

SUSS

SINGAPORE UNIVERSITY
OF SOCIAL SCIENCES



FEM207

Event Planning, Creation and Management

School of Science and Technology

Study Guide

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Course Guide

Event Planning, Creation And Management

1. Welcome



Presenter: Sally Ng

*This streaming video requires Internet connection.
Access it via Wi-Fi to avoid incurring data charges on your personal mobile plan.*

Click [here](#) to watch the video. ⁱ

Welcome to your study of FEM207 Event Planning, Creation and Management, a 5 credit unit (CU) course.

This Study Guide is divided into two sections – the Course Guide and Study Units.

The Course Guide provides a structure for the entire course. As the phrase implies, the Course Guide aims to guide you through the learning experience. In other words, it may be seen as a roadmap through which you are introduced to the different topics within the broader subject. This Guide has been prepared to help you understand the aim[s] and learning outcomes of the course. In addition, it explains how the various materials and resources are organised and how they may be used, how your learning will be assessed, and how to get help if you need it.

ⁱ https://d2jifwt31jehd.cloudfront.net/FEM207/IntroVideo/FEM207_Intro_Video.mp4

2. Course Description and Aims

This course aims to provide the foundations necessary to understand the issues on how to plan, create and implement a diverse range of events. The course covers areas such as strategic planning, creativity, operational resources, marketing and sponsorship, health, safety and risk management of events. In addition, students will be provided with a macro view of the events industry through considering policy issues related to events, and the basis for rational policy making in the events industry.

3. Learning Outcomes

Knowledge & Understanding (Theory Component)

By the end of this course, you should be able to:

1. Describe the different types of events
2. Demonstrate the ability to conceptualize, plan, manage and execute diverse range of events
3. Discuss the impact of government's interventions in events through public policy

Key Skills (Practical Component)

By the end of this course, you should be able to:

1. Identify the resources necessary for an event and managing these resources
2. Determine the worth of an event through reviewing its outcomes and impacts and benefits and costs
3. Analyze event needs and design creative, novel and interesting events

4. Learning Material

The following learning materials are required in order to complete the learning activities:

Event Management for Tourism, Cultural, Business and Sporting Events / Lynn van der Wagen, Pearson ISBN 978-1862595353

Event Studies: Theory, research and policy for planned events / Donald Getz, Butterworth-Heinemann ISBN 978-0750669597

5. Assessment Overview

The overall assessment weighting for this course is as follows:

Assessment	Description	Weight Allocation
Pre-Class Quiz	Pre-Class Quiz	6%
Assignment 1	Tutor-Marked Assignment 1	10%
Assignment 2	Tutor-Marked Assignment 2	14%
Examination	Final Examination	70%
TOTAL		100%

SUSS's assessment strategy consists of two components, **Overall Continuous Assessment (OCAS)** and **Overall Examinable Component (OES)** that make up the overall course assessment score.

- a. **OCAS:** The PCQs, TMA1 and TMA2 combined will constitute 100% of OCAS.
- b. **OES:** The Examination is 100% of this component.

To be sure of a pass result you need to achieve scores of at least 40% in each component. Your overall rank score is the weighted average of both components.

6. Course Schedule

To help monitor your study progress, you should pay special attention to your Course Schedule. It contains study unit related activities including Assignments, Self-assessments, and Examinations. Please refer to the Course Timetable in the Student Portal for the updated Course Schedule.

Note: You should always make it a point to check the Student Portal for any announcements and latest updates.

Study
Unit

1

Learning Outcomes

At the end of this unit, you are expected to:

- identify the various types of events that are staged globally
- identify the types of events that are commonly staged in Singapore
- identify the stakeholders that form the events industry
- explain the processes needed to plan, stage and manage an event
- describe the difference between commercialised and non-commercialised events

Overview

The events industry today is a multi-million dollar industry. Ranging from world-class events like the Olympics, World Cup Football, Rugby World Cup, Cricket World Cup, Formula 1 to local events like Chingay Parade, National Day Celebrations, Singapore Arts Festival, events world-wide contribute to the vibrancy of the communities. For world-class events, the economic contribution and spin-offs make them coveted events which major cities in the world would want to host.

Events are organised to create vibrancy within a community or in a city. While the reasons for staging events differ, the bottomline remains that a vibrant events calendar does contribute to the buzz in a city, for both locals and visitors. It supports efforts by tourism authorities in attracting visitors to the cities and at the same time, provides bragging rights to the host city of an international event.

As a tourist attraction, Singapore has limited attractions to continuously excite new and repeat visitors. As a result, creating local events and “importing” overseas events to Singapore are a key strategy to package Singapore as a vibrant and hip destination.

Over the last 15 years, the sports and arts industries in Singapore have received tremendous support by the government to grow local arts and events. In sports, the crown jewel was to land the hosting rights to stage the inaugural Youth Olympic Games in 2010. Yet another fillip in the domestic sports scene was to welcome Formula 1 to Singapore since 2008. The Sports Hub, ready by 2015, is another feather in the cap for the sports events industry.

The growth of the Arts industry is evident when the S\$600 million Esplanade – Theatres By The Bay was officially opened in 2002, to complement existing arts facilities and venues in Singapore. While arts appreciation remains more niche compared to sports, there are no lack of arts events and programmes island wide in Singapore today. The Resorts World Sentosa and Marina Bay Sands have definitely added on new venues to host bigger arts gigs from around the world.

Chapter 1: Key Event Concepts

Events can be broadly categorised according to these genres – cultural, sports, private and community. Examples of some events are:

Cultural	–	Arts Festivals, Chinese Opera, Jazz Festival
Corporate	–	Dinner & Dances, Company Anniversary Celebrations, Product Launches
Sports	–	Marathon, Formula 1, Asian Games
Private	–	Birthdays, Weddings, Anniversaries
Community	–	Charity, Community Walk and Run, Line Dancing
MICE	–	Meetings, Incentives, Conventions, Exhibitions

1.1 Various Types of Events in the World

Due to the commercialisation of the media and broadcast industries, consumers are now exposed to many different events at the flick of a TV channel. International and world-class events like the Summer Olympic Games, World Cup Football and Formula 1 are considered the top tier sporting events in the world.

Cultural events include various Arts Festivals and World Expo in the world, performances from various ethnic groups, International Music and Jazz Festivals and the likes.

Corporate events include Dinner & Dance and Company Anniversary Celebrations. A corporate event program involves activities planning, community projects, and other events set out to accomplish specific organizational goals and needs.

Private events range from birthday parties, weddings, anniversaries, graduation ceremonies and the likes.

Community events include line dancing, community runs and walks, fun fairs and bazaars, etc. that are held with the intention to bond people within a community.

MICE events include trade exhibitions and trade fairs, consumer fairs like IT Fair, Incentive Travel groups, conventions like the Rotary International Convention, World Bank Conference and Meetings that are organised by multi-national companies.

1.2 Types of Events that are Staged in Singapore

The events industry in Singapore has also grown steadily and over the last ten years, more international events are also making its way to Singapore. Recent events include:

Sports/Cultural	–	Youth Olympic Games (Inaugural)
Sports	–	Formula 1, Standard Chartered Singapore Marathon, Ironman
Exhibitions	–	Singapore Airshow, Singapore International Water Week, Food&Hotel Asia
Arts	–	Singapore Biennale
Performances	–	Andrea Bocelli @ Singapore Botanic Gardens, Cirque du Soleil
Conferences	–	World Orchid Conference
Corporate	–	Product Launches, Company Dinners, Teambuilding

The presence of these events did not happen by chance. It has to be well supported by a conducive environment within a city to enable the successful staging of the event. The industry must also be ready to accommodate the demands of such big-scale events.

Factors like public transportation, facilities and infrastructure, airlines and hotels, expertise of industry players, support from the community and local government, skill-sets of the people are just some areas which contribute to the success of an event.

1.3 Identify the Stakeholders in the Events Industry

The stakeholders in the events industry refer to other businesses that support the functions of an event. These include suppliers of products and service providers. Examples of these stakeholders are:

Government	Sponsors	Community
Participants / Performers	Spectators	Audio Visual Supplier
Multimedia Co.	Tent Supplier	Venues
Hotels	Contractor	Stand Builders
Caterers	Lighting Contractor	Advertising Agencies
Events Management Co	Associations and NGOs	Others

Collectively, the stakeholders support the staging and growth of a particular event. This is done through collaboration and most times, event owners pay a fee for services or products that are critical to support the staging of their events.

1.4 Plan, Stage and Manage an Event

Plan

“If you *fail* to plan, you *plan* to fail” – organising an event, small or large scale, requires planning. The event will not take place unless planning has taken place in advance. Depending on the scale of events, some event may take one week to plan while some major international events like the Olympics take at least eight years to plan, from announcement of the successful bid to host the Games, to the end of the Games.

What are the elements required in the planning of an event? There is no perfect template to plan an event successfully. However, most of the time, the planning is guided by critical factors that will at least ensure the event is being staged. The success of each event is

dependent on the key performance indicators (KPIs) the event owner or organiser may set for its own event.

When planning an event, these considerations need to be made:

WHEN – event details, date, time, year, duration (how many days or weeks)

WHO – who is the audience? Who are the participants and who are the spectators? For whom is this event planned? Who is the organising committee and who are the members of the committee?

WHERE – venue, where the event will be held. One location or multiple locations?

HOW MUCH – what is the budget for the event? Knowing the budget is critical as it determines the scale of the event. More importantly, it is necessary to know who will fund the event. How much does it cost to attend the event, is it free?

HOW – how to get there? Sometimes for big event like the Formula 1, it can be challenging to get to the event site with road closures and other diversions, so detailed directions are necessary.

WHAT – what is the concept? What is the dress code? What is the purpose of the event? Attendees would usually need as much information as possible to decide whether or not to attend the event, especially if it is a paid event.

WHICH – which suppliers and contractors to use? Determining the best partners and service providers contributes to the success of the event too. Working with suppliers and partners who understand your event concept will make the organisation smooth sailing. The advantage is that over time, these contractors are also able to offer more competitive rates due to long-term partnership with the event organiser.

Stage

Staging the event is the fun part. It beats weeks or months of planning as it means that it is show time. Whatever that has been planned for must now be executed during this stage. It is during the staging period that a decisive planning committee must execute what has been discussed and agreed upon during the planning stages.

During the staging period, a lot of issues may crop up, some according to plan while some that will surface unpredictably. Key to handling unpredictable issues is to deal with them in a calm and collected manner, and more importantly to rely on the good work that has been done during the planning stage.

A good event manager must be able to deal with all types of situations on event day, and a good event manager is one who can solve the problems on the spot. Having an experienced and decisive chairperson is important. Sometimes this may make or break an event, especially in the face of emergencies and crisis.

A good event chairperson must also delegate and empower the sub-committee chairpersons to make major decisions. No one event can the chairperson make all decisions, as some will be ground issues that could be best solved by people on the ground. Strategic guidance must be provided and the staff on the ground will then be committed to run the show.

Staging an event is not all a bed of roses. Murphy's Law usually strikes and anything that may fail, could fail. Hence, be prepared!

Manage

Managing an event means to be able to confidently ensure that the event runs from start to finish. Although the event starts on show day/time, the actual event began when the first day of planning began.

The success of an event is contingent on having an effective and committed organising committee, supported by good partners, sponsors, and capable suppliers and contractors.

There is no definitive guide as to how an event organising committee chairperson should manage the committee, but it is important that the committee comprises competent and decisive sub-committee chairpersons, to share the responsibility of managing the event with the organising committee's chairperson.

During the event, there will be a lot of grey areas and events are fluid, not static, hence the decision makers must have the ability to call the shots when needed.

Events management ranges from the most micro details to those that are at macro levels. It could range from what food to cater, which hotel to stay in, to details like deciding on a multi-million dollar event budget.

The event is still not over even when the event has ended. There will be tearing down of props and equipment, winding down, and a post-event meeting (post-mortem) must be conducted shortly after the event. During the post-mortem meeting, learning points must be shared, just as success factors are being shared. This is to ensure that the event improves at the following staging, and new members of the next committee will benefit from such comments.

1.5 Commercialised and Non-Commercialised Events



Lesson Recording

Watch Chunked Lesson Recording on [Commercialised and Non-Commercialised Events](#)

Some events are free to the public like community events organised by town councils, community clubs and public organisations (statutory boards), where the objectives of staging the events are to create awareness or to forge community and social bonding. For such events, typically the event will be funded by the organisers or sponsors that are brought in by the organisers. There is no commercial angle and value to these events. These are known as non-commercialised events.

Other examples of such events are private events like weddings, birthday parties, and anniversaries.

Most paid events are considered commercialised events. Think international world class events, like the Summer Olympic Games and the World Cup Football. The commercialisation of these events is evident just by looking at the broadcast aspects for these two events.

What happens is that such events are exciting and attractive enough for buyers of sports television programmes to acquire the programmes for broadcast purposes. It costs millions of dollars for the broadcast rights to these games, and event organisers commercialise these events by firstly acquiring the broadcast rights to the events, package the events, sell advertising space to companies, and monetise the profits when the revenue outweighs the cost of acquiring the programmes.

Events have commercial appeal because of the entertainment value. For example, it is the football stars and the skills of the footballers that make the Barclays Premier League an exciting and commercialised product. Comparing that with Singapore's S-League Football, you will see another football product with commercial potential, but with little money to be made. Hence, the commercial value of the S-League is dismal compared to that of the UK's premier league.

There are some key indicators which differentiate a commercialised versus and non-commercialised event. They are:

Venue – a nice and grand venue says a lot about the prestige of the event the organisers would like to portray. This is the reason why Formula 1 Singapore has a street circuit around main Marina Bay area, as opposed to somewhere in Tuas or Changi. The location of the venue is important, as most people are lazy to commute too far to attend an event.

Capacity – the venue capacity to accommodate the audience or spectators is an indication of how big the event could be. Lady Gaga could choose to stage her concert in a school auditorium or at the Marina Bay floating platform or at the Singapore Indoor Stadium. The final choice will shape how receptive the event would be in Singapore, on the assumption the tickets must be paid for.

Performers / Teams – the appeal of the performers or teams plays a big part in influencing potential spectators to want to firstly attend the event, and secondly to pay to attend the event. This is the reason why some concerts could play to full house while some could only manage a dismal turnout. Be it pop stars or sports stars, consumers are getting more sophisticated and will make their choices based on appeal of the performers.

Ticket Price – similar to the appeal of the performers, a good cast or team will be able to command higher ticket pricing. Case in point is the \$2 to \$5 ticket to watch an S-League football match in Singapore versus on average S\$100 for a ticket to watch Manchester United play Singapore some years ago.

Marketing Activities – commercialised events are usually well supported by sponsors, hence sponsors would want to leverage on the event to promote their company brand, products and services. VISA has a very strong association with the Olympics, just as Mastercard has a very strong association with the World Cup Football. During the lead up to both events, consumers from around the world will usually see a slew of advertising activities that are organised by VISA and Mastercard in association with their respective events. Non-commercialised events, on the other hand, will not have so much resources to conduct such above-the-line marketing activities, hence the awareness of these events is usually very low.

Sustainability of Event – a commercialised event usually has a longer lifespan due largely to the event having more resources devoted to it to ensure success. Ultimately, it boils down to how much financial resources are available to sustain the event. By and large, with support of corporations to sponsor an event, the resources will allow the organisers to better plan for an event and to engage the services of professionals to help execute the event. An event organiser who takes sponsorship monies from a sponsor to support the organisation of the event is accountable to the sponsor. That is the difference between a good and a mediocre event.



Activity 1

Pick an international event that was staged in Singapore recently. List down the stakeholders (specific company names where possible) that you think were involved in this event. Describe the roles and services that the stakeholders provided to contribute to the success of the event.



Activity 2

Compare the S-League Football with Barclays Premier League (England). What are the ingredients which contribute to the commercial appeal and success of the Barclays Premier League? Discuss.

Summary

This unit provides a brief overview to some key events concepts. When organising an event, clear objectives must be set out. Details must be forthcoming, and the most important ingredient is a committed, experienced and dedicated organising committee. Understanding how the event is funded is critical as most times, how big an event is will be dependent on how much money there is to fund the event.

