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**Event**  
*Management*

*theory and practice*

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PART  
**ONE**

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# CHAPTER ONE

# Introduction to event management

## Chapter outline

- The cultural, economic and strategic significance of events
- The nature and scope of events
- Jobs and careers in event management
- The history, development and significance of the event industry
- Professional associations relevant to the Australian event industry
- Corporate events and the MICE industry
- The impact of globalisation
- Environmental sustainability in the event industry
- Social responsibility in the event industry
- Triple bottom line reporting

## Learning objectives

After studying this chapter you should be able to:

- 1.1 appreciate events' cultural, economic and strategic significance
- 1.2 identify the range of events and activities that are included in the study of event management
- 1.3 understand the range of jobs available in the event industry, as well as the required skills and attributes
- 1.4 explain the history and development of the event industry and the implications for the management of current events
- 1.5 appreciate the significance and importance of professional associations in the event industry
- 1.6 explain the impact, scope and significance of corporate events and the MICE industry
- 1.7 understand the impact of globalisation on event management
- 1.8 explain the importance of environmental sustainability as it relates to the event industry
- 1.9 explain the importance of social responsibility as it relates to the event industry
- 1.10 understand the potential benefits associated with triple bottom line reporting.

nt management • Jobs in event management

## Manager Event Services and Operations

- ✓ Become part of one of Australia's largest and fastest growing venues
- ✓ Sydney Olympic Park location
- ✓ Exciting opportunity

The Royal Agricultural Society of NSW is seeking an enthusiastic, motivated and experienced Event Operations expert to become part of the Event Operations team at Sydney Showground in Sydney Olympic Park.

This exciting opportunity will involve managing various aspects of many of Sydney Showground's 400 annual events, including the Royal Easter Show, Big Day Out, the Telstra 500 V8 Supercars and many other public exhibitions, trade shows and corporate functions.

The Manager Event Services and Operations will plan, coordinate, monitor and control event operations, including but not limited to crowd management, ticketing, signage, venue presentation, temporary event services, parking, maintenance, security, cleaning, catering and contractors to the service quality and performance standards of Sydney Showground. This role is responsible for the coordination of all event services and operations, including direct responsibility for a team of Floor Managers.

You will have extensive operational experience in a multi-functional venue and will have relevant qualifications in the Venue and/or Event Management field from a recognised institution.

Commitment to ensure a safe and healthy workplace, protection of the environment and compliance with OHS and Environmental Legislation is expected.

Regular evening and weekend work will be required.

If you have what it takes to become a part of one of Australia's largest and fastest growing venues—APPLY NOW!

Source: Courtesy of the Royal Agricultural Society of NSW,  
[www.rasnsw.com.au/home.htm](http://www.rasnsw.com.au/home.htm)

## Event management profile

### Tim Holding MP

Tim Holding (Figure 1.1) was the Victorian Government Minister for Tourism and Major Events from 2006 to 2010. He entered local government at the age of 19, becoming Victoria's youngest councillor. Since then, Tim has had a meteoric rise in politics. He was elected to the Victorian Parliament in 1999, becoming the Minister for Police five years later at the age of 32. As well as being Minister for Tourism and Major Events, he was also responsible for the ministerial portfolios of Finance, WorkCover and the Transport Accident Commission, and Water.

As Minister for Tourism and Major Events, Tim oversaw an industry that is worth in the vicinity of \$11 billion per year. Of that, the major event sector generates in excess of \$1 billion per year and attracts about 230 000 international visitors to Victoria every year. Tim emphasises the importance and significance of major events: 'Major events drive the state's national and international profile and boost tourism, business and infrastructure development. In 2008, more than 800 000 international events visitors travelled to Australia, and more than 40% of those visitors came to Victoria.'

As well as having a major economic impact, events—particularly major sporting events—have become part of the fabric of Melbourne. According to Tim, 'Events have assisted to build Melbourne's reputation as one of the world's most liveable cities and home to Australia's major sporting events, including the Melbourne Cup Carnival, Formula 1 Australian Grand Prix, AFL Finals Series, the Australian Open tennis, and the Spring Racing Carnival.'

Tim also emphasises that securing and effectively managing major events involves considerable commitment and effort, as well as the creative input of the most talented event people. Certainly, Victoria's calendar of major events has not, according to Tim, been created through good luck. 'We need the most creative people working together to identify the best events and to prepare successful bids to secure them. We also need world-class infrastructure to provide venues to stage our events. Above all, we need a professional events industry to host our diverse array of sporting and cultural events.'

The Victorian Government's commitment to major events clearly highlights the potential economic impact of events, as well as the importance of well-qualified and creative event managers and employees.



TIM HOLDING

Figure 1.1 Tim Holding, Victorian Minister for Tourism and Major Events 2006–10

Sample pages

## Introduction

Events are an important part of what defines our lives. Birthdays, Christmas and other religious festivals, graduations, weddings, family get-togethers, anniversaries and other celebrations are the milestones that make up the fabric of our lives. Events also help to define a community, nation or culture.

When we think of events, some people may automatically think of rock music festivals such as Woodstock or, in Australia, annual music festivals such as the Meredith Music Festival (Figures 1.2 and 1.3), the Rainbow Serpent Festival or Big Day Out.

Others may be more likely to think of major sporting events such as the Olympics, the National Rugby League Grand Final, the Melbourne Cup or the Australian Open Tennis Championships. A range of community events and festivals, arts festivals and cultural events may also come to mind. Events also include corporate training events, corporate conferences, team-building events, sales promotions, product launches and so on. There is a broad array of other occasions that may also be classified as events.

