



# MANAGING EVENTS

REAL CHALLENGES • • • • • • •

REAL OUTCOMES 

LIZ QUICK • • •



Los Angeles | London | New Delhi  
Singapore | Washington DC | Melbourne



Los Angeles | London | New Delhi  
Singapore | Washington DC | Melbourne

SAGE Publications Ltd  
1 Oliver's Yard  
55 City Road  
London EC1Y 1SP

SAGE Publications Inc.  
2455 Teller Road  
Thousand Oaks, California 91320

SAGE Publications India Pvt Ltd  
B 1/I 1 Mohan Cooperative Industrial Area  
Mathura Road  
New Delhi 110 044

SAGE Publications Asia-Pacific Pte Ltd  
3 Church Street  
#10-04 Samsung Hub  
Singapore 049483

---

Editor: Matthew Waters  
Assistant editor: Jasleen Kaur  
Assistant editor, digital: Sunita Patel  
Production editor: Sarah Cooke  
Copyeditor: Christine Bitten  
Proofreader: Sharon Cawood  
Indexer: Silvia Benvenuto  
Marketing manager: Abigail Sparks  
Coverdesign: Francis Kenney  
Typeset by: C&M Digitals (P) Ltd, Chennai, India  
Printed in the UK

© Liz Quick 2020

First published 2020

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act, 1988, this publication may be reproduced, stored or transmitted in any form, or by any means, only with the prior permission in writing of the publishers, or in the case of reprographic reproduction, in accordance with the terms of licences issued by the Copyright Licensing Agency. Enquiries concerning reproduction outside those terms should be sent to the publishers.

**Library of Congress Control Number: 2020933406**

**British Library Cataloguing in Publication data**

A catalogue record for this book is available  
from the British Library

ISBN 978-1-4739-4808-2

ISBN 978-1-4739-4809-9 (pbk)

At SAGE we take sustainability seriously. Most of our products are printed in the UK using responsibly sourced papers and boards. When we print overseas we ensure sustainable papers are used as measured by the PREPS grading system. We undertake an annual audit to monitor our sustainability.

About the Author .....	ix
Foreword .....	x
Dedications .....	x
Preface .....	xi
Online Resources .....	xiv



## THE EVENT CYCLE 1

<b>CHAPTER 1: The Planning Phase .....</b>	<b>3</b>
Chapter overview .....	3
Chapter objectives .....	3
The three event phases .....	9

A breakdown of the planning process .....	11
The need to manage various stakeholders .....	16
The structure of the industry .....	19
How different event sectors have evolved and are continuing to grow .....	31
Chapter summary .....	42
References .....	43

### **CHAPTER 2: The Event Delivery Phase .....**

Chapter overview .....	45
Chapter objectives .....	45
Managing and monitoring an event on-site .....	50
On-site documentation and software tools .....	59
Liaising with stakeholders at the event .....	65
Pre-event checks, crew set-up and rehearsals .....	78
Health and safety checks and emergency procedures .....	80
Chapter summary .....	91
References .....	92

### **CHAPTER 3: The Post-Event and Evaluation Phase .....**

Chapter overview .....	93
Chapter objectives .....	93
The post-event phase and the importance of evaluation .....	99
Various evaluation methods used for different event types .....	105
Supplier debriefs and securing future business with the client .....	112
The motivation and psychological factors of events .....	117
The significance of ethical stewardship in events today .....	123
Chapter summary .....	132
References .....	133



## BEFORE THE EVENT 135

<b>CHAPTER 4: Event Research, Feasibility and Impact Analysis</b> .....	<b>137</b>
Chapter overview.....	137
Chapter objectives .....	137
The need for market research and market awareness in events .....	143

The different methods and approaches used to design and conduct research.....	148
The various research tools used to gather research information .....	154
Event impact research and analysis.....	161
Conducting and implementing a feasibility study.....	166
Chapter summary.....	178
References .....	179

## CHAPTER 5: Event Conception and Bidding ..... 181

Chapter overview.....	181
Chapter objectives .....	181
The bid process within various sectors of the event industry.....	187
Destination branding and the factors that influence destination choice .....	190
The selection criteria of a Request for Information (RFI) and Request for Proposal (RFP) .....	197
Proposal writing and delivering effective pitches .....	204
Transparency and corruption in event bidding .....	213
Chapter summary.....	216
References .....	217