It is good to understand who the different stakeholders are in the events industry. In the local context here, it is important to know and understand who these players are in the market. Some will be local companies while some will be from foreign countries.

Be it an arts event, corporates event or sports event, there are different motivations for staging different types of events. Commercialised events that are profitable will always be sustainable. The challenge will then be to sustain these events so they remain a regular feature in the events calendar.

Formative Assessment

1. Which ONE (1) of the following types of events best describes Singapore Airshow?
 - a. Sports.
 - b. Arts.
 - c. Conferences.
 - d. Exhibitions.

2. Which of the following factors does not contribute to the success of the annual IT Show?
 - a. Public transportation
 - b. Artiste appearance
 - c. Facilities and infrastructure
 - d. Expertise of industry players

3. Many roads are diverted or closed to accommodate Formula 1 in Singapore during race time. As such, it can be challenging for the audience to get to the event venue. The organiser will often include in the ticket package, a detailed circuit park map to inform audience of ways to get to the event venue.

Which of the following considerations is this gesture classified under?

- a. Where
 - b. Who
 - c. How much
 - d. How

4. "Events have commercial appeal because of the entertainment value." Which of the following is the best indicator for the commercial appeal of Barclays Premier League?
 - a. The venue of the event.
 - b. The teams participating in the event.

- c. The number of audience that the venue is able to accommodate.
 - d. The marketing activities done to promote the event.
5. Which of the following meetings will enable the sharing of learning points and success factors?
- a. Work-In-Progress Meeting.
 - b. Pre-Production Meeting.
 - c. Annual General Meeting.
 - d. Post-Mortem Meeting.
6. In addition to being an important key performance indicator of events, broadcast value can also be used as a classification of events. Which of the following events can be classified using broadcast value?
- a. Private and public events.
 - b. Commercial and non-commercial events.
 - c. Local and international events.
 - d. Profit and non-profit events.

Solutions or Suggested Answers

Formative Assessment

1. Which ONE (1) of the following types of events best describes Singapore Airshow?

a. Sports.

Incorrect. It is a form of competition. Refer to Study Unit 1 Section 1.2.

b. Arts.

Incorrect. It is a form of appreciation. Refer to Study Unit 1 Section 1.2.

c. Conferences.

Incorrect. It is a form of discussion. Refer to Study Unit 1 Section 1.2.

d. Exhibitions.

Correct. It is a form of showcasing. Refer to Study Unit 1 Section 1.2.

2. Which of the following factors does not contribute to the success of the annual IT Show?

a. Public transportation

Incorrect. The public transport network does contribute to the success of IT Show. Refer to Study Unit 1 Section 1.2.

b. Artiste appearance

Correct. The annual IT Show is a platform to showcase the latest IT and consumer electronics. Artiste appearance does not contribute to its success. Refer to Study Unit 1 Section 1.2.

c. Facilities and infrastructure

Incorrect. The exhibition facilities and infrastructure of the venue do contribute to the success of the IT Show. Refer to Study Unit 1 Section 1.2.

d. Expertise of industry players

Incorrect. The expertise of industry players is critical to the success of annual IT Show. Refer to Study Unit 1 Section 1.2.

3. Many roads are diverted or closed to accommodate Formula 1 in Singapore during race time. As such, it can be challenging for the audience to get to the event venue. The organiser will often include in the ticket package, a detailed circuit park map to inform audience of ways to get to the event venue.

Which of the following considerations is this gesture classified under?

- a. Where

Incorrect. Refer to Study Unit 1 Section 1.4.

- b. Who

Incorrect. Refer to Study Unit 1 Section 1.4.

- c. How much

Incorrect. Refer to Study Unit 1 Section 1.4.

- d. How

Correct. Refer to Study Unit 1 Section 1.4.

4. "Events have commercial appeal because of the entertainment value." Which of the following is the best indicator for the commercial appeal of Barclays Premier League?

- a. The venue of the event.

Incorrect. Refer to Study Unit 1 Section 1.5.

- b. The teams participating in the event.

Correct. The appeal of the BPL is dependent on the teams participating in the event. Refer to Study Unit 1 Section 1.5.

- c. The number of audience that the venue is able to accommodate.

Incorrect. Refer to Study Unit 1 Section 1.5.

- d. The marketing activities done to promote the event.

Incorrect. Refer to Study Unit 1 Section 1.5.

5. Which of the following meetings will enable the sharing of learning points and success factors?

a. Work-In-Progress Meeting.

Incorrect. Refer to Study Unit 1 Section 1.4.

b. Pre-Production Meeting.

Incorrect. Refer to Study Unit 1 Section 1.4.

c. Annual General Meeting.

Incorrect. Refer to Study Unit 1 Section 1.4.

d. Post-Mortem Meeting.

Correct. Refer to Study Unit 1 Section 1.4.

6. In addition to being an important key performance indicator of events, broadcast value can also be used as a classification of events. Which of the following events can be classified using broadcast value?

a. Private and public events.

Incorrect. Refer to Study Unit 1 Section 1.5.

b. Commercial and non-commercial events.

Correct. Refer to Study Unit 1 Section 1.5.

c. Local and international events.

Incorrect. Refer to Study Unit 1 Section 1.5.

d. Profit and non-profit events.

Incorrect. Refer to Study Unit 1 Section 1.5.

Study
Unit

2

Learning Outcomes

At the end of this unit, you are expected to:

- explain the basic principles when creating an event concept
- determine the target audience or the market
- identify the factors that determine the scale of an event
- explain the processes required to plan an event
- explain the eco-system of the events industry
- map out the Organising Committee for an event
- produce a budget statement for the proposed event
- identify the KPIs of an event, for evaluation purposes

Overview

Established international events like the World Expo, Cebit Fair, National Basketball Association League, NFL Football and the Olympics have taken a long time to establish their foothold in the global events market place. While some have continued to be successful events, some have fizzled out over time, due to lack of appeal and market demand, and the absence of the “wow” factor.

It is easier to create and organise an event, but it is more challenging to stage a successful first time event, and far more challenging to sustain the event over at least three stagings successfully. This chapter looks at the considerations or factors that are needed when developing an event concept, and what it takes to pull all the strings together when the event begins.

Chapter 2: Developing an Event Concept & Staging the Event

The inaugural Singapore Youth Olympic Games (SYOG) was an example of a world-wide event that was conceived to meet a gap in the sporting calendar in the world. It took members of the International Olympic Committee (IOC) over more than four years to moot the idea before reaching a decision through voting to endorse this new event.

Concept wise, the Youth Olympic Games (YOG) had the successful model in the Olympic Games it could follow and work on. After all, the sport disciplines for the Olympics have already been established. All the YOG needed to tweak was to change the qualifying age for a start, and then to decide how many competitors would be required to make up the field.

Scale wise, it may not be as huge as the Olympics, but the YOG certainly has the potential to grow in stature over the years. One challenge which the SYOG faced was to commercialise this new sports product in its infancy. Given the age range of the competitors from 15 to 18 years old, most of the competitors, with the exception of a few, were unknown faces in the international sports arena. Sponsors usually would prefer recognised faces to leverage on for publicity purpose.

Although the Youth Olympic Games will certainly grow bigger over time, due to the support of the IOC, many smaller events do suffer the fate of an early exit after one or even two stagings. It is simply not easy to sustain a new event in the first couple of years, not unless the event receives financial resources to underwrite all the costs.

Over in Singapore, the number of sports events has grown tremendously over the last 10 years, but at the same time, there were also many events that were organised once or twice but unfortunately, were not sustainable in the long run, primarily due to lack of support and funding.

As discussed in Chapter 1, the commercial viability of an event is the key to the longevity of an event. With strong backing and adequate resources, built on an attractive and unique

event concept, there is no reason why sponsors would not want to be associated with a good event.

On the other hand, when an event has been staged many runs, the sponsors or other partners may renew or review their interests in the event, and may not necessarily continue its association indefinitely. Of course, this usually happens when the sponsors might have exhausted all that it could to leverage on the event itself. Take, for example, the Standard Chartered Singapore Marathon.

When the bank started its association with the marathon in the early 2000s, it came in with slight apprehension as to how long it would want to sponsor the event. After two stagings, Standard Chartered Bank was convinced that its association with the marathon was a good one, hence it has remained a faithful title sponsor for this event.

Something must have been right for Standard Chartered Bank to remain such a loyal supporter of the marathon. The winning formula was in the event concept itself. What the bank wanted was an association with a top-class event that could reach out to the masses. By 2010, when 60,000 runners participated in the Standard Chartered Singapore Marathon, both organisers and sponsors knew that it was time to take the marathon to the next lap – to be a world class marathon like those in New York, Boston and London.



Activity 1

Event Concept

Refer to <http://www.marathonsingapore.com/>. List down some of the activities surrounding the marathon that make it a premier running event in Singapore. Discuss how these activities contributed to the event's success.

2.1 Understanding Basic Principles of Event Concepts

Chapter 1 covered the principles of event concepts. Applying these principles will shape how an event manager creates and develops an event concept, from start to fruition. While the success of an event can be attributed to different reasons, there is no standard guide on how to deliver a successful event. Each event has its unique selling points, and the experience derived from organising each event will help the event managers build on success factors and learning points to grow the events further in future.

There are numerous elements which need to be considered when developing an event concept. They include the purpose and objectives of the event, the event theme, the venue, the audience, financial management, the timing of the event and the skills of the team.

The most important of these is the purpose, although the purpose is strongly linked to both the theme and the venue.

Purpose and Objectives

The purpose of the event should drive all the planning. For example, if you were running a conference for financial planners, there could be two different purposes:

- To facilitate an exchange of information, bringing participants up to date
- To achieve a memorable out-of-body experience for financial planners in order to develop a positive association with a new software product

In setting objectives for an event, the mnemonic SMART used in project management can be used:

Specific

Measurable

Achievable

Realistic

Timely

When planning an event, be guided by SMART and work towards a successful event.

Event Theme

The theme of the event should be linked to the purpose / objective. It is the meaning behind for an event to occur. It should be compatible with guests' needs and consistent in all respects. The theme should be consistent and applied to all items produced for the event, such as tickets, programs, uniforms, décor, posters and merchandise. This helps attendees to identify with the event.

There are an endless number of potential themes, limited only by imagination and the client's budget. Some examples include:

- food
- artistic
- music and entertainment
- sports
- historical and cultural

Event Venue

There are many factors that need to be taken into consideration when selecting an event venue. The general strategy should be to aim for the best possible fit with the client's and the audience's needs at the lowest possible cost. If all other logistics (e.g.. staging, props, audio & visual, seating, more manpower etc.) have to be hired, it becomes difficult to justify the high cost of the event – even if the venue seems perfect in other ways.

Creativity

Event design is the creation, conceptual development and design of an event to maximise the positive and meaningful impact for the event's audience and/or participants. This implies that design is a critical tool for event management as it relates directly to

development of the event concept and experience, enabling the event manager to envision and implement the event.

However, experiences of events are highly personal; the purpose of any event is to suggest what experiences might be had (through theme and interpretation), facilitate positive experiences (through design of setting, programme, services and consumables), and to enable all parties to realize their goals. On the other hand, design and management also serves to minimize any undesired experiences.

When considering event design, it is important to consider and manage all aspects including the event theme, setting, services for quality and experiential impact.

2.2 Target Audience and Market

It is critical to begin with the end in mind. In this instance, when planning the concept for a new event, it is important to determine who the target audience is. For the Youth Olympic Games, clearly the target audience were the youths of the world where the participants were concerned; no doubt about that. However, in terms of supporters and spectators, the target audience could be anyone, from the young children to even the senior citizens.

After identifying the target audience, it is also necessary to decide where the event should be staged, or whom the event should be pitched to. This applies especially for commercialised events.

For example, it was not a simple decision for the International Olympic Committee (IOC) to decide on Singapore as the host country for the inaugural Youth Olympic Games (YOG). Formal bids from interested countries had to be submitted to the IOC, voting took place amongst the IOC members, and eventually, Singapore received the most number of votes to pip Moscow to be the inaugural host city for the YOG in 2010.

Critical mass is crucial in sustaining an event. Having a critical mass means that potentially there would be more participants or spectators who would attend the event, and these are paid spectators who would contribute to the revenue streams of the event. More importantly, having a huge spectator base also means that the event has the ability

to reach out to and also interest more people. This is especially important for new events.

Before the Formula 1 came to Singapore, it was a well known fact that the Formula One event enjoys one of the highest television ratings for a sports event. Spectatorship at other cities in Monaco and Melbourne suggested that there would be enough spectators who would attend the event if it was held in Singapore. True to this belief, when the Formula 1 was first staged in Singapore in 2008, tickets were sold out, and the event went on to be a successful first time event here.

For local events, the target audience is mainly the domestic crowd. For international events, the target audience is the world. Resources will therefore be required to promote the events in different countries.

There are two groups of participants or spectators: those who are already converted fans of the event, and another group which has yet to attend the event. An event like the Formula has regular followers who travel the world to watch the event. On the other hand, there is another group of new spectators who may not travel to watch the event, but since it is already being organised in their city, they may attend the event for the first time.

Comparing this to other smaller scale events which could barely sustain after a first staging, it will not be surprising to note that many times, such events were pitched at the wrong target audience, and amongst other reasons, there definitely was insufficient critical mass to support the event.



Activity 2

Success Factors

Compare Formula 1 In Singapore with the Singapore Slings (Basketball) games. Discuss the factors that attributed to the success of the former, and the dismal existence of the latter.

2.3 What Factors Determine the Scale of an Event

If we look at commercialised events, especially the new events, unless the event has a huge budget, it usually would start on a small scale and hope to grow in scale in its second or third staging.

When the Great Eastern 10km Women's Run was conceived in 2006, the organisers Enterprise Sports Group (ESG) started the event with a modest 3,000 runners. In 2010, at the fifth staging of the event, some 12,000 runners took part in the event, making it one of the biggest women's races in Singapore. What contributed to the growth of this event?

Event Budget– this is one of the main determinants of how big an event should be. The event budget is necessary to underwrite the entire event, therefore the organisers should not over-commit on the scale of the event if there is not enough funds to pay for the event. If the Youth Olympic Games did not receive funding and support from the government, it would not have taken on such a big scale for an inaugural event in Singapore.

Sponsors – sponsors are the key to event organisers, as sponsorships typically help drive certain aspects of an event. Cash sponsorship is ideal as it contributes to part of the revenue derived from the event. Funding support from sponsors will go a long way in providing additional financial resources to grow an event.

There are two types of sponsors: active and passive sponsors. An active sponsor will not only provide sponsorship monies to support the event, but also tap on its marketing and advertising budget to conduct activities to leverage on the event, to help market and promote the event. These leveraging activities usually involve above-the-line advertising activities which cost a lot, therefore without such support, an event will not have enough market penetration for promotional activities.

A passive sponsor is one who does not bother about doing its own leveraging activities to promote the event. Such a sponsor typically leaves the event owner or organisers to do their job. These could be sponsors who have long-standing relationship with the event organisers and have built a good understanding with the organisers to ensure the needful is done.



Activity 3

Sponsor's Involvement

Refer to <http://www.women10k.com/>

List down the types of activities Great Eastern is doing to help promote the women's run. Discuss how such promotional activities help in creating more awareness for the event and for the brand.

Event Appeal – the appeal of an event is important, as it should reach out to its various target audience. While the Great Eastern 10km Women's Run reaches out only to women participants, such a niche run for women only made the event more attractive to women runners. Competitors and athletes also contribute to the appeal of an event. Marquee names known to the public are good enough reasons to entice spectators to attend the events.

During the first Chingay Street parade on 4 Feb 1973, the People's Association (PA) teamed up with the Singapore National Pugilistic Federation to put up a grand show, depicting various aspects of Chinese culture.

Today, the Chingay street parade not only consist of local performing groups, it also features various foreign performing troupes. The annual street parade has become a national festival celebrated by locals and tourists alike.