Every significant event that takes place in our lives is set to some kind of music.

Peabo Bryson, US singer-songwriter (1951–)



Figure 1.2 The Meredith Music Festival stage at night



Figure 1.3 The Meredith Music Festival during the day

Over the past few decades, the scope, size and complexity of events have led to the need to manage events in a more systematic manner. Accordingly, event management has emerged as a systematic way of planning, organising and managing resources in the creation and conduct of events. A range of goals and objectives are established and hopefully achieved as part of the event management process. However, running major events is often complex, and fraught with uncertainty.

A key focus of event management therefore, and an objective of this book, is the reduction of some of the uncertainty that normally comes with trying to achieve event goals and objectives. As highlighted by the Woodstock case study at the end of this chapter, some objectives may still be achieved without sound or systematic event management in place. However, others may not. Event management seeks to ensure that all of the potential benefits of events can be realised. This chapter provides an introduction to the nature and scope of events and some key issues that are associated with event management.

## The cultural, economic and strategic significance of events

The potential economic impact of events is enormous. Governments at the national, state and local level, as well as private enterprises, have, in recent years, become increasingly aware of the great benefits to be gained from securing and effectively managing major events. Furthermore, events are

### Learning objective 1.1

Appreciate events' cultural, economic and strategic significance

being increasingly used to support and provide impetus to government strategies. For example, a local government council may wish to increase economic development in the region by attracting overseas investment. The celebration of a 'sister city' relationship or a range of other cultural events may be used to strongly support that strategy.

However, the social and cultural impact of events is just as significant as their economic or strategic impact—perhaps even more important. International sporting events such as the Olympic Games represent one of the most effective ways of crossing cultural boundaries and bringing diverse cultures closer together. Woodstock was by no means an economic success yet could never be forgotten and perhaps never equalled in terms of its social impact.

Most events offer a range of potential benefits: economic, strategic, social and cultural. Regardless of the event's key focus, the event manager needs to recognise all of these potential benefits. Many events that were run initially for social and cultural reasons have been found to have a major economic impact as well. In fact, the phenomenal growth of events has led to the development of venues that have changed our landscape and transformed our cities (Figure 1.4).

Going back to our local government example, events have often been developed at a local level to establish and celebrate sister city relationships with cities in overseas countries. At least initially, the purpose of these sister city relationships may have been predominantly social and cultural. However, as the relationship develops, facilitated by visits, celebrations and cultural events, collaborative business arrangements may also develop.

Over recent years, local governments have become increasingly aware of the economic development potential associated with sister city relationships. As a result, economic development has become more of a focus when establishing these arrangements.



Figure 1.4 Sydney Convention Centre, Darling Harbour, Sydney

# The nature and scope of events

Events vary in terms of size, type and whether they are local, national or global.

## Event size

In terms of size, events may be 'mega', hallmark, major or minor.

**Mega events** are those that everyone knows about, such as the Beijing Olympic Games, the FIFA World Cup and the US National Football League Super Bowl. They are widely discussed in national and international media and regarded by many people as 'must see' events. These events are generally so large that they have significant impacts on whole countries and the economies of those countries.

**Hallmark events** are conducted repeatedly in the same location; in fact, the event comes to symbolise that particular location or destination. For example, few visitors to Tamworth in New South Wales would not be aware of the Tamworth Country Music Festival.

**Major events** have the capacity to attract large numbers of visitors, gain significant media coverage and generate significant economic benefits. The Goodwill Games hosted by Brisbane in 2001 is an example of a major event. Although the scale of the Goodwill Games was huge—involving hundreds of the world's greatest athletes from 64 countries competing in 40 different types of sporting events—it would not be regarded as a mega event. Media coverage in several countries, including the US, was relatively low. Not everyone would have known about the Goodwill Games and it certainly wouldn't be regarded by most people as a 'must see' event.

**Minor events** are generally produced in local communities and target local audiences. This type of event is found in most localities and is often supported or run by local government. The purposes of these events may vary but generally involve social and entertainment objectives or perhaps participation in sporting, cultural or artistic activities. The Man from Snowy River Bush Festival, which takes place in Corryong, New South Wales, is an example of a minor event. Minor events with a Chinese theme are often run at the Chinese Garden of Friendship at Darling Harbour (Figure 1.5).

### Learning objective 1.2

Identify the range of events and activities that are included in the study of event management



Figure 1.5 A function room at the Chinese Garden of Friendship at Darling Harbour, Sydney

Sample Pages

## Review question 1.1

Think of the events that you've been to or watched on television in the past year. Try to categorise them in terms of whether they were:

- mega events
- hallmark events
- major events
- minor events.

### Event type

In terms of type, most events may be categorised as:

- **sporting events**, which may vary in size from local cricket matches to the Olympic Games
- **entertainment and music festivals**, which may vary in size from local concerts to major rock festivals, potentially attracting huge audiences
- **arts and cultural festivals**, which may be based on various cultural groups, artistic endeavours, or a range of other interests, including food and wine
- **family events**, including weddings, christenings, funerals and bar mitzvahs
- **fundraising events**, such as community fetes and fairs, organised primarily to raise money for local funds or charities
- **corporate events**, which include **MICE** (meetings, incentives, conventions and exhibitions; these are discussed later). Other corporate events include trade shows, sales promotions, training events and corporate conferences. The corporate events sector is growing at a rapid rate.

### Local, national or global?

Events can be local, national or global. Increasingly, however, as globalisation impacts on all aspects of the business environment, the trend has been for events to adopt more of an international or global focus. Even in the development of local events, therefore, there needs to be an awareness of the national and global implications of the event.