## THROUGHOUT THE EVENT 219

<b>CHAPTER 6: Event Operations, Logistics and Marketing.....</b>	<b>221</b>
Chapter overview.....	221
Chapter objectives .....	221
Operational and logistical aspects.....	227
Effective project management.....	228
Site and venue operational planning.....	232

Plotting resources, tasks and assigning roles and responsibilities.....	246
The importance of promotion, marketing and public relations .....	251
Chapter summary.....	266
References .....	267

### **CHAPTER 7: Event Finance, Online Payment Solutions and Budgeting.....**

<b>Solutions and Budgeting.....</b>	<b>269</b>
Chapter overview.....	269
Chapter objectives .....	269
The value of events to the global economy .....	275
Budgeting and the financial terminology used in events.....	278
Expenditure, revenue streams and income sources.....	286
Negotiation, cost saving, discounting and adding value .....	299
Administering contracts, payment schedules and agreements.....	303
Online financial tools and recent technological advancements in payment solutions .....	310
Chapter summary.....	312
References .....	313

### **CHAPTER 8: Event Design and Production .....**

<b>315</b>	
Chapter overview.....	315
Chapter objectives .....	315
Event design theory and practice.....	321
Design domains for the event mix.....	324
The creation of the event experience.....	347
The various types of audio-visual and production effects used in events .....	349
The role of audio-visual and other production companies in event design .....	355
Chapter summary.....	360
References .....	361



## BEYOND EVENTS 363

<b>CHAPTER 9: Event Trends and Issues .....</b>	<b>365</b>
Chapter overview .....	365
Chapter objectives .....	365
Evolving technological innovation .....	371
Sustainability issues impacting the industry.....	378

Globalisation within various sectors of the events and hospitality industry.....	388
Current international legislation and regulatory requirements .....	392
The link to social responsibility .....	397
Chapter summary.....	406
References .....	407

## CHAPTER 10: Event Careers, Human Resources and Consultancy .....409

Chapter overview.....	409
Chapter objectives .....	409
The need for a professionalised events industry .....	415
Graduate entry, apprenticeships and other recognised qualifications.....	419
Skills and attributes for a career in events.....	427
Sourcing and applying for event-related work.....	429
The role of human resources in events and hospitality .....	435
Career paths and progression routes in events .....	447
Chapter summary.....	452
References .....	453

# Meet

## LIZ QUICK

Liz graduated from the Goldsmiths, University of London with a BA Honours degree in German and Drama. She began her career working for Lufthansa German Airlines, working as a Ticketing and Passenger Services agent at London Heathrow Airport and undergoing regular training courses at Seeheim in Frankfurt, Germany. She then made the move into the events industry, initially joining GL Travel Incentives, a UK-based Incentive Travel agency. Here she operated a number of overseas incentive trips on behalf of their clients, to amongst other destinations: Kenya, Hawaii, San Francisco, Rio de Janeiro and Monaco. Following this she moved to Talking Point Ltd, where she operated a number of international conferences and incentives for various blue chip corporations. During this time Liz helped set up the first UK event implant office, at the then SmithKline Beecham in Brentford, London, working in a Business Development role. This was the first time event spend had been consolidated through a sole agency and Liz was instrumental in setting this up and liaising with key clients within the Research & Development and Consumer Healthcare divisions of this major pharmaceutical company and securing the retender for sole supplier with the organisation for a number of years.

She later joined Plus Two Communications Ltd, then TMB Marketing Communications in Dorking, where she worked as Account Director on a number of key accounts, including Bristol Myers Squibb, Olswang, Johnson & Johnson and Wella UK. Liz also worked as a freelancer for some years and set up her own event management business. She worked with a key sponsor and partner on the London 2012 Olympics and regularly volunteers at festivals such as Glastonbury, Cornbury and many others.

In 2006, through a chance meeting with a previous colleague at a conference, she got the opportunity to start lecturing on a freelance basis. In 2010 she graduated from the University of West London with an MA in Learning and Teaching in Higher Education. She now brings her industry experience as a Senior Lecturer at the University of West London and over the last decade has gained extensive experience in course development and leadership, teaching on both undergraduate and postgraduate event management programmes. Liz is passionate about blending both the academic and more practical elements of the event management course she teaches, so that students can 'hit the ground running' when they graduate and enter the industry, which is the key motivation for writing this book.



