incorporate the technical and performance needs of the entertainer into the event plan. This is possible through planning of logistics for entertainment, where the same elements of logistics (that have been dealt in the previous Unit), will apply. Whether the entertainer is a professional, semi-professional or an amateur, the logistics for their performance need to be taken care of. All the needs might not be mentioned in the contract as riders but we have to determine what will be the specific needs and would have to work out a proper arrangement for that. The group might have a need for a spacious dressing room or a separate parking area or a separate room for their instruments. This definitely influences their satisfaction level and quality of the performance and ultimately the event performance.

**Evaluating Return on Investment:** The return on investment (RoI) for entertainment as well as entertainers should be evaluated. In other words, the

event managers / event coordinators should ask themselves – Did I provide enough entertainment? Was it scheduled properly to bring effect? Were there gaps or problems in the programme? Did the investment in this headliner act meet my expectations? No matter what the performance is like, if the show has not suited the crowd, the results will become evident, such as audiences talking, whispering, shuffling in seats, yawning, and reading something. As an event manager, you must learn with every event you coordinate, that by making the entertainers know what went right and what went wrong, and the reasons for these, both you and the entertainer will benefit from this. If you share with the entertainers the purpose, objectives, theme and overall schedule, there are major chances for them to improve and enhance their experience within the context of that event.

### **Check Your Progress II**

**Note:** Use the space provided for your answer

- 1) Why is there a need to provide for follow-up while planning for entertainment?

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- 2) Name the factors which should be kept in mind while booking entertainment.

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### **Managing Entertainers or Performers**

An artist who agrees to perform – whether amateur or celebrity, dancer, speaker, musician, group or solo performer, is concerned with giving the best performance possible. It becomes our responsibility to bring the artist to the comfort zone. The artist should be made to feel comfortable with the environment and the emotional atmosphere surrounding the performance. Every performing artist expects to be treated with care and respect. Whether the artist is a celebrity or amateur, s/he aspires to give the best performance and is concerned with the response received from the audience.

We as event managers can contribute significantly to ensure a grand performance by demonstrating respect, setting expectation, attending to performer’s needs, making prompt payments, appreciating them both on-stage and off-stage, make them feel protected from unsafe or substandard conditions and briefing them about the audience.

### ***Setting the Expectation***

The event manager must communicate the goal and objectives of the event early and clearly. The performance artist must be briefed about the kind of event, profile of audience, duration of the performance and what is expected from the performance. Timely communication of complete information allows the performance artist to customize the performance and be in sync with the event objective. The event manager must also communicate any changes or adjustments in a timely manner. Once the artist has agreed to perform in an event, s/he is equally concerned and responsible for the success of the event. If the event is to be delayed or there is any issue of logistics, they should be informed about it. The performing group may also be able to assist by providing some solution.

### ***Establish Performer Guidelines***

Unlike the employer and employee, the bonding period between the performer and event manager is for a very short duration. However, if like actual employees, the performer is provided with the rules, code of conduct and guidelines, it enables to achieve optimal working atmosphere. This helps to create a positive experience for the performers and strengthens the relationship for future. Professionals in event management have a set of performer guidelines that they require their artist to adhere to. This also establishes an atmosphere of mutual respect. The following guidelines, which protect and serve both the artist and event manager's or organization's interest could be used as a basis on which one can further build up to meet the entertainment requirements.