Sustainability – event sustainability is a function of the Profit and Loss of the event. An event with more revenue than expenditure will certainly result in the sustainability of the event. Over time, as the event continues to be profitable year on year, the scale of the event will also grow correspondingly.

Event sustainability is also dependent on *critical mass*, especially events that require participants. When the Standard Chartered Singapore Marathon first started in 2002, few would have imagined that the event could be well supported by the running fraternity in Singapore. As the event grew in stature and overseas runners came to compete, the profile of the event shot up. Coupled by the increase in recreational runners and a more conducive environment in Singapore to sustain this running culture, the success of the marathon is evident in the 60,000 runners who participated in the event in 2010.

2.4 Event Planning Process



Lesson Recording

Watch Chunked Lesson Recording on [Event Planning Process](#)

The planning of an event sometimes began even before it was decided that the event would take place. It usually would start with some ideas that someone has, and eventually, with the passion and commitment to pursue the idea, an event is created and conceptualised.

Commercialised events usually would take at least one year to plan, while private events usually take a shorter time to plan. The entire process could start with deciding the theme or concept of the event, assembling the organising committee and its members, proposing venues, deciding on the date and time, making logistic plans, sourcing for suppliers and contractors, and other services. The list goes on.



Activity 4

Planning Process

Use the example of the National Day Parade held in Singapore on 9 August every year. List down the planning process and activities that are related to this event.

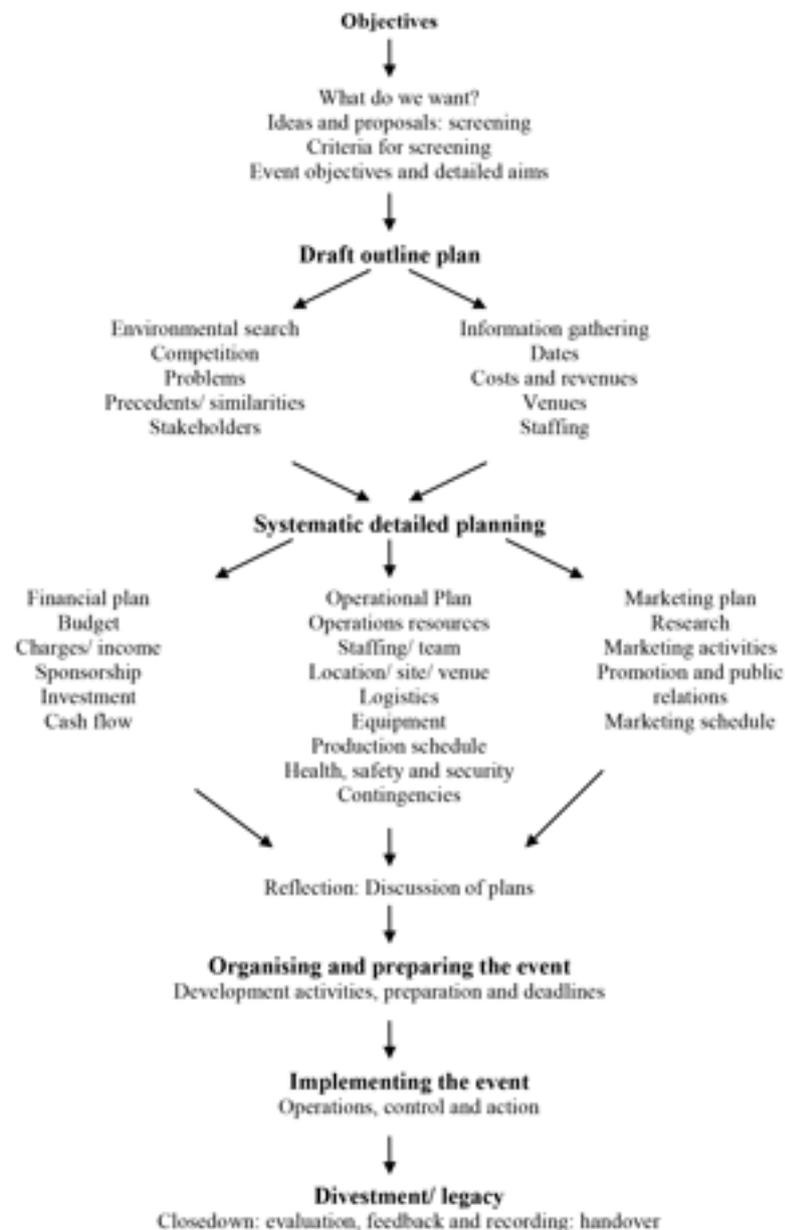


Figure 2.1 Events Planning Process

Click [here](#) for the PDF version

A timeline or Gantt chart is a very useful event planning tool to help the organiser keep track of the progress of the event organisation. It is most useful when milestones are set by a certain timeline and the Gantt chart will provide a clear indication of what has been done by a certain time.

The Gantt chart can be as detailed as possible. Not only does it reflect the event milestones, it can sometimes also include the area of responsibility by a certain sub-committee. This way, the onus is on the relevant sub-committees to take ownership and drive the project timeline accordingly.

2.5 Eco-system of the Events Industry

Just like the stakeholders of the events industry, the eco-system for the industry is broadly categorised by the following:

Sponsors				Volunteers
	Event Organisers		Participants	
		Event		
	Suppliers		Spectators	
Government				Venue

2.6 Organising Committee Chart and Roles

Major events warrant an Organising Committee (OC), with an OC Chairperson supported by various sub-committee chairpersons. An organisation chart is an 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 represented on an organisation chart. Figure 2.6 shows an OC Chart and the roles of each sub-committee.

Depending on the scale of the event, an organisation committee may comprise a small group of people, or it could also include a lot of people for a big event. Take the example of the Standard Chartered Singapore Marathon, where participants alone number 60,000 runners. If we include the family members, volunteers and working staff, we could well see 80,000 to 100,000 people on event day.

For the marathon to happen, the event organising committee involves a lot of people. Using Figure 2.1 as a guide, the organising committee will comprise various sub-committees, helmed by sub-committee chairpersons:

Chairperson / Deputy Chairperson – to lead the organising committee, decide on and make all final decisions pertaining to the event. The chairperson must be able to pull the strings together and run the committee effectively. The deputy is there to be the second in command.

Secretariat – there should be a secretariat to ensure meetings are scheduled, and key people are invited to attend meetings. The secretariat also provides notes of meetings.

Admin / Finance – will undertake all administrative matters for the event, HR recruitment, volunteer recruitment and management. The Finance person could be parked under this sub-com also. The finance person is the treasurer of the event, and keeps a tight reign on the event's bottomline.

Marketing – responsible for all marketing activities which also include production of all marketing collaterals. It is tasked to ensure the event has publicity and reaches out to the consumers.

Logistics – responsible for all logistic matters which include setting up and tearing down of event. Include sourcing for materials and equipment. This is done by managing contractors.



Figure 2.2 Organising Committee Chart

Safety – overall safety of the event. Includes preventing and mitigating all risks related to the event. Conduct risk-assessment and ensure there are resources to manage potential risks on the ground.

Food & Beverage – in charge of all the meal requirements for the event. To source for caterers and decide on the best type of food for the event.

Programme – ensure that the programmes for the entire event are well coordinated, and everything runs like clock-work during the event. To also ensure programmes that are organised fit well with the event profile and that sponsors and consumers will be pleased with the outcome.

Advertising and Promotions – to look into advertising and promotional activities to leverage on the event, to create awareness, and convert sales, sign-ups for the event.

Others – there could be other sub-committees, depending on the needs of different events. The bottomline is that each sub-committee must be clear of its roles, get the work done and support the main organising committee chairperson to deliver a successful event.

2.7 How to Prepare an Event Budget

The two key components of an event budget are the Revenue and Expenditure streams. These will determine if the event would potentially be profitable, break even or run at a loss.

Under the revenue portion, a listing of all revenue streams must be indicated. They include monies from registration fees, sponsorship and donation, and other income derived from the event.

Under the expenditure items, a listing of all expenses must be indicated too. They include expenses to be spent on purchasing all products and services necessary to facilitate the event.



Activity 5

Event Budget

Prepare a budget sheet to reflect the revenue and expenditure required to stage the Standard Chartered Singapore Marathon for Dec 2011.

2.8 Event Key Performance Indicators (KPIs)

The organising committee for any event must be guided by a clear set of key performance indicators during the initial stage of the event planning. Sometimes, KPIs are also imposed by partners and sponsors, hence it is good discipline to incorporate tangible and achievable targets for each event.

Some key performance indicators could include:

- No. of paid tickets
- No. of teams / participants
- No. of overseas visitors
- Media value
- Broadcast value
- No. of sponsors
- Dollar value of sponsorship
- Brand Value

- Event ticket sale

The absence of KPIs could lead to an event not having focus, and overtime, if not monitored properly, an event could lose its appeal if the organisers are not guided by some targets they should set for the event.

Summary

Many factors can contribute towards the success of an event. The success factors will drive the organisers to fulfil them, to better manage and grow the event. Market forces may at times determine the sustainability of an event, so the challenge is to always create a niche in each event, and to constantly seek to improve the appeal of the event.

Formative Assessment

1. Compare the success of Barclays Premier League (BPL) to the dismal existence of the S-League. Which of the following statements is NOT indicative of the success of the BPL?
 - a. The BPL has a stronger international crowd following compared to the S-League.
 - b. The BPL has sufficient critical mass to sustain the event compared to the S-League.
 - c. The S-League has a larger domestic crowd compared to BPL.
 - d. The S-League has a smaller number of converted fans compared to BPL.

2. Which ONE (1) of the following statements is true?
 - a. Event sustainability is dependent on international crowd.
 - b. Event sustainability is dependent on local domestic crowd.
 - c. Event sustainability is dependent on critical mass.
 - d. Event sustainability is dependent on converted fans of the event.

3. The two key components necessary in the preparation of an event budget are:
 - a. Profit and Loss.
 - b. Profit and Expenditure.
 - c. Revenue and Loss.
 - d. Revenue and expenditure.

4. Which ONE (1) of the following basic concepts must an event manager possess to be able to create an event that will maximise the positive impact for the target audience?
 - a. Purpose & Objectives.
 - b. Event Theme.
 - c. Event Venue.

- d. Creativity.
5. Which ONE (1) of the following sentences does not describe the role of Key Performance Indicators (KPIs) for events?
- a. KPIs provide organisers with a guided target in the planning of the event.
 - b. KPIs allow organisers to have a clear focus and to create an event that appeals to its target audience.
 - c. KPIs enable the organisers to gauge the sustainability of an event.
 - d. KPIs are particularly relevant to organisers in the execution stage of the event.
6. Which ONE (1) of the following is NOT a purpose of reflection in the event planning process?
- a. Consolidate opinions for contingency plans.
 - b. Refine budget.
 - c. Finalise on marketing schedule.
 - d. Gather learning points and areas for improvement.
7. The Mid-Autumn Festival is one of the most celebrated events in the Chinese calendar. In particular, the Mid-Autumn Festival Street Light-up at Chinatown attracts many visitors every year. Which of the following is NOT a KPI that a sponsor will impose on the event organiser of the Mid-Autumn Festival Street Light-up?
- a. Number of visitors
 - b. Broadcast value
 - c. Number of sponsors
 - d. Media value

Solutions or Suggested Answers

Formative Assessment

1. Compare the success of Barclays Premier League (BPL) to the dismal existence of the S-League. Which of the following statements is NOT indicative of the success of the BPL?
 - a. The BPL has a stronger international crowd following compared to the S-League.
Incorrect. Statement is correct. Refer to Study Unit 2 Section 2.2.
 - b. The BPL has sufficient critical mass to sustain the event compared to the S-League.
Incorrect. Statement is correct. Refer to Study Unit 2 Section 2.2.
 - c. The S-League has a larger domestic crowd compared to BPL.
Correct. Statement is incorrect. Refer to Study Unit 2 Section 2.2.
 - d. The S-League has a smaller number of converted fans compared to BPL.
Incorrect. Statement is correct. Refer to Study Unit 2 Section 2.2.

2. Which ONE (1) of the following statements is true?
 - a. Event sustainability is dependent on international crowd.
Incorrect. Refer to Study Unit 2 Section 2.3.
 - b. Event sustainability is dependent on local domestic crowd.
Incorrect. Refer to Study Unit 2 Section 2.3.
 - c. Event sustainability is dependent on critical mass.
Correct. Statement is correct. Refer to Study Unit 2 Section 2.3.
 - d. Event sustainability is dependent on converted fans of the event.

Incorrect. Refer to Study Unit 2 Section 2.3.

3. The two key components necessary in the preparation of an event budget are:

a. Profit and Loss.

Incorrect. Refer to Study Unit 2 Section 2.7.

b. Profit and Expenditure.

Incorrect. Refer to Study Unit 2 Section 2.7.

c. Revenue and Loss.

Incorrect. Refer to Study Unit 2 Section 2.7.

d. Revenue and expenditure.

Correct. Refer to Study Unit 2 Section 2.7.

4. Which ONE (1) of the following basic concepts must an event manager possess to be able to create an event that will maximise the positive impact for the target audience?

a. Purpose & Objectives.

Incorrect. Refer to Study Unit 2 Section 2.1.

b. Event Theme.

Incorrect. Refer to Study Unit 2 Section 2.1.

c. Event Venue.

Incorrect. Refer to Study Unit 2 Section 2.1.

d. Creativity.

Correct. Refer to Study Unit 2 Section 2.1.

5. Which ONE (1) of the following sentences does not describe the role of Key Performance Indicators (KPIs) for events?

a. KPIs provide organisers with a guided target in the planning of the event.

Incorrect. Statement is correct. Refer to Study Unit 2, Section 2.8.

- b. KPIs allow organisers to have a clear focus and to create an event that appeals to its target audience.
Incorrect. Statement is correct. Refer to Study Unit 2, Section 2.8.
- c. KPIs enable the organisers to gauge the sustainability of an event.
Incorrect. Statement is correct. Refer to Study Unit 2, Section 2.8.
- d. KPIs are particularly relevant to organisers in the execution stage of the event.
Correct. KPIs are relevant in all stages of event planning and execution. Refer to Study Unit 2, Section 2.8.
6. Which ONE (1) of the following is NOT a purpose of reflection in the event planning process?
- a. Consolidate opinions for contingency plans.
Incorrect. Statement is correct. Refer to Study Unit 2, Section 2.4.
- b. Refine budget.
Incorrect. Statement is correct. Refer to Study Unit 2, Section 2.4.
- c. Finalise on marketing schedule.
Incorrect. Statement is incorrect. Refer to Study Unit 2, Section 2.4.
- d. Gather learning points and areas for improvement.
Correct. Refer to Study Unit 2, Section 2.4.
7. The Mid-Autumn Festival is one of the most celebrated events in the Chinese calendar. In particular, the Mid-Autumn Festival Street Light-up at Chinatown attracts many visitors every year. Which of the following is NOT a KPI that a sponsor will impose on the event organiser of the Mid-Autumn Festival Street Light-up?
- a. Number of visitors
Incorrect. Refer to Study Unit 2, Section 2.8.
- b. Broadcast value

Correct. Event will have media value instead of broadcast value. Refer to Study Unit 2, Section 2.8.

c. Number of sponsors

Incorrect. It is one of the aspects affected. Refer to Study Unit 2, Section 2.8.

d. Media value

Incorrect. Mid-Autumn Festival Street Light-up will have media value but not broadcast value. Refer to Study Unit 2, Section 2.8.

Study
Unit

3

Learning Outcomes

At the end of this unit, you are expected to:

- explain the magnitude of various types of events, e.g. Local vs International events
- identify the basic equipment and facilities needed to facilitate staging of events
- determine the types of approvals, permits or licences that are required from local authorities to facilitate staging of events
- describe the different groups of industry players that are required to support an event, e.g. volunteers, full time staff, technical staff, suppliers, contractors, etc.
- identify the steps that are necessary to source for workers and volunteers
- demonstrate how to prioritise and manage resources required to stage an event

Overview

The growth of the events industry in Singapore is evident as more international and world-class events come to our shores. With new venues like Resorts World Sentosa and Marina Bay Sands, more event space has been added to Singapore.