#### Learning objective 1.3

Understand the range of jobs available in the event industry, as well as the required skills and attributes

## Jobs and careers in event management

Events are by no means a new phenomenon; people have been employed in event-related jobs for centuries. However, 'event manager' has only recently emerged as a well-recognised job title.

Event managers are generally responsible for the design, planning, organisation and coordination of events, including conventions, conferences, music and entertainment events, various types of festivals, sporting events, and a range of corporate meetings, events, promotions and exhibitions.

The event manager is generally involved in every aspect of the creation and conduct of these events. This means event managers may become involved in event planning and design, marketing, catering, acquiring and using audio-visual equipment, security, and budgeting and financial. Other activities may include organising signage and displays, contracting performers and presenters, organising translation services for international events, and recruiting and other aspects of human resource management.

Event managers are not the only people employed in the event industry. Other job titles include:

- conference manager
- conference organiser
- conference sales manager
- corporate event manager
- corporate events project manager
- event and sponsorship executive
- event budgeting officer
- event coordinator
- event development officer
- event HR officer
- event marketing manager
- event staffing officer
- event supervisor
- festival general manager
- functions coordinator
- marketing and event coordinator
- project manager, events.

The scope and number of job opportunities in the event industry has expanded rapidly over the past couple of decades. Despite this, recognition of events as a significant area of employment is relatively new. The event industry has only recently become popular among people seeking full-time, part-time and casual employment.

It is useful to examine the skills and attributes that may help event management students gain employment in one of the fastest growing industries of the twenty-first century. In a recent study, Arcodia and Axelsen<sup>2</sup> examined the skill requirements identified in job advertisements associated with event management. The most important 12 skills are shown below, along with associated descriptions:

1. organisational/planning skills (cited in 51 per cent of jobs)
  - highly organised
  - highly developed planning skills
  - high-level capacity in strategic planning processes
  - excellent organisation skills
  - demonstrated ability in strategically planning events
  - ability to handle multiple projects
  - ability to handle and prioritise tasks in pressure situations to meet deadlines, etc.
2. general communication skills (cited in 39 per cent of jobs)
3. team skills (cited in 38 per cent of jobs)
  - committed to working collaboratively
  - working in a team environment
  - understanding of the importance of a team
4. customer service skills (cited in 35 per cent of jobs)
  - ability to promote the organisation's commitment to customer service both internally and externally
  - demonstrated commitment to an outstanding level of customer satisfaction
  - an excellent sales history with a strong customer focus

AU 1: Does this need permission and a source line rather than just a footnote?

5. computer skills (cited in 33 per cent of jobs)
  - relevant computer knowledge
  - strong computer skills
  - knowledge of, or competence in, a specific computer program
  - web skills
  - development and management of a website
  - strong knowledge of computer hardware and software
6. building internal/external relationships (cited in 28 per cent of jobs)
  - building effective relationships with clients/stakeholders
  - finding new business opportunities
  - converting new business into long-term accounts
  - nurturing relationships
  - networking
7. marketing skills (cited in 28 per cent of jobs)
8. leadership skills (cited in 28 per cent of jobs)
  - leading and managing a team
  - leading a team to achieve optimum outcomes
  - instilling confidence in others
  - selecting and supervising
  - management of employees
  - rostering employees
  - human resource management
9. oral communication skills (cited in 23 per cent of jobs)
  - excellent verbal communication skills
  - effective listening skills
  - the ability to give public or media presentations
  - cold-calling skills
10. administration skills (cited in 22 per cent of jobs)
11. written communication skills (cited in 20 per cent of jobs)
12. sales skills (cited in 19 per cent of jobs).

These skills were identified by Australian employers looking for people to fill event-related jobs. They cover a vast array of competencies (which to an extent reflects the nature of job advertisements and job descriptions). However, they are a starting point for understanding the types of experience, training and education that will assist efforts to gain employment in this industry.

The same researchers<sup>2</sup> also examined attribute requirements in advertisements for jobs associated with event management. Unlike skills, attributes are not obtained through experience, training or education but are generally regarded as innate qualities or traits. According to the research, the most important 6 attributes (and associated descriptions) were:

1. motivated (cited in 23 per cent of jobs)
  - self-starter
  - drive to succeed
  - hungry for success
  - highly motivated
2. flexible (cited in 16 per cent of jobs)
  - able to engage in occasional weekend work
  - a flexible approach and willingness to try new methods of working
  - a flexible attitude

3. positive (cited in 16 per cent of jobs)
  - demonstrating high self-esteem
  - a can-do attitude
  - enthusiasm
  - adopting a positive approach to issues/values/people's feelings
4. friendly (cited in 14 per cent of jobs)
  - exceptional people skills
  - a friendly approach to customer service
  - a friendly nature
  - a warm personality
  - a people-person attitude
5. committed/dedicated (cited in 10 per cent of jobs)
  - a committed professional
  - committed to the innovative quality of services
  - dedicated to the industry
  - committed to a positive outcome
  - committed to excellence
  - a person who just gets on with it and gets it done
6. tenacious (cited in 10 per cent of jobs).

An understanding of these skills and attributes is a useful starting point for students of event management and, in fact, anyone seeking employment in event-related jobs. Chapters in this book begin with an event-related job relevant to the chapter topic. In most cases actual job advertisements are provided, along with profiles of people associated with the event industry.

## Review question 1.2

Using the above information, list the skills and attributes you have that are consistent with a career in the event industry. Also list the skills that you may need to develop in order to pursue a career in the event industry.