- Alcohol or Alcoholic substances – On-site consumption should be prohibited, even if it is offered.
- Artist reporting time – Specify when the artist is to arrive on-site. The artist's time of arrival on-site, checking-in, and readiness to perform has to be specified.
- Dress code – Specify, if there is any dress code, logo or I-cards to be worn by both the main artist and supporting crew.
- Payment procedure – Specify how and when the payment will be made for the performance. Also, mention that the payment part should be kept confidential.
- Storage areas, dressing rooms and other amenities – Specify the storage area for the artist's equipment. The location of dressing rooms, break areas (if any) and amenities such as food and beverages (F&B) should be provided.
- Loading responsibility – Specify the loading-in time and loading-out time assigned and also the loading personnel responsible.
- Eating and drinking – Specify if the performers are not to accept eatables or drinks from guest food service, or from client.
- Business cards – Specify that the performers should refrain themselves from distributing their business cards at the event. It should also be specified that the performer should refrain from selling her / his own audios or videos, and from promoting her / his website (unless pre-approved).
- Prior permission for personal guests – It should be specified in the rider that the artist can bring personal guests. If not given in the rider, the artists must not bring personal guests (without prior permission).

- Mingling with audience – Specify whether the artists are encouraged to mingle with audience. And if so will it be before, during or after performance, or during breaks?
- Handling of requests – It should be specified how special music requests by a client or a guest are to be handled by an artist.
- Locations, directions and parking areas – The exact location (i.e. ground, building or room) of the performance should be specified along with directions to the site. Specify if there are separate parking areas for the artists.
- On-site contact – Specify as to whom the artist will contact on arrival at the site. The contact number should be provided to the artist in case there is a delay in arrival or if there's an emergency.
- Overtime policies – Overtime requests for performance need handling, and this has to be specified including fees to be charged per time increment (i.e. every half an hour, or per hour). Thereafter the filling out of change order form for reporting overtime after the performance should be specified. This form can be submitted to the coordinator or the booking agency.
- Fees and passes for family members – Specify the fee amount and pass obtaining procedure for the family members of the artist. Also specify who all are considered as family members for the event.
- Smoking – Many venues prohibit smoking. Hence specify smoking policies.
- Pick up and dropping facility – In case the artists need this facility, specify the pick-up time and pick up point, along with the dropping facility details.

### ***Rehearsals***

Familiarization with the stage is very essential for the artists before 'the day' of an event. Dancers need to rehearse and get accustomed to the size and surface of the stage. Performers who will do gymnastics or aerial performance will need to test their equipment and actions through rehearsals. Musicians will need to perform and see the performance conditions. Every stage has a 'feel' of its own and that feel needs to be felt by the artists. Rehearsals give them an idea of time being taken to cover the space and decide their moves accordingly. A dancer who has performed the same numbers for the past 20 years would still need a rehearsal before performance. The same stage where repeated performance has happened twice in a month for a play will be used for pick up rehearsals to refine and refresh their performance. Hence it is no surprise, then, that one-time events require orientations and rehearsals before they are held. The concept of effective space utilization becomes all the more important when the performances are related to dance, cultural activities, playing instruments, music and play. However, these may not hold so much of importance when the entertainment activity is related to instructions or speeches.

### ***Compliance with Licensing Regulations***

The event coordinator must ensure that performances by artists and performers should be compliant with licensing regulations. Public events providing entertainment through music, live performances for business purposes require Intellectual Property Rights (IPR), PPL (Phonographic Performance Limited) License, and IPRS (Indian Performing Right Society Limited) License. These have been already discussed in detail in the first Unit of Block-2 of this Course. To recapitulate, Intellectual Property (IP) is a property created by the intellect of

a human being and s/he has a right over her/his property, to use it or to restrict it from being used by another person. IPR allows the following in an event: to play music especially by live performers; to use the registered logos and trademarks in any event with prior permissions; and restricts the use of designs and art work which is patented by any other person. The IPRS (Indian Performing Right Society Limited) License is required for playing / performing non-recorded music in public. It is a license ‘for the artistes, of the artistes.’ The performer needs to be a registered member of IPRS. Unlike PPL, IPRS issues licenses to the music users.

Businesses and organisations playing recorded music in public (whether live or via CDs, radio / TV broadcasts, background music systems or other sources) need to obtain PPL License. The license allows the event organisers to use other artists’ music with freedom at the event. Box No. 2 presents a case study of the use of entertainment in an art festival. After reading case study, answer the questions given in the box.