Over the years, the transfer of knowledge by overseas to local companies has since been a healthy rejuvenation in the events industry, where more local companies are set up and organising events that once were the domain of the overseas companies. The Formula 1, Youth Olympic Games and Standard Chartered Singapore Marathon are examples of events where over time, expertise and transfer of knowledge took place, and more locals are now exposed to being part of the organising team for such events.

Human resource remains Singapore's valuable asset, and it is in this aspect that focus is given to understand how resources can be efficiently managed during the staging of an event in Singapore.

Two groups of event staff stand out, the volunteers and the technical staff. Volunteers are important to support mega events. In Singapore, most of the volunteers are school students from secondary schools to tertiary institutions like polytechnics and universities.

The other group of volunteers are the technical experts or staff from the relevant associations. Technical staff are necessary as they facilitate the event by providing technical support for the event. An example is during a football match, there must be technical officials like referees, linesmen, and officials from the local football association. Some of these officials are paid staff, while some are office bearers of the association but are not paid. Hence, they are also regarded as volunteers.

Chapter 3: Human & Physical Resource Management

Optimising resources is integral in any major events. Not every country can emulate the success of the Beijing Olympics in 2008, where the world saw how China capitalised on the Olympics to signify its “arrival” on the world stage. What struck most people was the way the organisers activated and galvanised the participants and volunteers from China who were part of the Olympics. It was truly a world-class effort in organising such a major event in the world.

In any mega event, volunteers form a critical group of staff whose support is required. Not all organisers can afford to pay everyone for work done. Using volunteers is an opportunity to expose volunteers to the event, where they can observe and learn while helping out. Volunteers usually look forward to such opportunities as it means that instead of paying to attend the events, they could now be in the thick of action and help at the same time. Some would appreciate the opportunity to also get up close and personal to the competitors or artistes of the event.

In Singapore, the National Volunteer and Philanthropy Centre (NVPC), established in 1999, is the national body to promote volunteerism and philanthropy. In the early 2000s, when bigger events are being organised in Singapore, the NVPC was instrumental to help set up some volunteer guidelines to assist event organisers. This ensured that while volunteers provided support for events, they were also fairly compensated so they were not exploited to work for free for event organisers.

3.1 Understanding the Resource Requirements of an Event

The Standard Chartered Singapore Marathon, OCBC Cycle and the Singapore Youth Olympic Games are examples of major events that were resource intensive. While most events are spread over 2 to 3 days, events like the Singapore Youth Olympic Games, World Cup Football and most other world cup events usually span between six and eight weeks

to stage. At such a level, it is a very intensive exercise to be involved with large-scale event operations, day in day out over such a long period.

It is important not only to note the duration each event spans, but an in-depth understanding of the resources required and how best to deploy and optimise these resources are critical in ensuring smooth operations and the success of the event.

The duration of each event dictates how much resources are needed. Human resources will include full time event organisers, committee members and all helpers and volunteers. Physical resources will include venues, equipment and supplies that are essential to ensure the event needs are met to facilitate a successful staging.



Activity 1

Look at the human resources required to organise

- a. Standard Chartered Singapore Marathon,
- b. Beijing Olympics.

List down the various roles of helpers required and estimate the number of helpers required for the events.

3.2 Basic Equipment and Facilities

Depending on the types of events, there are certain equipment and facilities that would be necessary to support the staging of the events. Indoor sports and concerts would require an indoor arena, road races for cycling and running would require outdoor tracks, and football tournaments would require football stadia.

At the Youth Olympic Games, venues and stadia island-wide were used to accommodate the technical requirements to stage respective sports events. For example, the rowing and

canoeing disciplines were held at the Marina Barrage Reservoir by Gardens By The Bay, while the football tournament was held in a few football stadia around Singapore.

For events like marathons and cycling events, it is critical to maintain a competition area which is out of bounds to the public. Not only are such events labour intensive, it is also contingent on contractors being able to provide and manage equipment like barricades (water barricades or railings) to shape the race route, while at the same time, keep out the non-participants.

Equipment necessary to facilitate events are diverse. They can range from walkie talkies, mobile phones, barricades, lights, audio equipment, vehicles, safety equipment, balls, goal posts, etc. depending on the nature of the event. All these are prepared by the logistics sub-committee and competition sub-committee which will ensure that the necessary equipment is provided for to stage the events.

Facilities refer to sites that are used to host the events. They can include small function rooms, outdoor parks, as well as stadia, exhibition and convention centres and concert halls. Staging events and using event sites mean that costs will be involved in renting the event sites. Securing the availability of event sites is one of the key considerations in the planning stage.

In Singapore, there were only limited indoor concert halls for staging good productions before Marina Bay Sands and Resorts World Sentosa were ready. Singapore Indoor Stadium and The Esplanade were popular venues for staging musicals. Cost issue would be a point of consideration as rental at Singapore Indoor Stadium would be slightly lower than that of The Esplanade, due to the latter being a newer venue with better facilities and amenities.

Organisers would always try to stay within the budget and where possible spend less where possible. All things being equal, renting a venue at a lower cost would be preferred, provided the venue is available for the entire duration of the event.



Activity 2

Pick one major event of your choice. List down different equipment and facilities required to support the staging of the event.

3.3 Understanding the Magnitude of an Event



Lesson Recording

Watch Chunked Lesson Recording on [Understanding the Magnitude of an Event](#)

Organisers need to anticipate the magnitude of an event, based on a few factors, not in order of merit:

- No. of participants who have signed up
 - This refers to events that are dependent on signed and paid participants.
- Popularity of the event, the artistes, performers, teams, etc.
 - The event's popularity depends on the performers, athletes, stars, be they team or solo performances.
 - A Michael Buble concert at the Singapore Indoor Stadium in March 2011 was a sell-out, while a concert featuring grade B performers may not warrant a sell-out concert. So the organisers must be realistic when managing their expectations for the event.
- Is it a new event or repeat event
 - Repeated events will give the organisers a sense of its previous performance, so it will provide a good gauge on the scale of the event.

- A new event usually starts off on a conservative note, unless the organisers are very sure it will be an instant success. Having sufficient budget to underwrite the event is also a critical factor.
- No. of tickets to be sold
 - Selling tickets contributes to the revenue source of an event. An event with anticipated demand should be able to draw the crowd to a paid event, provided the ticket pricing is reasonably priced and competitive.
 - Selling to corporate for corporate boxes also add to the ticketing revenue. A good event will also attract companies to host their clients and guests at major events. The demand for such corporate tickets is an indication of the scale of the event too.
- Types of facilities and how many venues are required
 - The venues and facilities required will also determine the scale of an event.
 - In Singapore, the usual venues for concerts and musicals are at Singapore Indoor Stadium, Suntec Centre, The Esplanade, Singapore Expo, Victoria Theatre and Concert Hall and newly built Marina Bay Sands and Resorts World Sentosa halls. Outdoor concert venues include Fort Canning Park, and sometimes Singapore Botanic Gardens.
 - Mega events may require more than one venue. When the CommunicAsia exhibition and conference needed more space to meet the demands of exhibitors, it had to use both the Suntec Centre and Singapore Expo. This is one of the reasons why Singapore Expo built an additional 4 halls with 40,000 sqm of extra space to cater to such an event.
- Is it indoors or outdoors
 - Outdoor sports events like the OCBC Cycle, OSIM Triathlon and Standard Chartered Singapore Marathon are held outdoors. Circuits comprising 42km running route and 40km cycling route could only take place in outdoor areas which include the parklands.

- Such mass events are clear examples of big-scale events where a lot of event space is required. It also means that multiple event sites would be necessary.
- The Youth Olympic Games was another example of an event requiring multiple event sites ranging from sports stadia, to reservoirs and indoor and outdoor courts. The long duration of the event also required shift work done by the staff and volunteers.
- Open-terrain events therefore require more manpower compared to indoor events. As a result, it is important to have a large crew of volunteers to support full time event staff.
- Sponsors' and partners' expectations of the event
 - Event organisers need to manage expectations of their sponsors and partners who may have invested financial resources to support the events.
 - Usually, when a multi-national corporation supports an event, it is an indication that the event concept must be worth the investment of the company, and usually it means the event has potential to do well.
- Duration of event
 - An event's duration is a reflection of the event's scale.
 - For private events, a typical birthday celebration will take couple of hours, while a wedding may take one or two days to stage.
 - Major events like musicals, concerts, sports championships may take at least one week to stage, so it definitely means that the resources poured in to stage the events will make them significant events.
- Profile of guests especially invited and corporate guests
 - The profile of guests also influences how big and important an event is. For example, when politicians grace certain events, it means that there is some significance attached to the event.
 - Corporations who support and attend events provide a "sleek" dimension to the event, compared to events which are solely dependent on community

participation. A combination of private and public sector participation is ideal.

- Who the Guest of Honour is
 - Who the guest of honour is a good indication of the event profile and the magnitude of the event. If Minister Mentor Lee Kuan Yew is the guest of honour for an event, it is, without doubt, a significant event as his presence will boost the event profile.
 - Mega events are usually graced by politicians or public figures to raise the event profile.
- What is the event budget set aside to run the event
 - The event budget dictates how much the organisers can do for an event.
 - Having a skeletal budget will only ensure the necessities are provided for, whereas a bigger event budget will allow the organisers access to more and better resources for the event.
 - Although higher costs do not directly imply bigger events, it simply relates to the fact that when an event like the marathon is spread out on a 42km outdoor terrain, a lot of resources need to be in place to ensure it is executed properly.

3.4 Sourcing for Workers and Volunteers

Understanding the scale of an event will allow the organisers to anticipate and plan for helpers and workers for the event. For a mega event, it is not possible to hire every helper on a full time and paid basis. It will be a strain on the event budget. During the Singapore Youth Olympic Games, volunteers from the civil service were activated to provide support towards this event. Even within the student community, almost all secondary schools and tertiary institutions had to provide volunteers to support this massive event.

For our annual National Day Parade, the Singapore Armed Forces activates an entire brigade to organise the parade, taking 12 months of preparation and 3 months of

rehearsals at the event venue. In addition to this, many volunteers and participants from community groups, civil service, schools are galvanised to be part of the event.

As the result of the growth of the events industry, the number of volunteers for events has also risen over the years. This is a healthy sign, as it means that the organisers will be able to tap on a pool of very experienced volunteers who will be familiar with the operations of the events that they have been helping in. What differentiates the volunteers is that they do not work for monetary remuneration. Instead, most of them volunteer because they have an interest in the particular events.

While the NVPC could provide a contact point to assist in the management of volunteers, it is usually up to the event organisers to seek out their own volunteers. As the culture for volunteering picks up, schools are encouraging students to embrace volunteerism by making it necessary for them to be involved in community projects, which include volunteering in events.

Besides students, we are now seeing retirees and even working adults who are volunteering in events. For events like Formula 1, where safety is an issue, adult volunteers are preferred, and this is an event where, for the experience of being involved in such a major sporting event, volunteers have even been known to pay to be road marshals. Careful selection on the part of the organisers is critical, as such volunteers usually would be called upon not on a one-off basis, but every time the event is staged in Singapore.

For events like the Youth Olympic Games, because it was the first time such an event was staged in Singapore, some staff from overseas were hired to be in the organising committee, which comprised staff from the Singapore Youth Olympic Games office. People from overseas with previous working experience in major sports and games especially at the Olympics, formed the nucleus of the core organising committee.

3.5 Prioritise and Manage Resources

As the organisers dwell deeper into the organisational aspects of the event, it is important to prioritise and manage resources efficiently. This is necessary especially when dealing with a lot of volunteers and a large pool of staff and workers.

Volunteer management is important. Again, this relates to effective management of the event organising committee. Without good management, volunteers may find themselves lost and with no specific tasks to perform on event days. This is poor allocation and management of volunteer resources. The herd mentality may prevail if no clear roles are provided. This is especially so when dealing with younger school students.

The NVPC in the early 2000s supported the Standard Chartered Singapore Marathon by developing a comprehensive volunteers' guide. Today, such a guide is still being used, and this has contributed to raising the profile of volunteerism in Singapore.



Activity 3

Develop a Volunteers Guide for an event of your choice. List down the critical areas and basic etiquette volunteers should observe.

Prioritisation of issues will also help the committee shape the decisions required for the event. The decisions are in turn shaped by the event KPIs. It is the responsibility of the organising committee chairperson to empower the sub-committee chairpersons to make decisions so that respective teams in the committee will be efficient and meet the timeline as planned for the event.

Summary

As Singapore gears up to host more international events, with new event venues like those in Resorts World Sentosa, Marina Bay Sands and the Sports Hub @ Kallang, optimal resource management is a must.

As event managers, they face the challenge is to deliver maximum output with minimum resources; be it from in-house or external support. A resourceful and independent event manager will certainly contribute to the success of an event.

Keeping abreast of the latest venues and facilities in Singapore will provide organisers better options where venues are concerned. While Singapore's prized assets are its human resource, good and effective management of human and physical resources will help organisers streamline its operations.

Volunteer management is still an area where improvements can be made. While there is an over reliance on students to be volunteers for most events, Singapore has yet to extend this to senior citizens and retirees. At the Honolulu Marathon in Hawaii and the Gold Coast Marathon in Australia every year, the bulk of the volunteers are the retirees and senior citizens. What is amazing is that most of these volunteers are passionate about their work and they regard this as a means to contribute to the community and towards the event.

In Singapore, volunteers and organisers are frequently still quibbling over issues like allowances and compensation for volunteers. There is still a lot to learn about volunteer management and more importantly, there is a real need to inculcate a spirit of community bonding through acts of volunteering.

Formative Assessment

1. Which ONE (1) of the following sentences is FALSE?
 - a. The number of tickets sold can be used as a gauge of the magnitude of the event as well as an event key performance indicator.
 - b. Organisers are unlikely to use the budget set aside for the event as a key performance indicator.
 - c. The profile of Guest of Honour is more often used as a key performance indicator than to measure the magnitude of an event.
 - d. The duration of an event is more often used to gauge the magnitude of an event than as a key performance indicator.

2. Formula 1 in Singapore recruits a large number of volunteers for its night race every year. Which of the following groups of volunteers are likely to be recruited?
 - i. Tertiary institute students.
 - ii. Secondary school students.
 - iii. Volunteers with industry experience.
 - iv. Retirees.
 - a. i & iv.
 - b. i, ii & iii.
 - c. i & iii only.
 - d. All of the above.

3. Arrange the following events by its magnitude, starting from the highest to the lowest.
 - i. United States of America President Mr Barack Obama on a diplomatic visit to Singapore.
 - ii. Minister for Transport Mr Lui Tuck Yew officiating the opening ceremony of two integrated family service centres in Guangzhou.

- iii. Temasek Holdings Chief Executive Officer Ms Ho Ching speaking to reporters at the Temasek Review annual report press conference.
 - iv. Former Minister Mentor Mr Lee Kuan Yew attending Singapore National Day Parade.
 - a. i, iv, ii, iii
 - b. iv, i, ii, iii
 - c. i, iii, iv, ii
 - d. iv, ii, I, iii
4. Stage, lights and sound are three critical elements in the staging of an event. In which order should the elements be brought in to facilitate the set up for the event?
- a. Stage, lights, sound.
 - b. Lights, sound, stage.
 - c. Sound, lights stage.
 - d. Stage, sound, light.
5. Youth Olympics was held in Singapore in 2010 while the Sea Games will take place in Singapore in 2015. Both are mega events that put Singapore in the spotlight. Which of the following statements does not give an accurate gauge of the scale of both events?
- a. The Youth Olympics involves teams from countries around the world while SEA Games only involves participating teams from countries in the South East Asia region, indicating that the Youth Olympics is of a larger scale than SEA Games.
 - b. The SEA Games will take place in the newly renovated stadium with a larger capacity. This difference in capacity indicates that it is of a larger scale than the Youth Olympics.
 - c. Both SEA Games and Youth Olympics require multiple sites and venues for different sports, indicating both are of significant scale.
 - d. The inaugural Youth Olympics in Singapore will be able to give the organisers a more accurate gauge in the planning of the next Youth Olympics in Nanjing.