# The history, development and significance of the event industry

Events and the event industry are by no means new phenomena. In fact, they have a long and rich history.

The desire to celebrate particular dates and occasions is an essential part of human nature. As a result, events have been a central part of people's lives for thousands of years. These events, celebrations and festivals represent important milestones in the histories of communities and nations, as well as in the lives of ordinary people.

For centuries, the earliest Australians have used ceremonies, known to most people as corroborees, to transmit their culture from one generation to the next. During these ceremonial meetings, Aboriginal Australians connect with the Dreamtime through dance performances, storytelling, music and costume.

### Learning objective 1.4

Explain the history and development of the event industry and the implications for the management of current events



Figure 1.6 Chinese New Year celebrations in Melbourne

The Chinese New Year festival (Figure 1.6) developed thousands of years ago and is still regarded as the most significant holiday event for Chinese people around the globe. It is a two-week festival in which Chinese people take a break from work, get together and celebrate with friends and family, and look forward to the year ahead.

In America, Native Americans enjoyed harvest festivals, which involved ceremonial dances and other forms of festivity, to celebrate a successful harvest. Following a particularly brutal winter in 1621, pilgrims of the Plymouth colony shared an autumn harvest with the Wampanoag Indians. This is now recognised as the first Thanksgiving Day, which was to become an annual tradition in the US.

Ireland has traditionally been the home of several festivals and celebrations, including Saint Stephen's Day, the Adare Jazz Festival, the Galway Oyster Festival, Cork Week (regattas), Lisdoonvarna Matchmaking Festival, the Pan Celtic Festival, the Cork Jazz Festival, the Galway Arts Festival, the Puck Fair and of course, St Patrick's Day. Dating back to the early seventeenth century, St Patrick's Day was originally celebrated as a holy day of obligation for Roman Catholics in Ireland. However, in later years it became a national holiday in Ireland and is now widely celebrated throughout Ireland and other parts of the world. Festivities are generally themed around all things Irish, including the colour green.

Some major sporting events also have a long history. The most famous is the Olympic Games, which started in Olympia in Greece in the seventh century BC. There is evidence that the Chinese engaged in sporting events, which included archery and cauldron lifting, several centuries earlier.

Festivals, celebrations and community arts and cultural events continue to be part of the fabric of our lives. The scale and impact of these events has increased rapidly in recent decades.

The Olympic Games in Sydney (2000), Athens (2004) and Beijing (2008) were mega events attracting strong global interest and generating significant short-term and long-term economic benefits. The Los Angeles (1984) games probably first highlighted the economic potential associated with the Olympic Games.

Other sporting events—including the FIFA World Cup, test cricket, the PGA Championship (golf) and the Wimbledon Championships, to name just a few—attract enormous interest, media attention and sponsorships, and have a major economic impact.

Major corporate events are a more recent but no less significant phenomenon. The so-called MICE industry (which stands for 'meetings, incentives, conventions and exhibitions', but also includes conferences, congresses and trade shows), has emerged as one of the fastest growing segments of the event industry.

These corporate events bring with them huge potential benefits to local economies,<sup>3</sup> including increased income (particularly for hotels and host venues), business and training opportunities, employment and tourism expenditure.

Over the last three decades, event management has emerged as a systematic approach to coping with the challenge of marketing and managing events. The Brisbane 1982 Commonwealth Games, the Perth 1986–87 America's Cup Defence and Australia's 1988 Bicentenary celebrations ushered in a new era of sophistication and professionalism for the Australian event industry, which in turn

has led to a rapid expansion in the number and size of event organisations and event management enterprises.

- **Event organisations** often stage particular events. For example, the Adelaide Fringe Festival 2010 was organised by an event-specific body, Adelaide Fringe Inc. The 2010 Kooyong Classic Tennis Competition was organised by Tennis Australia. The Coolart Jazz Festival was organised by the Rotary Club of Hastings.
- On the other hand, **event management companies** organise events on behalf of their clients on a contractual basis. For example, the Insurance Australia Group contracted BigGig Events Management to stage a major corporate awards and achievement event: NRMA Honours its Highest Achievers.

In recent years, a network of **event suppliers** has also emerged to provide lighting and audiovisual equipment, staging equipment, entertainment, catering, security, transport and accounting. For example, Harry the Hirer in Melbourne acts as a 'one-stop shop' for a huge range of needs including party hire, wedding reception hire, exhibition hire and rigging, lighting and audiovisual equipment, marquee hire, lighting and other function and event hire equipment.

A variety of **event venues** around the world has also been established in recent years.

## Professional associations relevant to the Australian event industry

As in other industries, professional associations in the event industry facilitate networking and communication among industry members. They potentially enhance the overall professionalism of the industry through, among other things, disseminating information, providing training and accreditation, and developing codes of conduct. Some of the key Australian associations are listed here.

### Learning objective 1.5

Appreciate the significance and importance of professional associations in the event industry

### Meetings and Events Australia (MEA)

MEA is a not-for-profit professional association 'dedicated to fostering professionalism and excellence in all aspects of meetings management'.<sup>4</sup> It also seeks to promote the value of the meetings sector in the business travel and tourism industry. MEA offers its members:

- professional development programs
- accreditation and recognition
- the timely provision of relevant industry information
- a forum for members to discuss current industry issues
- representation of the industry to government.

Membership categories are based on business size by number of employees. It has a student membership category for full-time and part-time students not currently working in the meetings and event industry.

### Exhibition and Event Association of Australasia (EEAA)

This not-for-profit organisation is a peak association for the Australian and New Zealand exhibition and event industry, which represents venues, organisers and suppliers.