# Foreword

A great introduction for students coming into events as Liz offers real-world practical insight with attention on the need-to-know. The book asks a simple question of students and would-be professionals: What do you really need to know to effectively plan and manage an event? Blending a mix of commentaries from industry professionals and event academics, each chapter charts a logical path towards the goal of successfully delivering an event. It's a sound approach as the reader gets to understand some of the conceptual ideas that explain events, harnessed with the practicalities of making the event happen. Practitioner war stories are always fun and interesting to read, but it also helps a student develop their professional outlook if they can see that there are alternative ways of thinking about things, or, perhaps more importantly, that there are ideas and thoughts that explain why something is done, or should be done, in a certain way. The book is packed with case studies that articulate this perfectly and for readers this is one of the biggest benefits as they each pointedly illustrate what key ideas each chapter is trying to get across in the event planning cycle. What is also helpful is the excellent range of thoughtful activities for students to develop their thoughts and ideas. It all adds up to a lovingly nourished treatise on how we can make successful events happen.

*Dr Graham Berridge, Head of Department for Events, University of Surrey, UK*



# Acknowledgements

To all the contributors who have generously spared their time and stories to help bridge the gap from academia to the real events world.

To Graham Louer who first got me started on the events journey over 30 years ago, and Graham Berridge who helped make the journey into academia seamless; to the Talking Point and TMB crews for inspiring me along the way and in memory of Denise Harris, the best events freelancer, who left us much too soon. Lastly, to the students who have made teaching events so rewarding. This book has been written for you to help prepare you to work in this amazing, inspiring and evolving industry.



# Preface

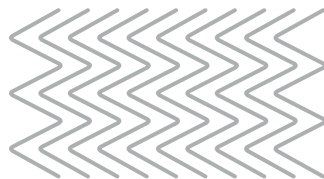
Events of all sizes are shaped and influenced by current and contemporary issues, such as the evolution of technology; the increase of new emerging destinations, global terrorism and the need for more robust risk assessment, as well as a change in mindset brought about by renewed emphasis on environmental stewardship and globalisation. All of these issues have been discussed within this book, with the exception of the global pandemic we now know as Covid-19, as final drafts were completed before the emergence of this crisis. The concept of this book is to present real event challenges and outcomes, from various stakeholder perspectives. This crisis may well be one of the biggest challenges the industry has faced, so the way in which venues and events adapt and transform themselves will ultimately dictate the outcome of the recovery phase, both in the short and longer term.

At this stage we can only surmise the economic fallout of this pandemic and how it will continue to affect the events industry and other sectors. It is difficult to see how the industry will be able to recover without a huge injection of financial support and it is already apparent that many companies will not survive. The event calendar for 2020 has literally been wiped out, with cancellations of mass gatherings across all sectors in all countries and some large blue-chip corporations predicting that large scale events will not resume until Spring 2021 at the earliest, as longer lead times and social distancing will inevitably make events more logistically and financially challenging to deliver. This will especially be the case for event types with large attendee numbers, such as festivals, sporting events and exhibitions.

Whilst this has been a time of deep concern and uncertainty, some favourable outcomes have been recorded during the time of lockdown, such as ecological improvements to natural habitats, adoption of paperless solutions and a decrease in air and noise pollution levels, as a direct result of less air and traffic congestion. This reminds us all how quickly environmental sustainability can take place, once we start to implement positive changes.

Over the past decade events have adapted to find ways to downsize and scale back in times of austerity. We have seen how quickly cuts within this high yielding sector can impact economic growth within destinations that depend on events taking place in them, and how adaptable, resilient and versatile this industry is, as seen following the last global recession, when the industry bounced back with renewed efficiency and creativity.

We have also already seen how almost overnight, as the world locked down, the industry managed to adapt and seamlessly morph itself, using digital platforms and social media to communicate to their internal and external clients, generate new leads, share knowledge and best practice and spread positivity. Hardly surprising then that amongst event professionals there is now a feeling of cautious optimism, that



post-lockdown there is an opportunity for the industry to re-evaluate and relaunch itself; to offer stakeholders something more dynamic and more in keeping with the *current zeitgeist*. This transformation would probably have taken place over the next five years or so anyway, but the pandemic has fast forwarded the process and irreversibly altered the events landscape as never before.