6. Since its inception, the IT Show has been held at Suntec Convention and Exhibition Centre. However, organisers have shifted the venue to Marina Bay Sands Convention Centre in 2013 and 2014. Which one of the following is NOT a possible reason for the shift?
- a. MBS is a more convenient location with a MRT station beneath the building.
 - b. MBS is a new option for event space in Singapore.
 - c. MBS has a myriad of hospitality facilities for overseas guests.
 - d. MBS has a smaller exhibition space and thus cheaper rental.
7. Which ONE (1) of the following statements gives audience a gauge that an event is NOT of significant magnitude?
- a. International artiste Bruno Mars will be holding his first concert in Singapore!
 - b. The dialogue is held to facilitate an exchange of views between the community leaders.
 - c. Singapore Airlines (SIA) has signed a deal to become the official title sponsor for the Formula One Singapore Grand Prix.
 - d. The annual nation-wide recycling drive is in its 8th year running.

Solutions or Suggested Answers

Formative Assessment

1. Which ONE (1) of the following sentences is FALSE?
 - a. The number of tickets sold can be used as a gauge of the magnitude of the event as well as an event key performance indicator.
Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.3.
 - b. Organisers are unlikely to use the budget set aside for the event as a key performance indicator.
Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.3.
 - c. The profile of Guest of Honour is more often used as a key performance indicator than to measure the magnitude of an event.
Correct. Guest of Honour is used as a gauge for event magnitude than a key performance indicator. Refer to Study Unit 3 Section 3.3.
 - d. The duration of an event is more often used to gauge the magnitude of an event than as a key performance indicator.
Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.3.

2. Formula 1 in Singapore recruits a large number of volunteers for its night race every year. Which of the following groups of volunteers are likely to be recruited?
 - i. Tertiary institute students.
 - ii. Secondary school students.
 - iii. Volunteers with industry experience.
 - iv. Retirees.
 - a. i & iv.
Incorrect. As safety is a concern, adult volunteers and volunteers with industry experience are preferred. Refer to Study Unit 3 Section 3.4.

- b. i, ii & iii.

Incorrect. As safety is a concern, adult volunteers and volunteers with industry experience are preferred. Refer to Study Unit 3 Section 3.4.

- c. i & iii only.

Correct. As safety is a concern, adult volunteers and volunteers with industry experience are preferred. Refer to Study Unit 3 Section 3.4.

- d. All of the above.

Incorrect. As safety is a concern, adult volunteers and volunteers with industry experience are preferred. Refer to Study Unit 3 Section 3.4.

3. Arrange the following events by its magnitude, starting from the highest to the lowest.

- i. United States of America President Mr Barack Obama on a diplomatic visit to Singapore.
- ii. Minister for Transport Mr Lui Tuck Yew officiating the opening ceremony of two integrated family service centres in Guangzhou.
- iii. Temasek Holdings Chief Executive Officer Ms Ho Ching speaking to reporters at the Temasek Review annual report press conference.
- iv. Former Minister Mentor Mr Lee Kuan Yew attending Singapore National Day Parade.

- a. i, iv, ii, iii

Correct. An event's magnitude is indicated by the profile of the Guest of Honor. United States has the world's largest economy and her President is highly regarded in the world. Refer to Study Unit 3 Section 3.3.

- i. **United States has the world's largest economy and her President is highly regarded in the world.**
- ii. **Minister has a lower standing compared to MM Lee Kuan Yew.**

- iii. **Even though Ms Ho Ching is the wife of Prime Minister Lee Hsien Loong, she does not hold any titles in the parliament and is not a Minister.**
- iv. **Former MM Mr Lee is held in high regards even though he is no longer in the cabinet. He is still a member of parliament.**

b. iv, i, ii, iii

Incorrect. Refer to Study Unit 3 Section 3.3.

- i. United States has the world's largest economy and her President is highly regarded in the world.
- ii. Minister has a lower standing compared to MM Lee Kuan Yew.
- iii. Even though Ms Ho Ching is the wife of Prime Minister Lee Hsien Loong, she does not hold any titles in the parliament and is not a Minister.
- iv. Former MM Mr Lee is held in high regards even though he is no longer in the cabinet. He is still a member of parliament.

c. i, iii, iv, ii

Incorrect. Refer to Study Unit 3 Section 3.3.

- i. United States has the world's largest economy and her President is highly regarded in the world.
- ii. Minister has a lower standing compared to MM Lee Kuan Yew.
- iii. Even though Ms Ho Ching is the wife of Prime Minister Lee Hsien Loong, she does not hold any titles in the parliament and is not a Minister.
- iv. Former MM Mr Lee is held in high regards even though he is no longer in the cabinet. He is still a member of parliament.

d. iv, ii, I, iii

Incorrect. Refer to Study Unit 3 Section 3.3.

- i. United States has the world's largest economy and her President is highly regarded in the world.
 - ii. Minister has a lower standing compared to MM Lee Kuan Yew.
 - iii. Even though Ms Ho Ching is the wife of Prime Minister Lee Hsien Loong, she does not hold any titles in the parliament and is not a Minister.
 - iv. Former MM Mr Lee is held in high regards even though he is no longer in the cabinet. He is still a member of parliament.

4. Stage, lights and sound are three critical elements in the staging of an event. In which order should the elements be brought in to facilitate the set up for the event?
 - a. Stage, lights, sound.
Correct. Refer to Study Unit 3 Section 3.2.
 - b. Lights, sound, stage.
Incorrect. Refer to Study Unit 3 Section 3.2.
 - c. Sound, lights stage.
Incorrect. Refer to Study Unit 3 Section 3.2.
 - d. Stage, sound, light.
Incorrect. Refer to Study Unit 3 Section 3.2.

5. Youth Olympics was held in Singapore in 2010 while the Sea Games will take place in Singapore in 2015. Both are mega events that put Singapore in the spotlight. Which of the following statements does not give an accurate gauge of the scale of both events?
 - a. The Youth Olympics involves teams from countries around the world while SEA Games only involves participating teams from countries in the South East Asia region, indicating that the Youth Olympics is of a larger scale than SEA Games.
Incorrect. Statement is right. Refer to Study Unit 3 Section 3.3.

- b. The SEA Games will take place in the newly renovated stadium with a larger capacity. This difference in capacity indicates that it is of a larger scale than the Youth Olympics.

Correct. Statement is wrong. Refer to Study Unit 3 Section 3.3.

- c. Both SEA Games and Youth Olympics require multiple sites and venues for different sports, indicating both are of significant scale.

Incorrect. Statement is right. Refer to Study Unit 3 Section 3.3.

- d. The inaugural Youth Olympics in Singapore will be able to give the organisers a more accurate gauge in the planning of the next Youth Olympics in Nanjing.

Incorrect. Statement is right. Refer to Study Unit 3 Section 3.3.

6. Since its inception, the IT Show has been held at Suntec Convention and Exhibition Centre. However, organisers have shifted the venue to Marina Bay Sands Convention Centre in 2013 and 2014. Which one of the following is NOT a possible reason for the shift?

- a. MBS is a more convenient location with a MRT station beneath the building.

Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.2.

- b. MBS is a new option for event space in Singapore.

Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.2.

- c. MBS has a myriad of hospitality facilities for overseas guests.

Incorrect. Statement is correct. Refer to Study Unit 3 Section 3.2.

- d. MBS has a smaller exhibition space and thus cheaper rental.

Correct. MBS has a larger exhibition space than Suntec Convention and Exhibition Centre. Refer to Study Unit 3 Section 3.2.

7. Which ONE (1) of the following statements gives audience a gauge that an event is NOT of significant magnitude?

- a. International artiste Bruno Mars will be holding his first concert in Singapore!
Incorrect. Popularity of international artiste indicates concert is a huge event.
Refer to Study Unit 3 Section 3.3.

- b. The dialogue is held to facilitate an exchange of views between the community leaders.
Correct. A dialogue is held between a limited number of participants, indicating it is of a small scale. Refer to Study Unit 3 Section 3.3.

- c. Singapore Airlines (SIA) has signed a deal to become the official title sponsor for the Formula One Singapore Grand Prix.
Incorrect. Presence of world renowned title sponsor indicates event is of mega scale. Refer to Study Unit 3 Section 3.3.

- d. The annual nation-wide recycling drive is in its 8th year running.
Incorrect. Event is repeated for 8 years, indicating it is of significant scale.
Refer to Study Unit 3 Section 3.3.

Study
Unit

4

Learning Outcomes

At the end of this unit, you are expected to:

- explain the need for marketing
- describe features of event marketing
- explain the process of event marketing
- describe elements of an event marketing mix
- illustrate how sponsorship benefits both events and sponsors
- identify suitable sponsors and provide examples of types of sponsorship
- describe the purposes and components of a marketing plan
- develop a suitable marketing plan for an event

Overview

The success of an event depends largely on its marketing and marketing mix. Besides creating awareness of and interest in the event or ticket sales, research has shown that event marketing is one of the most effective tools to increase returns on investment and best foster a deeper relationship with target audience. The two main target audiences of event marketing would be its potential customers, i.e. attendees of events as well as potential sponsors.



Lesson Recording

Watch Chunked Lesson Recording on [Event Marketing](#)

Chapter 4: Event Marketing

4.1 Introduction to Marketing

According to the UK Chartered Institute of Marketing, marketing can be defined as “the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organisational goals”.

Marketing, thus, is not just about selling, but also to satisfy customer needs. Selling takes place only when a product/service is produced, but marketing could commence before the product/service has taken shape. The marketer should assess customers’ needs, wants and demands to evaluate if an opportunity exists. Marketing continues even after the product/service has been sold; marketing enables the company to source for new customers and find ways to retain existing customers.

A typical marketing system would comprise players such as the marketer, suppliers, marketing intermediaries, customers and competitors, who are affected by major environmental forces.

Marketing an event equates to marketing a service; the feature of services marketing makes marketing an event more challenging.

4.2 Features of Event Marketing

1. **Intangibility**

Event, with almost all or a very large service component, is more difficult to evaluate when it is intangible. An event which aims to be entertaining, fun or educational, for example, creates different perception in different people.

2. **Inseparability**

A service provider cannot be separated from the service. An event organiser is very reliant on his staff and other service providers to meet the needs of the

audience. The service provided by these people would affect how audiences perceive the event.

3. **Heterogeneity**

It is very difficult to make each service experience identical. The service performed by the same person may differ for different customers.

4. **Perishability**

Services last a specific time and cannot be stored like a product for later use. If a customer decides not to attend the event, the decision may be irrevocable.

4.3 Process of Event Marketing

1. Event Marketing Process

An event marketing process is likely to involve the various steps:



2. **Establish Features of Product**

An attendee attends an event because of the benefits he gets, which could include one or more of the following:

- novel experience
- A learning experience
- Entertainment
- Networking
- A chance to purchase special / discounted items

Many attendees see the event product as a package of benefits. Marketers should ensure alignment between the product benefits and needs of the audience when

designing the event and the promotional effort. An example is the parties, special privileges, fashion show, etc. before, during and after the Singapore Formula One Grand Prix.

3. **Segmentation**

The market comprises various types of customers and the marketer / event manager needs to identify the market segments that best meet the company's objectives. Market segmentation is thus the process of dividing and analysing customers in segments / groups. To reap maximum benefits from marketing, it is essential to analyse the motivating factors for each market segment so as to tailor the marketing message accordingly.

4. **Analyse Consumer Decision-making**

Information arising from this analysis guides selling and promotion efforts. Some important features to consider are:

- Competition – consider what competitive events would compete with yours for attendees.
- Stimulus – customers can be classified as decision-makers, followers, influencers and purchasers. For example, if a teenager wishes to attend a concert, he might exert pressure on his parents for money to purchase the concert ticket. In this case, both the needs of the teenager and parents must be satisfied. Parents should perceive that it is safe to attend the concert.
- Timing – when does the customer decide if he wants to attend an event? Understanding this enables the event marketer/organiser to deploy promotional initiatives accordingly.
- Purchase / attendance – the desire to attend has to be translated into a purchase action. Advance ticket selling is a substantial boost to cash flow. If event attendance is tied to tourist travel to a destination, plans must be finalised well in advance; airfare and accommodation could be part of the package as well.

5. **Marketing Strategy**

The event manager / marketer should develop a focused marketing strategy to generate publicity and awareness as well as sell the event. The marketing strategy should comprise four essential marketing mix elements – product, price, promotion and place. The marketing strategy should address the needs of each market segment and clearly spell out the differentiating factors of the event from its competitors and related substitutes so that consumers know why this event is special and worth their time attending.

6. **Evaluate Marketing Efforts**

It is necessary to evaluate effectiveness of marketing efforts, especially if the event is organised on annual basis; customer responses will guide marketing efforts in future years.

Research can be conducted before the event starts, during the event or after the event. Research before the event starts could include objectives such as sentiments of customers to visit events; research during event could be for intermediate feedback which is useful if event is on-going for long periods where improvements are still possible whereas after the event, research is useful to gather feedback on customers' satisfaction and expenditure.

Some tools to conduct research / evaluate marketing efforts include customer surveys, progress reports and press / media reports.

4.4 Event Marketing Mix

Marketing efforts should be analysed in terms of the marketing mix; for an event to be successful, it is important that the event was positioned well, priced well, promoted effectively and distributed through different channels efficiently. Marketing mix is, thus, “the set of controllable, tactical marketing tools” that the event manager mixes and blends into a coordinated programme so as to produce the desired responses in the target markets (Kotler & Armstrong, 2001). The four basic marketing mix elements are the product, price, promotion and place, commonly known as the 4Ps.

1. **Product**

The event product goes beyond the actual physical product. Selling an event is akin to selling experiences. The main 'product' in a concert is the artiste, but audiences to the concert do not just attend a concert to watch the artiste sing; they also pay for the experiences of the stage setup, showmanship, accompanying dancers, autograph sessions, etc. Participants / delegates to a trade show might expect networking sessions, breakout sessions with customers, media interviews, etc.

2. **Price**

There are many ways to price an event. Some strategies include:

- Segmentation pricing – very common strategy, with participants paying different prices for the same performance or show based on, for example, seating or standing configuration.
- Discount pricing – common strategy at MICE events, pushing for 'early bird' registration. This can hasten inflow of cash for event, gauge popularity of event and how much resources are required subsequently.
- Odd-ending – price products ending with odd numbers, e.g., \$1.99. It gives the impression that the product / event are relatively cheaper.

Note that these pricing strategies are not mutually exclusive.

Pricing is a tricky issue; price adjustments may be necessary when looking at the competition or economic environment. The participants may also take into consideration service charges as well as all expenses related to attending the event. For events with financial objectives, it is necessary to at least break even.

3. **Promotion**

Positive imagery is important for the event. The events marketing team must promote aspects of event deemed critical for potential attendees to commit their time and money. There are many forms of promotion, and with limited event marketing budgets, careful consideration must be given as to what forms of

promotional tools are more effective. Promotional / communications tools can be broadly classified as:

- Above the line (ATL) promotion

This refers to paid-for communications that are broadcast to mass audiences through public media. It is less personal and more conventional in nature. Advertising is the main form of above the line promotions. Advertising refers to any form of impersonal, one-way mass communication about the product / service / event that is paid for by the marketer. Media for advertising include print, television and online media.

- Below the line (BTL) promotion

This refers to communications that are more niche focused and whereby the business has more control over its target audience. A main driver of BTL promotions is the need for marketing to be more effective and cost efficient. BTL methods include sales promotions, personal selling, direct marketing, public relations, guerrilla marketing and social media marketing.

- Sales promotions – refers to short term tools used to stimulate buying. Tools include coupons, free samples and sponsorship.
- Personal selling – face-to-face or phone selling where a salesperson tries to persuade customers to buy the product / service.
- Direct marketing – refers to delivering promotional messages directly to potential customers. Tools include direct mail and catalogue.
- Public relations – the practice of building and maintaining goodwill with the company's various publics. Tools include press release, speaker engagement and corporate social responsibility.
- Guerrilla marketing – a form of promotions strategy that utilises unconventional means to communicate the message to the intended

audience. Its main objective is to create buzz that will turn viral through a unique, creative, engaging and thought-provoking concept. Examples of guerrilla marketing include flashmobs and street giveaways of product. The thrust of guerrilla marketing is high energy, time and resources rather than cost.