It describes itself as committed to establishing and maintaining high industry standards. Its primary objective 'is to achieve growth of the exhibition and event industry by promoting the unique benefits offered by exhibitions and the professionalism of EEAA members'.<sup>5</sup> EEAA activities include:

- professional development programs
- an annual conference
- industry research
- forums for networking and professional development
- an industry newsletter
- industry awards.

Sample pages

## International Special Events Society (ISES)

ISES is a worldwide body whose mission 'is to educate, advance and promote the special events industry and its network of professionals along with related industries'.<sup>6</sup> ISES has 49 chapters in more than 38 countries and a global membership in excess of 7000. In Australia, it has chapters in Melbourne, Sydney and Queensland. Activities include:

- dissemination of information including a code of professional conduct and ethics
- educational programs
- an accreditation program: the Certified Special Events Professional (CSEP) program
- international and regional conferences and industry forums
- awards programs
- promotional activities on behalf of members.

## International Festival and Events Association (IFEA)

IFEA's mission is 'to inspire and enable those in our industry to realise their dreams, build community and sustain success through celebration'.<sup>7</sup> IFEA Australia is located at Mount Barker near Adelaide.

## International Congress and Convention Association (ICCA)

ICCA is a peak international association for the meetings industry. It has a network of more than 850 member organisations from 80 countries. ICCA Australia hosted its first international congress in Darwin in 2009.

## Australian Entertainment Industry Association (AEIA)

The AEIA is the peak employer body in the arts and entertainment industry.

## Events Industry Association (EIA)

The EIA (WA) is the peak event organisation in Western Australia.

## Venue Management Association (VMA)

VMA is the peak industry body representing more than 650 members in event venues.

### Learning objective 1.6

Explain the impact, scope and significance of corporate events and the MICE industry

## Corporate events and the MICE industry

The MICE industry includes meetings, incentives, conventions and exhibitions, as well as a range of other corporate events.

Corporate events and the MICE industry is one of the fastest growing and most profitable segments of the event industry. Australia has emerged as one of the major players in the MICE industry.

### Meetings

Meetings refers to offsite corporate gatherings which generally aim to bring people together to share information and, perhaps, make decisions. Delegates attending these meetings may belong to the one organisation or association, or come from a number of organisations sharing a common interest. For example, imagine that an organisation involved with the manufacture and wholesale distribution of pharmaceutical products invites representatives from domestic and international pharmaceutical distributors to a sales meeting. This meeting may involve presentations and discussions about new products. At the meeting, you may seek suggestions from delegates about possible additions, improvements and innovations to the product range.

## Incentives

Incentives generally involve some kind of reward, such as travel, that allows organisations to encourage managers and employees to achieve high levels of performance, exceed goals or excel in some aspect of their work. Travel incentive packages are generally designed to provide the staff member or manager with the type of experience that they'd be unlikely to gain otherwise.

In the pharmaceutical example above, the manufacturer may send its top sales people, those who have achieved the most sales for the year, on a luxurious overseas trip. A more creative approach may be to hold the sales meeting, discussed in the earlier example, at an exotic overseas destination. Company representatives could then include the top sales people. The manufacturer may also provide other travel and tourism activities.

## Conventions

Conventions are offsite corporate gatherings generally involving information sharing among people from the same industry, occupation or enterprise. They are generally quite formal and may be in the form of a congress, conference, seminar or workshop.

## Exhibitions

Exhibitions are generally aimed at informing visitors about products and services that are available within a particular industry. Attendees, either local or international, usually belong to the same trade, industry or consumer group.

## Other corporate events

Other corporate events include awards functions, sales promotions, training events, corporate conferences and team-building events.

### Review question 1.3

Can you think of any reasons for the growth of corporate events?

## The impact of globalisation

When rock performers stepped in front of hundreds of thousands of rock fans at Woodstock they probably had no thought of making a global impact. These days, however, the world has appeared to become smaller; air travel and innovations in electronic communication have led to fundamental changes that affect almost all aspects of life. We immediately hear about events from all over the globe; we consume products and services from all over the globe; and we can readily communicate with people almost anywhere in the world.

When people attended the Vancouver 2010 Winter Olympics or the 2010 FIFA World Cup in South Africa, they were joined by tens of millions of television viewers around the globe. Simultaneously, audiences from countries in all parts of the world witnessed opening ceremonies, watched the sporting events and performances, and listened to competitors and coaches being interviewed.

As a result of globalisation, people, organisations and countries are generally more aware of their place in the world, as well as the impact of other parts of the world. The way in which people communicate, consume products and live; the way in which organisations do business; and the way in which events are developed, promoted and conducted have all been fundamentally altered as a result of globalisation.

Learning objective 1.7

Understand the impact of globalisation on event management

Knowledge is also transmitted more quickly and effectively as a result of globalisation. The international expansion of corporate meetings, conferences, exhibitions, trade shows and other corporate events has been immense. However, just as importantly, international event industry conferences, event management education and training programs, international event-related research, and other forms of global communication, have led to rapid improvements in knowledge and understanding of event management concepts and techniques throughout the world.

Learning objective 1.8

Explain the importance of environmental sustainability as it relates to the event industry

## Environmental sustainability in the event industry

Over the past few decades, people have become far more aware of their carbon footprint, climate change, and other issues related to **environmental sustainability**. Public awareness of the impact that corporations, individuals and events can have on the natural environment has grown enormously.

Events need to be environmentally sustainable. Sustainable practices need to be utilised in the planning and staging of events: this often not only benefits the environment but also reduces the overall cost.