### Box No. 2

#### The Kala Ghoda Art Festival: A Case Study

The Kala Ghoda Art Festival (KGAF) is organized annually in Mumbai. The festival seeks to showcase a kaleidoscope of events that brings alive the rich culture of art in every form. In 2016, the festival was organized with the theme ‘Crossing the Threshold (Seemaprabhava)’. The event was spread across multiple venues. This time the most unique aspect of KGAF was its collaboration with ‘Make in India’ festival extending the programming of events to 12 days. The festival had a lot to offer to its audience and encompassed literature, cinemas, dance, food, heritage walks, music, standup comedy, street and stalls, visual arts, theatre and much more. The Kala Ghoda Art Festival has been integral in introducing Mumbaikars (people of Mumbai) to the world of art, which is otherwise inaccessible to a large section of the citizens. The festival saw the launch of two books ‘Kala Ghoda - Celebrating Mumbai’s Art District’ a book by Abha Narain Lamba and ‘Flavours of Kala Ghoda’ a book by Nicole Mody. The festival also witnessed the panel discussions on the titles ‘Renegotiating our Neighbourhood: The Modi doctrine’ and ‘The Power of Cinema’. The entertaining elements that were big attractions and provided ‘wow’ factors included: performances by artists - Ustad Amjad Ali Khan, Shibhani Kashyap, Karsh Kale, Pandit Hari Prasad Chaurasia, Shobha Mudgal; many other music, dance, cultural performances and street dance performances like lion’s dance, ‘kachhi ghodi’ dance and puppet shows; popular installations such as ‘Chhoti Rickshaw Baddi Sawari’, ‘Conservation of Natural Resources’, ‘A Fish Out of Water’ and so on. There were food stalls presenting different local and artisanal food with a twist like Kalimpong kitchen serving traditional Kolkata momos; cooking lessons by famous Chefs enthralling the audience and much more. People of Mumbai eagerly wait for a year to see the colours of the festival enriched with unique entertainment elements and the experiential bonanza.

- Questions :**
- 1) What is the purpose of KGAF?
  - 2) List down the entertainment elements used in KGAF in 2016, that made the event a grand success.

### Check Your Progress III

**Note:** Use the space provided for your answer

1) What is the importance of rehearsals?

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2) How are management of entertainment and management of entertainer different in their approach?

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## 13.5 CONCLUSION

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Entertainment is a very significant element that commands the attention of the audience and amuses them. This Unit has highlighted the importance of entertainment and factors affecting entertainment selection activities, that will help achieve the overall purpose of an event and also assist in giving a touch of success. For this the process of planning entertainment and managing performers has to be effective. With the ending of this Unit, we have come to the end of Course 2 on Event Planning. The next Course 3 will deal with event coordination in detail.

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## 13.5 LET US SUM UP

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Entertainment helps us to enjoy, celebrate, amuse and even educate us. It helps us to take a break from daily routines of our life. Entertainment elements when added into events make the event experience last for long. Different types of events carry different level of entertainment with them. Selection of entertainment needs to be done very carefully as an incorrect selection will defeat the whole purpose of the event. For the right selection of entertainment, one needs to consider the kind of event, theme of the event, profile of the audience, cost involved, entertainment value and impact that the event is going to make.

The entertainment management process adopts a systematic approach consisting of the following steps: Create a programme schedule including the detailed description about the type of activities, timings, setting and resource person; Plan for entertainment activity based on the need identified from the programme schedule; Book the entertainment after evaluating them on certain parameters like - availability, cost factors, riders and entertainment value; and lastly, the