- Social media marketing – refers to a form of promotions strategy to garner attention through social media sites such as blogs, youtube, Facebook, Twitter and Instagram. Social media is readily available to anyone with internet access and a relatively inexpensive marketing platform. It enables interaction and building of relationships. Social media marketing is further perpetuated with the proliferation of smart phones.

- Through the line (TTL) promotion

This refers to promotion strategy that encompasses both ATL and BTL methods. It enables an integrated marketing communications approach that reaches the consumers from multiple points.

Integrated Marketing Communications

To reinforce strong positive images and consistent messages, integrated marketing communications (IMC) is recommended. IMC refers to an approach to coordinate all promotional strategies to produce a unified, customer-focused promotional message. Every promotional message from the company represents the company or brand. Different promotional tools, thus, should work together to create a seamless experience for the customers so as to deliver maximum total impact.

- Levels of IMC:
 - Most basic level – integrate all promotional tools used by company to ensure harmony in communication messages

The impact of IMC is further enhanced when integration goes beyond the basic level; other levels of integration are:

- Horizontal – occurs across marketing mix and business functions. E.g. manufacturing, finance, logistics & distribution and communications should work together and be conscious of their decisions and actions.
 - Data – different functions / departments such as sales, marketing, public relations and advertising are linked through data integration. This would, however, require a marketing information system which collects and shares relevant data – names & addresses, demographic data, lifestyle considerations, brand preferences and buying behaviour – across different functions / departments.
 - Vertical – marketing, promotions and communications objectives must support higher level corporate objectives and mission.
 - Internal – requires internal marketing. That is, staff should be kept informed and motivated about new developments such as new promotions, new corporate identities, new service standards, new collaborations, etc.
 - External – external partners such as media companies, PR agencies, sponsors, etc, should work closely together to deliver a single seamless solution / message
-
- Importance of IMC
 - Consistent message of brand, company and/or product
 - Maximise impact of communication messages / promotional tools
 - A form of competitive advantage
 - Saves time and money, and boost sales and profits

4. **Distribution / Place**

The event venue is the location at which the product is enjoyed, hence it is an important factor in meeting the needs of attendees. Tickets to an event could be distributed or sold through ticket sellers, at designated venues or at the event venue itself.

A marketing programme incorporating the 4Ps takes the view of the seller's. To ensure that the marketing programme is effective, the event manager should also see the market from the point of view of customers. He can equate the 4Ps with the 4C's as follows:

<u>4Ps</u>	<u>4Cs</u>
Product	Customer solution/ value
Price	Customer cost
Promotion	Communications
Place	Convenience

4.5 Sponsorship

Many events today are substantially subsidised by sponsors, with marketing plans closely linked to sponsorship. Sponsorships are a strategic marketing investment for many organisations and returns are expected. Sponsorships can be in cash or kind.

1. **Motives for Sponsorship**

- Target marketing

Events are a means for sponsors to reach their potential customers directly.

- Media exposure and publicity

Sponsors are interested in the event's publicity plans and how they could benefit from them.

- Broad corporate and social objectives

Events are a means to promote the sponsor's image and link the image to success. It is also an avenue for sponsors to be involved in the community.

- Product / brand-related objectives

Sponsors can make use of events to promote or sell their products/ services. If the sponsored brands could be sampled at the event, it would lead to greater brand awareness and enhanced brand preference.

2. **Benefits to Events**

Sponsorship is a valuable opportunity for events to build long-term business partnerships with sponsors to grow the event and increase traffic to the event. Specifically, an event can benefit from sponsorship as follows:

- Potential alternative source of income
- Increase marketing scope and reach through using collateral promotions by the sponsor
- Advance or sustain a sport, an art form, etc.
- Enhance event's image by associating with a positive corporate brand

3. **Sponsors and Types of Sponsorships**

It is important to have synergy between the event and the sponsoring organisation for maximum returns. Sponsors can range from individuals to companies or government agencies. Understanding the motives for sponsorship and the background of the sponsor would enable the event manager to make better use of its resources at securing sponsorship.

When negotiating for sponsorships, the event manager may consider asking for one or a mixture of the following:

- Overall sponsorship of the event
- Naming rights for events or event venues such as Singtel F1 GP or Rod Laver Stadium / Emirates Stadium
- Various aspects of the event such as media coverage, physical items such as goodies bag or prizes, IT support, travel expenses, catering, etc.

The larger the amount of sponsorship, the more returns or benefits are expected from the event.

As sponsorship comes at a cost, the event manager should ensure that the event-sponsor relationship is well maintained. The event manager should fulfil his part of the contract while, at the same time, he needs to prevent a skewed situation where the sponsor might interfere in the running of the event.

4.6 Marketing Plan

An event marketing plan may be used to convey the strategy to promote the event, seek approval from management for budget allocation or seek funding from financial institutions / sponsorships. It typically contains the following sections:

Sections	Description
Executive summary	<ul style="list-style-type: none">• A concise summary of the key points such as objectives, recommendations and resources required.• Usually no more than one page to one-and-half pages.
Introduction	<ul style="list-style-type: none">• Briefly indicate what the proposal entails, such as purpose of event or to seek sponsorship.

Sections	Description
	<ul style="list-style-type: none"> • Description of event – explain what the event is about. • Target market(s).
Current market situation	<ul style="list-style-type: none"> • Analysis of target market such as their needs and wants, demographic profile, purchase decision, etc. • Analysis of the macro environment (PEST – Political, Economical, Social & Cultural and Technological factors). • SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis. • Competitor’s analysis, such as product / services offered, market shares, etc. for major direct and indirect competitors.
Marketing strategy	<ul style="list-style-type: none"> • Outline specific strategy for each marketing mix element. • Marketing budget. • Marketing schedule. • Details of sponsorship (if applicable).
Control	<ul style="list-style-type: none"> • Outline the controls used to monitor progress. • Basis for remedial actions.
Control	<ul style="list-style-type: none"> • How do all elements tie together to achieve success? • Expected results. • Future plans.



Activity 1

The Geneva International Motor Show is an annual motor show held in Geneva, Switzerland. It is an important motor show which attracts a huge number of exhibitors and visitors each year in March. The event lasts for about 10 days and showcases the latest car exhibits, equipment and components.

Based on this case:

1. Assuming that the event would be held in Singapore, for purposes of marketing, what information would be useful to the event organiser when preparing the marketing plan?
2. Propose a suitable marketing mix strategy.
3. As the event manager, would you consider approaching sponsors and why?

Summary

- Marketing an event involves the planning and execution of the concept, price, promotion and distribution of the event.
- The purposes of marketing an event include raising awareness and interest in the event, ticket sales, increasing returns on investment and forging better relationship with target market.
- Events, being a service, are more difficult to market due to their intangibility, inseparability from the event organiser, heterogeneity and perishability.
- The event marketing process involves establishing features of the event, segmentation, analysing the consumer decision-making process, designing and implementing the marketing strategy and evaluating marketing efforts.
- When developing a marketing strategy, the event manager or marketer needs to consider the event marketing mix – product, price, promotion and distribution/ place.
- In the context of events, product include the main event and fringe activities; price refers to strategies to price tickets to an event and/or fringe activities; promotions deploys various communications tools to project the right imagery to customers and distribution/ place refers to venue of event and means of selling tickets.
- An integrated marketing communications programme is necessary to project a positive image and deliver consistent messages to the targeted audience so as to achieve maximum impact.
- The event manager should equate the 4Ps to the 4Cs from customer's point of view – customer solution/value, cost, communication and convenience – to deliver a more effective marketing programme.
- Sponsorship is a form of strategic marketing investment. Sponsors would only invest in an event if they gain benefits such as target marketing, media exposure, achieve broad corporate and social objectives and product/brand-related objectives.

- On the other hand, an event may gain from sponsorship with the building of long-term business relationships and increased traffic to the event.
- There must be synergy between the sponsor and the event.
- An event may request for various types of sponsorships such as overall sponsorship of the event, naming rights or sponsoring various aspects of the event such as media coverage, IT services, catering, etc.
- The event manager needs to ensure a well-maintained event-sponsor relationship where both parties benefits.
- An event marketing plan may be used to communicate the strategy to promote the event, seek approval for budget allocation or seek funding from financial institutions / sponsorships.
- The main components of an event marketing plan are the Executive Summary, Introduction, Current Market Situation, Marketing Strategy, Control and Conclusion.

Formative Assessment

1. As event does not have a physical form, it is difficult to evaluate as different people have different perceptions due to personal preferences, experiences, background, etc. This illustrates the _____ of event.
 - a. perishability
 - b. inseparability
 - c. heterogeneity
 - d. intangibility

2. The event organiser offered a discount of 20% for event tickets purchased two months before the event starts. Which one of the following challenges will this promotion address?
 - a. Perishability
 - b. Inseparability
 - c. Heterogeneity
 - d. Intangibility

3. Determining the reasons why attendees attend an event and designing the subsequent program of the event refers to which step in the event marketing process?
 - a. Segmentation.
 - b. Analyse consumer decision-making.
 - c. Establish features of product.
 - d. Evaluate marketing efforts.

4. A sports event organiser intends to target sports enthusiasts, students and health conscious people to attend the sports event. This is an example of _____.
 - a. Segmentation.
 - b. Evaluate marketing efforts.

- c. Develop marketing strategy.
 - d. Establish features of product.
5. The 4Ps of marketing refers to _____
- a. Product, Price, Preference and Place.
 - b. Product, Purchase, Promotion and Place.
 - c. Product, Price, Promotion and Distribution.
 - d. Product, Price, Place and Distribution.
6. Which one of the following about IMC is not true?
- a. It is more expensive and time-consuming to implement IMC.
 - b. It projects a consistent message of company and its brands.
 - c. It is a form of competitive advantage.
 - d. It maximises impact of communication messages.
7. An event can benefit from sponsorship through _____.
- a. promoting or selling sponsors' products.
 - b. increasing its reach by leveraging on the publicity materials of its sponsors.
 - c. not having any publicity and awareness campaigns.
 - d. giving its tickets to sponsors.

Solutions or Suggested Answers

Formative Assessment

1. As event does not have a physical form, it is difficult to evaluate as different people have different perceptions due to personal preferences, experiences, background, etc. This illustrates the _____ of event.
 - a. perishability
Incorrect. Perishability affects demand and supply of event, not perceptions or interpretation. Refer to Study Unit 4 Section 4.2.
 - b. inseparability
Incorrect. Inseparability refers to attendees equating the event with the personnel encountered. If they like the personnel, they will like the event. Refer to Study Unit 4 Section 4.2.
 - c. heterogeneity
Incorrect. Heterogeneity refers to the difficulty in making each service experience identical. Refer to Study Unit 4 Section 4.2.
 - d. intangibility
Correct. As the event has no physical form, it cannot be felt or touched, hence different people may interpret the same event differently due to personal preferences, experience, etc. Refer to Study Unit 4 Section 4.2.

2. The event organiser offered a discount of 20% for event tickets purchased two months before the event starts. Which one of the following challenges will this promotion address?
 - a. Perishability

Correct. As events last only a specific time, a discount might entice attendees to purchase tickets in advance and hence attend the event. Refer to Study Unit 4 Section 4.2.

b. Inseparability

Incorrect. Inseparability refers to attendees equating the event with the personnel encountered. If they like the personnel, they will like the event. Refer to Study Unit 4 Section 4.2.

c. Heterogeneity

Incorrect. Heterogeneity refers to the difficulty in making each service experience identical. Refer to Study Unit 4 Section 4.2.

d. Intangibility

Incorrect. Intangibility refers to the event not having a physical form; having discounts does not make the event tangible. Refer to Study Unit 4 Section 4.2.

3. Determining the reasons why attendees attend an event and designing the subsequent program of the event refers to which step in the event marketing process?

a. Segmentation.

Incorrect. This step refers to dividing customers into groups based on agreed factors such as demographics. Refer to Study Unit 4 Section 4.3.

b. Analyse consumer decision-making.

Incorrect. This step refers to gathering information about consumers so as to guide selling and promotional efforts. Refer to Study Unit 4 Section 4.3.

c. Establish features of product.

Correct. This refers to designing the content or program of the event. Refer to Study Unit 4 Section 4.3.

d. Evaluate marketing efforts.

Incorrect. This refers to assessing if gains from marketing justify the costs.
Refer to Study Unit 4 Section 4.3.

4. A sports event organiser intends to target sports enthusiasts, students and health conscious people to attend the sports event. This is an example of _____.

a. Segmentation.

Correct. This refers to dividing customers into groups based on agreed factors such as demographics. Refer to Study Unit 4 Section 4.3.

b. Evaluate marketing efforts.

Incorrect. This refers to assessing if gains from marketing justify the costs.
Refer to Study Unit 4 Section 4.3.

c. Develop marketing strategy.

Incorrect. This refers to coming up with a focused marketing strategy to generate publicity and awareness as well as sell the event. Refer to Study Unit 4 Section 4.3.

d. Establish features of product.

Incorrect. This refers to determining the benefits of attending the event. Refer to Study Unit 4 Section 4.3.

5. The 4Ps of marketing refers to _____

a. Product, Price, Preference and Place.

Incorrect. Only Product, Price and Place are correct. Refer to Study Unit 4 Section 4.4.

b. Product, Purchase, Promotion and Place.

Incorrect. Only Product, Promotion and Place are correct. Refer to Study Unit 4 Section 4.4.

c. Product, Price, Promotion and Distribution.

Correct. Distribution is another word for Place. Refer to Study Unit 4 Section 4.4.

- d. Product, Price, Place and Distribution.

Incorrect. Place and Distribution are the same marketing mix. Refer to Study Unit 4 Section 4.4.

6. Which one of the following about IMC is not true?

- a. It is more expensive and time-consuming to implement IMC.

Correct. IMC enables company to save time and money as all communication tools will deliver the same messages. Staff will also be committed to serving customers. Refer to Study Unit 4 Section 4.4.

- b. It projects a consistent message of company and its brands.

Incorrect. This is a benefit / importance of IMC. Refer to Study Unit 4 Section 4.4.

- c. It is a form of competitive advantage.

Incorrect. This is a benefit / importance of IMC. Refer to Study Unit 4 Section 4.4.

- d. It maximises impact of communication messages.

Incorrect. This is a benefit / importance of IMC. Refer to Study Unit 4 Section 4.4.

7. An event can benefit from sponsorship through _____.

- a. promoting or selling sponsors' products.

Incorrect. This is a benefit for the sponsor. Refer to Study Unit 4 Section 4.5.

- b. increasing its reach by leveraging on the publicity materials of its sponsors.

Correct. By using sponsors' publicity materials, the event can reach out to more potential customers. Refer to Study Unit 4 Section 4.5.

- c. not having any publicity and awareness campaigns.
Incorrect. If the event does not have any publicity and awareness campaigns, it is not likely to attract sponsors. Refer to Study Unit 4 Section 4.5.

- d. giving its tickets to sponsors.
Incorrect. By giving tickets to sponsors, lesser tickets would be sold to the public; this may result in loss of revenue. Refer to Study Unit 4 Section 4.5.

References

Kotler, P., & Armstrong, G. (2001). *Principles of marketing*. New Jersey: Upper SaddleRiver.

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Study
Unit

5

Learning Outcomes

At the end of this unit, you are expected to:

- explain the types of potential event risks
- identify the two elements of risks and prioritise them for appropriate actions
- describe how risks could be averted with preventive actions
- suggest contingency plans for potential event risks
- prepare a risk assessment form
- describe the factors that intensify event risks
- explain the steps for a crisis management communications plan
- rationalise the need for a risk management policy
- describe emerging trends of event risks and their implications

Overview

An event, big or small, brings people together. In so doing, there is an element of risk. Risk in event is the likelihood that something would go wrong during the event. Event risk is usually caused by a variety of factors rather than a single variable. Most visitors to an event expect a safe and secure environment. There is hence a need for event managers to be prepared to deal with event risks. Risk management, thus, is the process of identifying event risks, assessing these risks and managing the risks.