In recent years, national, state and territory governments have developed services and resources to help event organisers improve the sustainability of their events. For example, EPA Victoria has developed an Ecological Footprint Calculator.<sup>8</sup> This online tool asks event organisers to enter information about sustainability practices related to the venue, accommodation, catering, promotional material, travel, recycling and waste. It generates a summary of the event's environmental impact in terms of carbon emissions and the ecological footprint. It also highlights which areas of the event create the biggest impact and provides tips for improving the event's sustainability performance.

Another resource, the Sustainable Event Management System (SEMS), is an online, interactive software package that takes the event organiser through the whole process of developing a sustainable event—from event planning through to auditing and recording of sustainability performance. SEMS is designed to assist event organisers with:

- preparing a sustainability policy for the event
- planning the event in a manner that is consistent with the sustainability policy
- conducting a self-assessment
- auditing before and after the event
- analysing sustainability performance
- reporting against industry benchmarks.

The importance of using sustainable work practices is likely to continue to increase as members of the public become more environmentally aware. Organisations around the world have already started to find that many customers will only buy from organisations that are environmentally responsible. Increasingly, organisations are coming under scrutiny when prospective investors make decision about where to invest and prospective staff members make decisions about where to work.

See Figure 1.7 for an example of sustainable practices at the Rainbow Serpent Festival, held annually in regional Victoria. The Canaconda, an interactive art installation, encourages festival goers to crush their cans and throw them into the giant mesh anaconda for recycling.

Listed below are other measures that event organisers can take to improve the sustainability performance of their events.<sup>9</sup>

### Transport

Transport can be a major cause of carbon emissions. An obvious way to reduce the environmental impact of transport is simply to reduce the need for travel. This can be done by:

- making greater use of alternatives to face-to-face meetings, such as videoconferencing
- recommending accommodation that is close to the event venue.



BELINDA WRATHALL

Figure 1.7 The 'Canaconda' at the Rainbow Serpent Festival

The environmental impact of transport can also be addressed through development of a travel plan that:

- encourages the use of public transport
- provides a shuttle bus when it is impractical to locate the event close to public transport
- provides maps and information about public transport to event attendees
- encourages cycling
- encourages taxi-sharing
- facilitates car-sharing through networking among event attendees
- uses fuel-efficient vehicles.

## Venue

An appropriate venue can mean significant environmental benefits. This can be done by using venues that are environmentally friendly and have their own sustainable or environmental policies. Look for sustainable practices in venues, such as:

- energy-efficient lighting and electrical equipment
- efficient use of air-conditioning
- motion sensors for corridor lighting
- maximised natural lighting
- effective waste minimisation
- recycling bins available throughout the venue
- water conservation measures and installation of water-efficient devices for taps, toilets, etc.

Sample Pages

Hammock Village at the Rainbow Serpent Festival (Figure 1.8) provides an example of a venue in harmony with the natural environment.

## Catering

In relation to the provision of food and drink, a range of things can be done to reduce the environmental impact, particularly at outside festivals and events. These include:

- using local and organic ingredients, as well as disposable plates and cups made from biodegradable materials
- using reusable crockery, tablecloths, etc.
- distributing reusable water bottles
- recycling waste food (e.g. composting).

## Communication

The environmental impact of event communication can be reduced by:

- avoiding excessive use of paper
- using double-sided printing and non-glossy, recycled paper
- avoiding the use of colour printing
- recycling event badges and name badges.

## Materials

The environmental impact of materials used at the event may be reduced simply by the reduction or elimination of non-recyclable material. Other measures may include:

- using recycled materials for event giveaways such as brochures and T-shirts
- working with suppliers who adhere to sound sustainability policies.



Figure 1.8 Hammock Village at the Rainbow Serpent Festival



Figure 1.9 Meredith Music Festival camping grounds at night

## Review question 1.4

Think back to the last event that you attended. Can you think of any ways in which the environmental sustainability of that event could have been improved?

## Social responsibility in the event industry

An awareness of **social responsibility** tends to go hand in hand with greater environmental awareness. Social responsibility generally refers to the way in which organisations treat their employees, customers and the broader community.

### Employees

From the perspective of the employees of an organisation, social responsibility generally refers to policies and practices aimed at improving the working environment. These policies relate to employee compensation, health and safety issues, general working conditions, industrial relations policies and practices, equal employment opportunity and policies aimed at eliminating discrimination. In the event industry, consideration of these issues can be extended to include volunteers as well as employees.

#### Learning objective 1.9

Explain the importance of social responsibility as it relates to the event industry

## Customers

From a customer perspective, social responsibility generally refers to ethical business practices when dealing with customers, offering value for money, and ensuring customer safety. However, in the long term, concern for the customer, the provision of high level customer service and the development of high-quality events, will not only lead to high levels of customer satisfaction but will also benefit the financial bottom line and the business performance of the event provider.

## The community

From the perspective of the community or general public, social responsibility refers to developing and staging events that are in line with and support community objectives, and avoid causing harm, inconvenience or annoyance to members of the public. Here, the positive and potentially negative aspects of the event are equally important.

Many commercial events also support community objectives. For example, the Tamworth Country Music Festival is a successful commercial event that runs over 10 days at the start of every year in the New South Wales city of Tamworth. However, it also adds more than \$40 million to the local economy. Tamworth now prides itself on being the country music capital of Australia; the music festival has become part of the fabric of Tamworth and a range of other tourism ventures have developed in Tamworth as a result.