So, what changes are we likely to see in the industry post Covid-19? In the short term conferences and events will undoubtedly take place closer to home, eliminating the need for international travel. Smaller and local events are predicted to be the first to re-emerge. These events will be flipped from the norm, starting out as remote or hybrid, then gradually reverting to physical or face-to-face events, once people start to feel more confident and risk assessment allows for group travel and meetings. Some of the more imminent changes might be:

- New capacity charts will be needed to allow for social distancing and venues will draw up new rules for set up, replacing theatre style seating and auditoriums with smaller more intimate spaces
- Venues will reassess their risk assessment to revise minimum numbers; ensure delegates and audiences are not placed in close proximity to each other; install sufficient hand sanitisers and face masks; take delegate temperatures on arrival etc.
- Venue contracts, payment terms and Ts & Cs will need to build in more flexible clauses to allow for a possible resurgence of the pandemic
- Event insurance companies will need to build in cover for global pandemics as part of their offering
- Delegate registration will be conducted pre-event, by means of an online link
- Plenary Q & A sessions, taking audience questions with a roving microphone will be a thing of the past, with all questions now being posed through social media
- Destination Management Companies (DMCs) will offer agencies virtual familiarisation trips, using virtual 360 renderings and interactive content to promote and sell destinations
- Conference keynote speakers will repeat sessions to delegates, who will pre-book slots in advance of sessions
- Conference packs and any joining instructions will be paperless to reduce contamination.

Post Covid-19 we will start to quickly realise the benefits these new practises afford, so the old way of working will soon become obsolete. Technology will be used to enhance the industry and in the longer term the 'new normal' might include a more progressive, sustainable and socially responsible way of working, that considers legacy, integrates virtual and hybrid content, boosts homeworking, self-employment and freelancing and reduces the need for overseas conference travel.

I do not believe that virtual events will be a long-term replacement for face-to-face programmes or live events. Creativity, artistry and innovation will always be valued in this industry and technical solutions alone, even

with increased use of artificial intelligence, virtual and extended reality, are not able to deliver creativity and interaction in the same way. There will always be the need to get together with peers, to listen to live music in real time within the setting of a festival, or watch a football match live at a stadium, that no amount of animation or remote transmission could replicate.

Audiences will always want an immersive event experience, but live streaming will be used on an increasing basis to engage more people, whilst not totally replacing the physical event experience. Incentive travel will also never be replaced by cash incentives, as only a memorable travel experience can motivate and boost top talent within an organisation enough to retain them and generate increased performance levels.

During and after this crisis, communication will be more important than ever, both with clients, supply chains and internal and external stakeholders. A variety of digital platforms, applications, social media and portals, such as Zoom, WebEx, Skype, Facetime, Google Meet & Hangouts will continue to deliver virtual and virtual plus hybrid content to virtual audiences, but this will become far more sophisticated, with more interactive and engaging content, including hackathons, gamification, digital avatars, online cooking demonstrations, polling, chillout zones etc.

Other popular communication tools will be WhatsApp broadcasts, Facebook groups and Instagram Television. Project mapping and webcasts will increasingly be used to communicate key messages, educate audiences and drive sales. The use of 2D and 3D animation, infographics, animated pictures, art installations, game engines, Graphic Processing Unit (GPU) renders, motion caption and photo real visual effects will all be used to communicate with key stakeholders. Brand influencers will promote and sponsor event brands and products to target demographics using social media platforms, and sponsors will be happy to have their products endorsed on virtual platforms, without the need to shake hands in real time. All of these mechanisms will be used in the longer term to deliver hybrid event experiences and enhance audience engagement throughout all stages of the event cycle.

How this will roll out in real terms is still to be seen, but it is becoming increasingly evident; in future years event professionals will measure, evaluate and discuss the functionality and delivery of events in terms of pre and post 2020 and the global sea change brought about by this unprecedented occurrence. I hope you will reading enjoy this book and find it a useful and informative retrospective on how this innovative and comparatively new sector, we know as the events industry, has undergone radical transformation over the last twenty years and will continue to evolve and adapt at an even greater speed in future.