Chapter 5: Event Risk Management

5.1 Risk Assessment

The purpose of risk assessment is to identify potential risks and have in place plans to reduce or mitigate them. It is also the first step to producing contingency plans and emergency procedures (Tarlow, 2002).

1. Types of Event Risks

Common categories of event risks include:

Types of Event Risk	Examples of Event Risk
Health and safety	<ul style="list-style-type: none">• Food poisoning• Unauthorised area not blocked off• Event includes inherently risky activity• Contagious disease• Defects in event set up
Economic	<ul style="list-style-type: none">• Financial problems with event company• Poor ticket sales• Sponsors backing out of sponsorship agreement
Human behaviour	<ul style="list-style-type: none">• Crowd management• Security staff member critically injures fan• Unreliable volunteers
Technology and Technical issues	<ul style="list-style-type: none">• Blackout• Equipment failure
Legal	<ul style="list-style-type: none">• Contractual disputes between event organiser and performing artistes or suppliers

Types of Event Risk	Examples of Event Risk
Terrorism / political violence	<ul style="list-style-type: none">• Bomb threats• Rallies and protests
Natural events	<ul style="list-style-type: none">• Weather

2. Risk Analysis

After identifying potential risks, the event manager needs to analyse the risk. This entails examining two important elements of the risks:

- Feasibility or likelihood of occurrence of risks
 - Likelihood of occurrence refers to the probability of an event risk occurring. The event manager can make use of statistics from past events or base on his experience to determine if a particular risk is likely to happen.
- Consequences or severity of risks
 - Severity refers to how damaging the event risks are. Severity could be assessed in terms of impacts such as financial loss, adverse publicity, low participant rate or even loss of human lives.

These elements could be represented in a quadrant below:

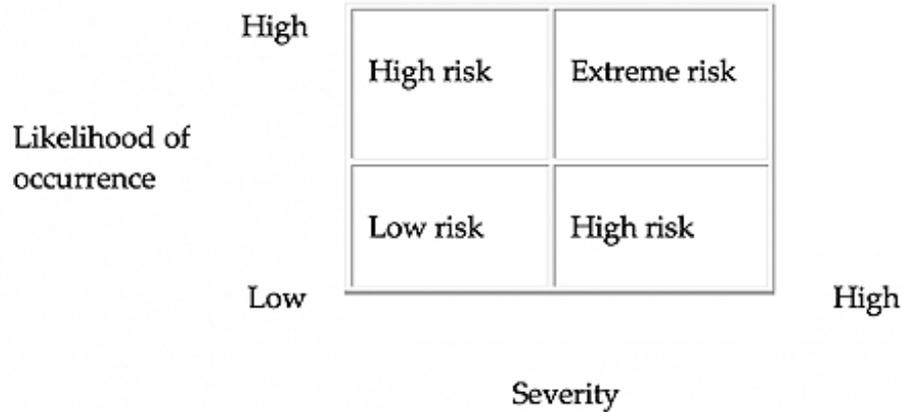


Figure 5.1 Risk Analysis Quadrant

The outcome of a risk analysis is to have a list of event risks prioritised in terms of need for action. Event risks which are of dire consequences and with high likelihood of occurrence should be dealt with urgently.

3. Risk Prevention and Treatment

The best way to manage risks is to prevent them from happening. If the event involves activities that might constitute extreme risks, the event planning team should consider if such activities should be avoided or abandoned altogether.

In some cases where the activities are necessary for the event or if the situation could not be avoided, the event manager should then take the necessary steps to reduce the likelihood of the event risk occurring.

Some ways to prevent or minimise event risks include the use of tickets for events or a venue checklist.

A ticket is not just a proof of payment for entry to an event. It serves important purposes of security such as ensuring only authorised attendees are allowed as well as limits the number of people to an event. It is also a means to demarcate categories of people to enable appropriate type of preventive action where necessary.

A venue checklist, on the other hand, is a list for the event manager to ensure proper venue setup and security; it offers the event manager a glimpse of what requires action and the type of action to take.

There are other ways to prevent or minimise event risks and these vary with the types of events. Besides trying to prevent and treat risks by reducing their probability of occurrence, the event manager should try to minimise the severity of the impact wherever possible.

4. **Event Contingency Planning**

In the event that risks could not be prevented, an event manager should have event contingency planning. This refers to planning for back up procedures, emergency response and post disaster recovery. Contingency plans should be prepared for all potential event risks, especially those in the extreme risk category.

Some examples of event contingency planning are:

Event risks	Possible contingency plans
Fire hazard	<ul style="list-style-type: none">• Stand-by fire extinguishers• Trained staff who can extinguish small fires• Evacuation procedures in place• Unblocked and unlocked emergency exits• List of emergency contact numbers like the police, Singapore Civil Defence Force, etc.
Equipment breakdown	<ul style="list-style-type: none">• Back-up equipment• Have stand-by activities that do not require use of equipment
Sponsors backing out	<ul style="list-style-type: none">• Source for other sponsors• Cut expenses• Take a short-term loan

Event risks	Possible contingency plans
	<ul style="list-style-type: none">• More active in sales

5. Risk Assessment Form

An event manager should prepare a risk assessment form to indicate details of assessment as well as follow-up actions. See Appendix A for an example of risk assessment form.

5.2 Crisis Management

1. Crisis and Events

According to the Pacific Asia Association (2003), a crisis is “any situation that has the potential to affect long-term confidence in an organisation or a product, or which may interfere with its ability to continue operating normally”. This definition conveys the following nature of crisis in general:

- Potentially damaging – a crisis may result in undesirable outcomes as well as affect credibility of the event organiser
- Perpetuate distortions or myths – a crisis may trigger unwarranted accusations or charges or blow the issue out of proportion
- Disruptive to company’s plans and operations – planned activities or operations may be affected as resources may be deployed to resolve crisis

Potential event risks can escalate into a crisis. Crisis in events may be more damaging due to the nature of events; factors that can intensify events crisis include (Pacific Asia Travel Association, 2003):

- Number of people involved
 - Events by nature should attract many people. The more the number of people affected by a crisis, the greater the magnitude of the crisis.

- Profile of attendees
 - If the event attracts attendees such as young children or high-profile people, a crisis is likely to garner greater media attention.
- Level of public interest
 - An ill-prepared crisis management team would just give the media and public more ammunition to fuel the backlash against it.
- Visibility
 - Events attract attendees through publicity and promotions; ironically the wider reach the publicity and promotion, the greater the magnitude of a crisis, especially if news could be spread readily and instantaneously through mobile and Internet technology.

The key to managing crisis is to be prepared, which means thinking and looking in advance at what and where might things go wrong. The event manager should use the Risk Assessment Form to prevent incidents from happening or escalating. Crisis management is thus the process of countering a threat from event risks with the intention to minimise damage.

2. **Crisis Management Communications Plan**

If an event risk escalates into a crisis, it is essential to ensure that media and the public are kept informed of all known facts of the crisis. As part of crisis management, an event management team should have a crisis management communications plan. This should cover protocol like what to do when the crisis develops, what to tell the public and who should be responsible for saying it.

Suggested steps in a crisis management communications plan include:

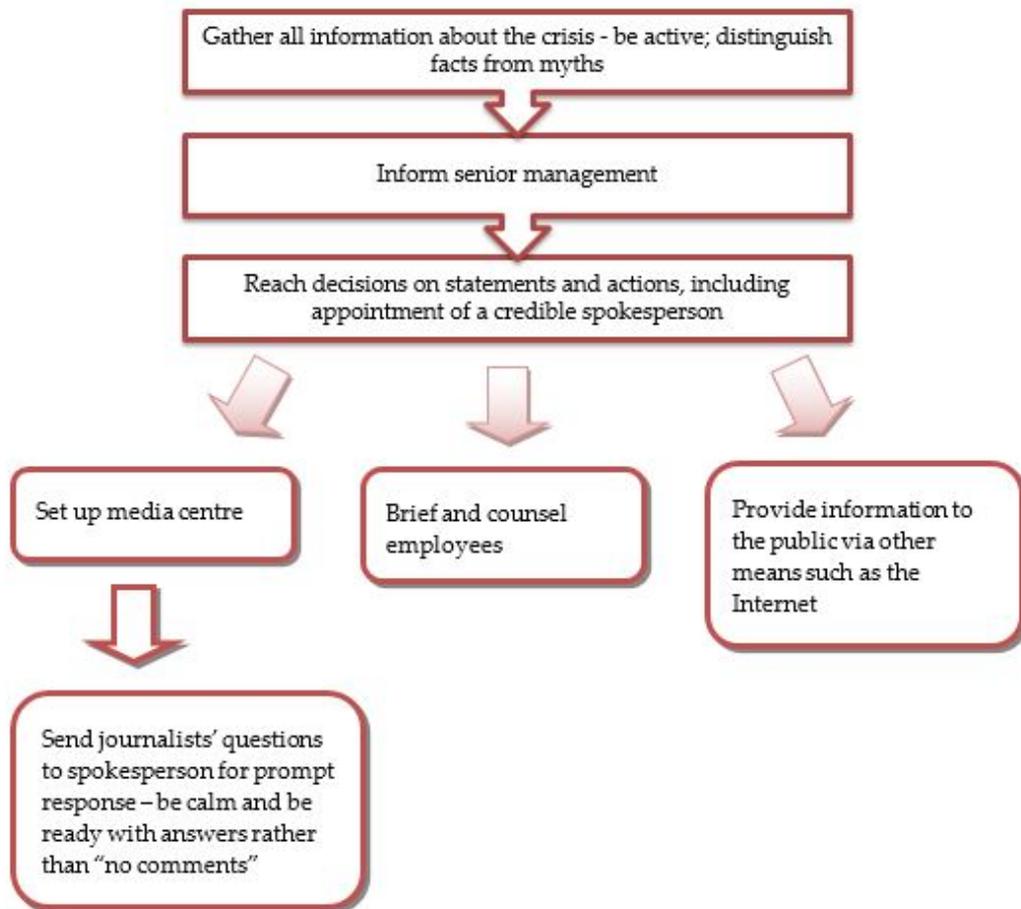


Figure 5.2 Events Planning Process

5.3 Risk Management Policy

The nature of events suggests that risks cannot be totally eliminated. As such, it is prudent that an event management company consider having a risk management policy as part of event planning and operations rather than react when risk happens. The aims of a risk management policy are to:

- identify, prevent and/or minimise undesirable event risks and outcomes.
- formalise and details a consistent approach to managing risks

Management support is crucial in this case and responsibility must be clearly assigned to relevant personnel. There should also be regular monitoring and review of policy and procedures to ensure that they are relevant and rigorous.

While it may be time-consuming and costly to implement and review a risk management policy regularly, the prevention of an undesirable event risk and outcome is likely to be worth the while. In addition, event management companies can also improve their image and enhance their credibility.

5.4 Implications of Emerging Trends on Event Risk Management

Globalisation and the Internet of Things have brought the world closer and more connected. With it, there are more challenges for event risk management. Some emerging trends and their implications include:

- Sustainable event management
 - Event managers are taking a deeper look into the way they produce their events, with more concern for environmental, social and economic issues. Besides the 3Rs, event managers can also look into supporting of local industries, reducing carbon footprints generated in their events, hosting events at green venues and working with like-minded partners and suppliers, among others.
- Use of technology in events
 - Many events have adopted use of technological tools and devices such as social media, smart devices and mobile applications for efficiency, communication as well as engagement with target audience. The event manager will need to be familiar with such technologies. In cases where such technologies are deployed onsite at events, technical expertise, backup power supply and contingency plans in case of equipment failure may be necessary.
- Beyond traditional event formats

- The need to better engage attendees and enhance their event experience thus leading to better ROI have seen traditional events being delivered in totally new formats or a mixture of both. Events can be virtual or a hybrid; how about standing meetings or meetings in bars or brewery? Event managers will need to think out of the box.
- Big data and data analytics
 - Analysing data collected from various sources enables the event manager to customise and deliver a personalised experience for the attendees. Insights gleaned from data empower the event manager to make real-time decisions.
- Greater emphasis on event safety and security
 - With greater emphasis in view of threats from both natural disasters and man-made attacks, event managers may likely devote more budget to ensure a safe and secure event. Cybersecurity measures are necessary with the widespread use of technology to capture data.



Activity 1

Conduct a risk management analysis on any one of these events:

- Racial harmony event organised by a community club
- An indoor wedding reception
- A conference on health-related issues

(State assumptions where appropriate)

Summary

- Risk assessment in events refers to identification of event risks and having in place plans to eliminate or minimise the potential threats.
- Potential event risks include risks to health and safety, economic risks, human behaviour risks, technology and technical issues, legal risk, terrorism/political violence and risks of natural events.
- When analysing risks, it is important to assess the likelihood of the risks occurring and the severity of them. Event risks with high potential of occurrence and very severe should be dealt with urgently.
- A risk assessment form should be prepared with details of event risks and the follow-up actions.
- Where possible, it is better to prevent risks from occurring; this might be possible through event tickets and venue checklists.
- Some risks could not be avoided; as such, there is a need for contingency planning – backup procedures, emergency response and post disaster recovery.
- Potential event risks which are not managed well may escalate into a crisis.
- This would be especially detrimental due to the nature of events which sees many people congregating at a particular venue.
- A crisis management communications plan keeps the public and media informed and updated on follow-up actions when a crisis happens.
- Having a risk management policy as part of event planning is a good practice to manage risks.

In view of the world becoming 'smaller' and more connected, there are new threats and risks which the event manager must be prepared for; some trends include the greater emphasis on sustainability and the widespread adoption of technology for events, among others.

Formative Assessment

1. A celebrity participated in a charity run to support the beneficiaries. Which one of the following illustrates risk associated with human behaviour?
 - a. Fans of the celebrity rushed towards him for autograph and photography at the end of run, causing a mini mayhem.
 - b. Some participants did not feel well after drinking the water supplied for the event.
 - c. One participant fainted from heat exhaustion after the run.
 - d. The cordless microphone did not work when the celebrity went on stage to sing a song in support of the event.

2. Which is a better method of determining if an event risk may happen?
 - i. Review statistics and record from past events.
 - ii. Recall and review from event manager's past experience.
 - a. (i) only.
 - b. (ii) only.
 - c. (i) and (ii).
 - d. None of the above.

3. The outcome of an event risk analysis is to _____.
 - a. decide the protocol on what to do or who say it when the risk occurs.
 - b. analyse the risks in terms of feasibility and consequences.
 - c. identify possible event risks so as to determine follow up actions.
 - d. identify possible event risks so as to determine the training program of the event manager.

4. Which one of the following is NOT a useful feature of event tickets as a form of security?

- a. Event tickets are a proof of payment for entry to the event.
 - b. Only attendees who bought the event tickets are allowed into the event premise.
 - c. Event tickets are used to identify the zones or sections where attendees should be seated.
 - d. Event tickets for certain events are memorabilia and keepsake.
5. With more events going global, which one of the following is NOT likely to be an impact of this trend?
- a. Event managers and staff need to be sensitive to cultural differences.
 - b. Events should have evacuation procedures in place.
 - c. Event site should have more than one language of communication.
 - d. Events should offer food deemed acceptable for visitors and delegates of different countries.
6. If fire hazard is identified as a possible event risk for an event, which one of the following is an appropriate contingency plan?
- a. Cancel the event immediately.
 - b. Organise a press conference to inform participants.
 - c. Prepare a list of emergency contact numbers like the police, SCDF, etc..
 - d. Formulate a crisis management communications plan.
7. Which one of the following about a crisis is not true?
- a. A crisis may be prevented by limiting the number of attendees to an event.
 - b. A crisis may affect the normal operations and activities of the company.
 - c. A crisis may trigger unwarranted accusations and myths.
 - d. A crisis may result in undesirable outcomes, thus affecting the credibility of the event organizer.