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## 13.6 KEYWORDS

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- Derivative plans** : Derivative plans are the secondary plans which are required to support the basic plan.
- Amateurs** : An amateur is a person who is attached to a particular pursuit, study or science in a non-professional or unpaid manner.
- Systematic Approach** : A process used to determine the viability of a project or procedure based on the experiential application of clearly defined and repeatable steps and an evaluation of the outcomes. The goal of a systematic approach is to identify the most efficient means to generate consistent, optimum results.
- Riders** : Riders are clauses or conditions under which the contract is viable or which need to be fulfilled in order to keep the contract viable.
- Rigging** : In special events, there are frequent occasions when decor pieces, lighting equipment, audio speakers, visual presentation equipment, and performers must be suspended or flown over a stage or over an audience. Rigging is the setting up of necessary physical support system, so that equipment or people may be raised to a height above the ground.
- Hospitality** : Hospitality concerns with the warm, friendly, and generous way of receiving and treating the guest or friend or stranger.
- Developing Premises** : Premises also called ‘premissing’ allow us to make assumptions about the environment in which our plan will be implemented.

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## 13.7 SUGGESTED READINGS

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## 13.8 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

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### Check Your Progress I

- 1) The factors which one needs to keep in mind while deciding for the entertainment are:
  - i) ***The Kind of the Event:*** The type of entertainment chosen should be in line with the kind of event. For example, the entertainment selected for social events such as wedding and birthday parties, would not be appropriate for the corporate events. Inappropriate selection of entertainment adversely impacts the efficacy of event performance.
  - ii) ***The Theme of the Event:*** The entertainment element should be in line with the theme of the event. Entertainment elements that speak different from event objective and are unable to reinforce the event theme will defeat the very purpose of the event.
  - iii) ***Know Your Audience:*** Ultimately, audiences are the real evaluators of an event; their satisfaction is of prime importance for the event organizer. Knowing the audience first enables the event manager to find out their expectations, preferences, likes and dislikes. This requires the event manager to have an understanding of their culture, varied socio-economic backgrounds, norms, value system, educational level, occupation and age.
  - iv) ***Cost:*** Budget allotted is one of the major guiding factors in determining the entertainment activity for the event. Budget allocation is always directly proportional to the scale at which the event is carried out. However, within the given size of the event and the budget allocated, the event manager can think of various options of entertainment which will bring out the same impact.

- v) ***Impact or Contribution of the Entertainment Element:*** The entertainment has a purpose to serve in the event. It should not supersede the core activities. Also, the event manager must evaluate the entertainment element in terms of excitement or unrest that it could create among the audience.

The examples mentioned in the section 13.2 could be elaborated to show the effect of each factor on event performance.

- 2) Entertainers are resources for the event. There are a variety of entertainment activities under one type, and one could be chosen over the other, which will serve the same entertainment function. The event manager thus has the flexibility to select the entertainer depending on the budget allocation. For instance, the event manager may go for a not-so popular but award-winning artist to perform music as an option for entertainment activity, instead of a popular musician, without compromising with the event performance and getting ease at finances.

### **Check Your Progress II**

- 1) Follow-ups are very much required as plans need to be reviewed from time to time to check their usefulness. Since we planned for future activity based on our forecasting, the actual circumstances might not be exactly what we anticipated. Thus, when the plans are being implemented the event managers need to do continuous monitoring and follow up of the activities. This gives the event manager judicious time to think of remedial steps (if required) to achieve the desired goal.
- 2) The factors that need to be considered while booking entertainment are: needs and resources' assessment; best value for the money; availability; preview before booking; offer; riders; drawing logistics; and evaluating return on investment (RoI).

### **Check Your Progress III**

- 1) Familiarization with the stage is very essential for artists before the 'day' of an event. Performers need to rehearse and get accustomed to the size and surface of the stage. Rehearsals give them an idea of time being taken to cover the space and decide their moves accordingly. Hence it is no surprise that one-time events require orientations and rehearsals before they are held.
- 2) Management of the entertainer is the sub-set of managing the entertainment process. Management of the entertainment process includes creating a schedule; selection of entertainment element; booking of entertainment; and management of entertainer in terms of setting expectations and customization of performance; logistics; hospitality; rehearsals; and payments.