### Learning objective 1.10

Understand the potential benefits associated with triple bottom line reporting

## Triple bottom line reporting

**Triple bottom line (TBL) reporting** involves providing information that measures not just the financial bottom line (i.e. the profit) but also an environmental bottom line (i.e. environmental sustainability) and a social bottom line (i.e. social responsibility). Over recent decades TBL reporting has emerged as a way of changing the focus of organisational performance away from purely financial considerations.

This approach reflects changing public attitudes to the importance of environmental and social issues and greater levels of public scrutiny of all enterprises, including event organisations. TBL reporting requires organisations to take a more balanced approach to measuring their performance. Using this approach, event organisations provide a balanced view of their total financial, environmental and social performance.

For example, a triple bottom line assessment was carried out for the 2006 Commonwealth Games in Melbourne.<sup>10</sup> The key objective was to assess the games from an economic, social and environmental perspective. Key results of the report are described below.

### Economic

Economic benefits included:

- the injection of over \$1.5 billion of capital expenditure into the Victorian economy
- tourism expenditure in excess of \$250 million (the best tourism outcome for any event that Melbourne has hosted)
- increased employment in Victoria estimated at 13 600 full-time jobs
- significantly higher levels of consumption and economic activity throughout the state.

### Social

Social benefits related mainly to a greater sense of community, interest and involvement from the public and included:

- a volunteering legacy, with more than half of the 7000 volunteers indicating an ongoing interest in volunteering
- increased interest and participation in sport throughout the community
- increased willingness among people to participate in community events
- increased interest in attending future cultural and arts events
- involvement in Commonwealth Games activities among schools.

## Environmental

Environmental benefits included achieving short-term ecological objectives aimed at waste minimisation, more efficient water usage and the implementation of carbon neutral policies. In addition, long-term behavioural change was achieved.

In terms of waste minimisation:

- 40 per cent less waste was produced at games venues than originally anticipated
- approximately 57 per cent of waste was recycled.

In terms of efficient water usage:

- 18 000 trees were planted
- four hectares of wetlands were established in land adjacent to the games
- conservation infrastructure, including rainwater collection systems, was constructed at games venues
- in excess of \$55 000 was raised for a clean water project in East Timor.

In terms of carbon neutral policies:

- approximately one million trees were planted as an offset against carbon emissions resulting from the games
- the athletes village was constructed to a six star energy rating
- green power was used for the games where practicable
- bicycle facilities were made available at all games venues
- public transport usage was encouraged for ticket holders
- fuel-efficient vehicles were used.

While there are difficulties associated with TBL reporting, particularly with regard to quantifying social and environmental benefits, it encourages a more balanced assessment of the impact of events and the performance of event organisations. As consumers, investors and employees become more socially and environmentally aware, organisations will find that a focus on the social and environmental bottom line is likely to have a positive impact on the financial bottom line.

## Summary

Events are an important part of what defines our lives and what defines communities, nations and cultures. As the scope, size and complexity of events have increased, event management has emerged as a systematic way of planning, organising and managing resources in the creation and conduct of events.

Over recent decades, governments and private enterprises have become increasingly aware of the potential economic and financial benefits that can be gained from securing and effectively managing major events. The social and cultural impact of events is just as significant as the economic impact. Major international sporting events, for example, represent one of the most effective ways of crossing cultural boundaries and bringing diverse cultures closer together. Regardless of the initial focus of an event, event managers need to recognise all of these potential benefits.

Major variations exist in terms of the size of events, types of events and whether they are local, national or global. In terms of size, events may be mega events, hallmark events, major events or minor events. In terms of type, most events may be categorised as sporting events, entertainment and music festivals, arts and cultural festivals, family events, fundraising events and corporate events.

This array of events gives rise to a broad range of job and career opportunities. It is useful for students planning a career in the industry to understand the skills and attributes that are demanded by employers.

Events have been a central part of people's lives for thousands of years. They represent important milestones in the histories of communities and nations, as well as in the lives of ordinary people. While festivals, celebrations and events continue to represent part of the fabric of our lives, the scale and impact of these events has accelerated rapidly in recent decades. This is particularly the case with large sporting events. Major corporate events represent a more recent phenomenon, bringing with them huge potential benefits.

Due to the increased size, number and impact of events, the range of event organisations and event management companies has grown significantly over recent years. The event industry is now also made up of a growing number of event suppliers, venues and industry associations.

Globalisation has made people, organisations and countries more aware of international events. Furthermore, the way in which events are developed, promoted and conducted has been fundamentally altered as a result of globalisation.

In recent years, levels of awareness of issues related to environmental sustainability have grown significantly. Sustainable practices need to be utilised in the planning and staging of all events. This focus on sustainability often will not only benefit the environment but also reduce the overall cost. An awareness of social responsibility, including the way in which organisations treat their employees, customers and the broader community, has tended to go hand-in-hand with greater environmental awareness. Triple bottom line reporting has emerged as a way of measuring and maintaining this clear focus on environmental and social issues.



## Case study

# The music festival that defined a generation

It is hard to overstate the impact and significance of the staging of the Woodstock Music Festival in 1969. Indeed, it's no exaggeration to say that Woodstock defined a generation and changed the way that we think about music festivals forever.

It also ignited the careers of rock legends such as:

- Joe Cocker, who went on to become one of rock and roll's most enduring performers
- the legendary group Creedence Clearwater Revival, whose music became synonymous with an unforgettable era of music
- the folk rock supergroup Crosby Stills and Nash, who have had an indelible influence on music and culture throughout the world
- Blood, Sweat and Tears who, despite going through numerous iterations, have been able to encompass many music genres and continue to engage audiences throughout the world
- the iconic Jimi Hendrix, widely acclaimed as the greatest electric guitarist in rock music history.

Woodstock was not actually held in the township of Woodstock. Yet, if ever a location was defined by an event, it was Woodstock. After being refused a venue by several surrounding townships, the festival was finally held at a 600 acre dairy farm near the town of Bethel, New York. The farm was owned by Max Yasgur, who developed an immediate rapport with rock fans. The Woodstock festival ran from 15 to 18 August 1969 and was initially billed as 'An Aquarian Exposition: 3 Days of Peace & Music'.

Perhaps it was Max Yasgur, the owner of the farm, who most eloquently articulated the essence of Woodstock and the sentiments that characterised it, when he addressed the huge audience of rock fans and told them, 'This is the largest group of people ever assembled in one place, and I think you people have proven something to the world: that a half million kids can get together and have three days of fun and music and have nothing but fun and music, and God bless you for it!'<sup>11</sup> These sentiments seemed to strike a chord with a generation of people now referred to as 'baby boomers'.

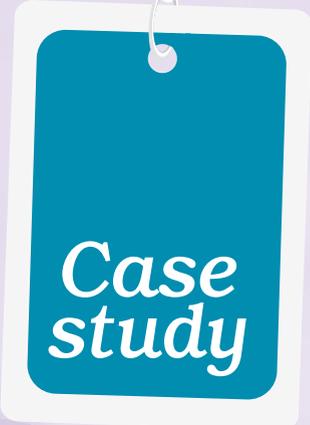
Yet, despite its amazing success in terms of sheer scale and impact, Woodstock was by no means a financial success, relying on the proceeds of the 1970 film *Woodstock* to pay off around \$1.4 million in debt. In fact, lack of financial success was only one of the problems faced by organisers. There was great opposition to the festival and around 80 lawsuits were filed against Woodstock Ventures. Media attention focused not on the performers, but on the problems associated with Woodstock—opposition from town officials, farmers and residents; legal threats; lack of organisation and basic facilities; traffic jams; and the potential for chaos—while the concert was being staged.

Woodstock didn't start or proceed in a systematic or well-managed manner. The sheer numbers of people who attended took organisers by surprise. Pre-paid ticket sales meant organisers expected about 200 000 people—nothing like the half million or so who actually turned up. It was largely due to this lack of preparedness that Woodstock became a 'free concert' for hundreds of thousands of rock fans.

Woodstock, more than any other music festival, provides two important lessons:

1. By becoming an iconic and pivotal moment in popular music history, it highlights the amazing impact and influence that an event can have.
2. It highlights the fact that despite a sensational line-up of performers, technically brilliant sound engineers and phenomenal demand from rock fans, lack of sophisticated planning and event management was a key reason why organisers did not make the event the financial success that they had initially envisaged.

Sample pages



Case  
study

## State Government investment in events enriching community life

Increasingly, event management is being recognised as a significant sector of the international tourism and leisure industries<sup>12</sup> and a significant contributor to economic growth. Increasingly, too, governments at national, state and local levels have become involved in securing major events and seeking ways to exploit their enormous economic potential. Tim Holding highlighted the economic benefits, indicating that, 'Victoria has one of the world's most vibrant events industries, with a year-round calendar of major sporting and cultural events that is unrivalled in Australia.

Contributing an estimated \$1 billion to the state's economy, the industry is essential to Victoria's economic and social positioning.'

Government investment in, and support of, major sporting and cultural events is also being pursued as an avenue for enriching community life.

In Australia and around the world, governments have significantly invested in event infrastructure and venues. This has certainly been the case in Victoria. In recent years, according to Tim Holding, 'Victoria's event credentials have been bolstered through unprecedented State Government investment in our cultural and sporting precincts, and events infrastructure. The government's \$370 million investment in the Melbourne Convention and Exhibition Centre has catapulted Melbourne onto the global bidding stage for international business events.'

With approximately 30 000 m<sup>2</sup> of exhibition space, the Melbourne Convention and Exhibition Centre caters for a broad range of international, national and local exhibitions. It is, according to Tim, 'the largest fully integrated convention and exhibition centre in the southern hemisphere and in terms of environmental credentials it is the world's greenest convention centre, the only one with a 6 Star Green Star environmental rating.'

The centre is designed to stage large conventions, trade events and public events, as well as sporting events, gala events and product launches. Examples of trade events held at the centre include:

- Australian Toy, Hobby and Nursery Fair (March 2010)
- Going Green Expo (April 2010)
- Building and Home Improvement Expo (July 2010)
- Fine Food (September 2010).

Examples of public events include:

- Pool and Spa Expo (January 2010)
- Healthy Food Show (April 2010)
- Vital Health Expo (July 2010).

Investment in the Melbourne Convention and Exhibition Centre is just one example of Victorian Government support for the event industry. The Ten Year Tourism and Events Industry Strategy has been developed in Victoria, highlighting the importance of all major events but particularly business events. The strategy also highlights the government's commitment to securing major sporting, cultural and business events, and ensuring that events remain an important aspect of economic growth in Victoria and that Melbourne remains one of the world's leading event cities.

## Chapter review

1. Provide an example of an event that has social and cultural benefits, as well as significant economic benefits.
2. List the various types of events that are included in the event industry and provide an example of each.
3. What are the key differences between the major sporting and cultural events and festivals that were run hundreds of years ago and those of today?
4. Explain the key functions of professional associations in the event industry.
5. Identify and explain the various type of corporate and MICE industry events.
6. How has globalisation affected the event industry and the practice of event management?
7. In what ways can events be conducted in a more environmentally sustainable manner?
8. Explain the meaning and potential benefits of triple bottom line reporting.

## Endnotes

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