Solutions or Suggested Answers

Formative Assessment

1. A celebrity participated in a charity run to support the beneficiaries. Which one of the following illustrates risk associated with human behaviour?

- a. Fans of the celebrity rushed towards him for autograph and photography at the end of run, causing a mini mayhem.

Correct. The risk is caused by people and crowd management will be necessary. Refer to Study Unit 5, Section 5.1.

- b. Some participants did not feel well after drinking the water supplied for the event.

Incorrect. This illustrates health and safety risk. Refer to Study Unit 5, Section 5.1.

- c. One participant fainted from heat exhaustion after the run.

Incorrect. This illustrates health and safety risk or risk associated with weather. Refer to Study Unit 5, Section 5.1.

- d. The cordless microphone did not work when the celebrity went on stage to sing a song in support of the event.

Incorrect. This illustrates technology and technical issues. Refer to Study Unit 5, Section 5.1.

2. Which is a better method of determining if an event risk may happen?

- i. Review statistics and record from past events.
ii. Recall and review from event manager's past experience.

- a. (i) only.

Incorrect. Just one method may not suffice. Refer to Study Unit 5, Section 5.1.

- b. (ii) only.

Incorrect. Just one method may not suffice. Refer to Study Unit 5, Section 5.1.

- c. (i) and (ii).

Correct. Deploying both methods enables a better analysis of possible event risks. Refer to Study Unit 5, Section 5.1.

- d. None of the above.

Incorrect. Both methods should be used to identify and determine possible event risks. Refer to Study Unit 5, Section 5.1.

3. The outcome of an event risk analysis is to _____.

- a. decide the protocol on what to do or who say it when the risk occurs.

Incorrect. This refers to crisis management. Refer to Study Unit 5, Section 5.1.

- b. analyse the risks in terms of feasibility and consequences.

Incorrect. This is only part of the event risk analysis. Follow up actions are required in an analysis. Refer to Study Unit 5, Section 5.1.

- c. identify possible event risks so as to determine follow up actions.

Correct. In an event risk analysis, the event manager should prepare a list of possible event risks, prioritized in terms of need for action. Refer to Study Unit 5, Section 5.1.

- d. identify possible event risks so as to determine the training program of the event manager.

Incorrect. Although an analysis can form the basis for training programs, it is not the reason why an event risk analysis should be prepared. Refer to Study Unit 5, Section 5.1.

4. Which one of the following is NOT a useful feature of event tickets as a form of security?

- a. Event tickets are a proof of payment for entry to the event.

Incorrect. This feature is important as only authorized people can enter the event. Refer to Study Unit 5, Section 5.1.

- b. Only attendees who bought the event tickets are allowed into the event premise.

Incorrect. This feature is important to minimize over-crowding which could be a form of event risk. Refer to Study Unit 5, Section 5.1.

- c. Event tickets are used to identify the zones or sections where attendees should be seated.

Incorrect. This feature is important as it enables attendees to be demarcated so as to enable appropriate type of preventive action where necessary. Refer to Study Unit 5, Section 5.1.

- d. Event tickets for certain events are memorabilia and keepsake.

Correct. In this case, the tickets serve only as an association of the memorable event. Refer to Study Unit 5, Section 5.1.

- 5. With more events going global, which one of the following is NOT likely to be an impact of this trend?

- a. Event managers and staff need to be sensitive to cultural differences.

Incorrect. This is an impact of events going global. Refer to Study Unit 5, Section 5.1.

- b. Events should have evacuation procedures in place.

Correct. Evacuation procedures are regardless of country/destination where event is held. It is a necessary contingency plan in case of event risks. Refer to Study Unit 5, Section 5.1.

- c. Event site should have more than one language of communication.

Incorrect. This is an impact of events going global. Multiple languages aid attendees from different countries. Refer to Study Unit 5, Section 5.1.

- d. Events should offer food deemed acceptable for visitors and delegates of different countries.
Incorrect. This is an impact of events going global. If the event serves food, visitors and delegates would not be happy if the food is not acceptable in terms of culture or religion. Refer to Study Unit 5, Section 5.1.
6. If fire hazard is identified as a possible event risk for an event, which one of the following is an appropriate contingency plan?
- a. Cancel the event immediately.
Incorrect. The event manager should determine the severity of the possible event risk before cancelling the event. Refer to Study Unit 5, Section 5.1.
- b. Organise a press conference to inform participants.
Incorrect. The event manager should not alarm the participants unnecessarily. Refer to Study Unit 5, Section 5.1.
- c. Prepare a list of emergency contact numbers like the police, SCDF, etc..
Correct. Having a ready list enables the event manager to make calls to the necessary parties should accidents occur. Refer to Study Unit 5, Section 5.1.
- d. Formulate a crisis management communications plan.
Incorrect. A crisis management communications plan covers protocol like what to do when the crisis develops, what to tell the public and who should be responsible for saying it. Refer to Study Unit 5, Section 5.1.
7. Which one of the following about a crisis is not true?
- a. A crisis may be prevented by limiting the number of attendees to an event.
Correct. Lesser attendees might reduce the magnitude of an event crisis, but not necessarily prevent it. Refer to Study Unit 5, Section 5.2.
- b. A crisis may affect the normal operations and activities of the company.

Incorrect. It is true as resources may be deployed to resolve the crisis. Refer to Study Unit 5, Section 5.2.

- c. A crisis may trigger unwarranted accusations and myths.

Incorrect. This is possible especially if information on the crisis and remedial actions are slow in coming. Refer to Study Unit 5, Section 5.2.

- d. A crisis may result in undesirable outcomes, thus affecting the credibility of the event organizer.

Incorrect. This is possible especially if the crisis is not handled well. Refer to Study Unit 5, Section 5.2.

References

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Appendix A – Sample Risk Assessment Form

Sample Risk Assessment Form

Study
Unit

6

Learning Outcomes

At the end of this unit, you are expected to:

- explain the necessity for event outcome and impact assessment
- describe the personal, social and cultural, economic, environmental and political outcomes and impacts of events
- evaluate the tangible and intangible benefits and costs of running an event
- explain common methods to measure the worth of an event
- account for how the government justifies its involvement in events
- describe the ways in which the government could be involved in events

Overview

Most events have objectives and goals. Event managers are responsible to ensure that outcomes and impacts of events are aligned with the event objectives and goals. In most cases, outcomes and impacts of events should be desirable and anticipated as events should be planned with these in mind. However, there are times when unanticipated outcomes and impacts occur; such outcomes and impacts may be desirable or otherwise.

Personal events are hardly officially evaluated and their outcomes and impacts assessed. However, for other events such as corporate and community events or in events that involve the government, official evaluations are necessary. A full event evaluation seeks to assess if the event meets its intended objectives and goals as well as consider unanticipated outcomes and impacts, especially to the public and environment at large.



Lesson Recording

Watch Chunked Lesson Recording on [Event Outcome and Impact and Public Policy](#)

Chapter 6: Event Outcome & Impact & Public Policy

6.1 Necessity for Event Outcome and Impact Assessment

- The most important reason to assess the outcomes and impacts of an event is to evaluate if the event meets its objectives and goals so as to be accountable to client and major stakeholders. If public funding is used to run the event, the need for transparency and accountability becomes critical.
- Assessing outcomes and impacts of events serves as a basis for more effective and efficient use and allocation of resources for subsequent events.
- Understanding how event outcomes and impacts affect the attendees would make the event experience more enjoyable and positive.
- Outcome and impact assessment can also be used as a tool for lobbying and directing policy.

6.2 Evaluating Outcomes and Impacts

Outcomes arising from events can be viewed in terms of its impacts on major stakeholders. A framework for assessing outcomes and impacts of events would comprise study of three elements – inputs, outputs and outcomes & impacts. Input would be resources necessary to plan, execute and manage the event, such as money, time and expertise. Outputs refer to the results of the combination of inputs and are typically expressed in quantitative terms such as number of tickets sold, number of attendees or amount of media coverage. Outcomes or impacts are the effects of event outputs which might include changes in awareness, perceptions, behaviour and attitudes. Outcomes and impacts can be viewed in terms of the personal, social and cultural, economic, environmental and political dimensions.

1. **Personal Outcomes and Impacts**

This refers to the outcomes and impacts of the event on the attendees. An attendee to an event may experience positive outcomes, such as a memorable and interesting event. If he had a positive experience, he is likely to have increased interest in such event category and generate positive word-of-mouth advertising.

On the other hand, an attendee may be put off by the event if he deems it as boring or finds it a hassle to attend the event. If his experience is negative, he is unlikely to attend the event again or he might even influence others not to attend the event as well.

2. Social and Cultural Outcomes and Impacts

Society and the public at large can benefit or suffer from an event. An event can bring people together in celebration of a cause. This can promote social, community and cultural bonding, especially for national events such as National Day celebrations or local community events such as Racial Harmony Day. Positive impacts include tolerance, expanding cultural perspectives and building community pride.

However, an event may also negatively affect the public, especially if it involves seemingly undesirable practices by some community. There would be negative impacts such as alienation of community or generating negative community image.

3. Economic Outcomes and Impacts

The economic outcomes and impacts of events are a major reason for the popularity and support of events. Many events are meant to generate revenue from attendees/participants. Events on a major scale or international events which attract tourists magnify these gains through tourism receipts and tax revenue. Through destination promotion and increased tourist visits, business opportunities and job creation may abound.

However, despite the economic benefits of events, there are detractors who accuse events of bringing forth a host of economic evils. Increased demand for services such as food and accommodation from event attendees or tourists may inflate prices and cause inconvenience to locals. Revenue arising from events is not guaranteed and this may lead to financial loss. In addition, critics may be upset at the opportunity costs, especially if the event receives subsidies from the government from public funds.

4. **Environmental Outcomes and Impacts**

Events have a major impact on the environment. They can lead to urban transformation and renewal when new event facilities and supporting infrastructure such as transport are built and/or developed. Events can also be used to showcase the environment, leading to enhanced environmental awareness.

However, the negative impacts of events on the environment are quite substantial. Events have been charged with damaging the environment with pollution and rubbish. Attendees and tourists attending an event contribute to noise disturbance and traffic congestion. In more serious cases, events may lead to destruction of heritage or wildlife habitat and ecological systems when such land areas are sacrificed to build event facilities or supporting infrastructure.

5. **Political Outcomes and Impacts**

Major or international events can help a country or city gain international prestige and improve the country/city and its leaders' profiles. Even a local community event can have political implications; having politicians officiating or making an appearance at local events is an opportunity for them to be seen doing their 'duty'.

On the other hand, events can also be seen as tool for politicians to promote propaganda or to distract the public's attention from some political problem.

6.3 Impact Assessment and Cost-Benefit Evaluation

A comprehensive cost-benefit evaluation on the impact of events is necessary to ascertain if the event is worthwhile. A comprehensive study also serves to assist public policy on financial support for events.

1. **Tangible Benefits and Costs**

Tangible benefits include the investment of clients, sponsors and other investors such as government grants or subsidies; new employment; new tourist receipts; etc.

Tangible costs include capital and construction costs as well as long-term maintenance of venues and facilities costs; employment costs; supporting services such as police, cleaners, etc.

2. **Intangible Benefits and Costs**

Intangible benefits include community pride; enhanced image of host destination/city/country, etc.

Intangible costs include noise and waste pollution, crowding and inconvenience; exodus of residents and potential tourists, etc.

Further to the above, opportunity costs should also be considered; this refers to the next best alternative given up as a result of investing resources in this event. It is ideal that the event should generate more benefits than if the resources were used for other projects.

In addition, evaluators should also assess who benefits and who pays for an event. Events that use public funding must be for common good that benefits society at large.

3. **Worth of Events**

There are various ways to assess the worth of an event. Some common methods include:

- Economic Impact

Events generate revenue from event ticket sales, tourism receipts as well as revenue for supporting industries. There could be a multiplier effect. In addition, it could boost employment.

- Return on Investment (ROI)

The ROI or Return on Investment is the key measure of value for many investors. Investors are interested in their earnings for each dollar invested in the event. ROI differs for different types of investors. Private investors may be more interested in monetary earnings whereas public agencies may consider positive economic impacts as positive ROI.

ROI may also be intangible benefits such as enhanced image of product/country/destination, awareness of and positive attitude and behaviour towards product/country/destination.

Regardless of what measures are used to evaluate the worth of an event, it is important to get a rounded perspective and view from various stakeholders involved or affected by the event such as clients, attendees, community, sponsors, staff and volunteers. Together they could spell the growth or demise of an event.

6.4 Events and Public Policy

Just like event managers could not ignore the many laws and regulations that might impact the event industry, policy-makers could not ignore the many benefits generated by events and the role of events in perpetuating cultural, social and economic progress.

Public policy is the process whereby government and their agencies address an issue or general areas of public concern through laws, regulations, decisions (both actions and inactions) and intentions of government. Events cross various policy fields.

6.5 Justifying Public Sector Involvement in Events

There must be valid reasons for government to be involved in events since it involves public funding.

1. **Ideology**

Political parties may take different approaches to or form different opinions of event funding or regulation, and in general to culture, economic development or leisure and sport, based on ideologies, which is rooted in philosophies, value sets and even religious beliefs.

Political parties may engage in ideologically based debate around specific issues and events, especially for spending on mega events, event venues or sometimes regarding funding of festivals and sports.

2. **Events as a Public Good**

The government can justify its involvement if the event is deemed as a public good. This means that the event must bring forth benefits that accrue to society and the public at large. This means that the event generate the same, if not more, benefits as with other government investments.

An event can be deemed as a public good if it meets the following criteria:

- The event can fit into accepted policy domains such as tourism
- The benefits generated must be substantial so that it is worth the investment and everyone should gain from the event, i.e. it is inclusive. These benefits can be proved or demonstrated
- There must be rules and accountability on how the money was spent and actions made or decisions taken

3. **Failure or Inadequacies of the Marketplace**

Extending the concept of events as a public good, access to the event and the benefits it brings should be based on the principle of social equity – fairness,

justice and need. However, when left in the hands of the private sector, there may be times when there are no incentives or reward for the “free market” to run the event. Without government intervention, it is likely that a “free market” would be skewed towards certain types of events, especially those that are for-profit events. Hence, government involvement is justified to ensure benefits to all.

4. **Returns on Investment**

Just like any private companies, the government can invest in events to reap economic benefits. The government can realise substantial tax gains from event tourism by taxing consumption of goods and services associated with the event, e.g. F1 in Singapore. This justification, however, requires accountability and transparency for public buy-in.

5. **Intangible Benefits**

The public may reap intangible benefits accruing from an event such as pride in the country or government or if they expect indirect benefits, for example, the Inaugural Youth Olympics.

6.6 Means of Public Sector Involvement

There are a few ways in which the public sector could be involved in events.

1. **Policy-making**

The government can establish policies in major policy domains in support of event development.

- **Economic Policy and Events**

A major reason for government involvement in events is the economic benefits which a country could realise from events. The government could aim to foster event tourism, tapping on events for general economic development as well as using events to maximise venue efficiency and

place marketing. Some event policy initiatives which the government could engage in include establishing event tourism as a policy domain, integrating event policy with investment in venue and operations as well as with place marketing.

- **Cultural Policy and Events**

The government could strive to foster arts and cultural development through investing in such events or foster sustainable cultural event tourism. Some related event policies would include integrating events in cultural policy and arts development strategies and developing specific event funding programmes.

- **Social Policy and Events**

The government could foster social integration and community involvement or enhance health and wellness through a programme of public events or tackle social problems at surrounding events. Related event policies in these cases might include formulating policies for use of public spaces like parks and recreational spaces for events and providing resources to combat social problems associated with events.

- **Environmental Policy and Events**

In this domain, the government could request that events be “green” and meet minimum RRR standards (i.e., reduce, reuse and recycle). Events could also be used to promote environmental education (e.g., Earth Hour). Related policies would include limiting waste from events or foster sustainable events.

2. **Funding**

The government could consider the following:

- direct provision method – set up and run its own events
- equity approach – invest in events by injecting money into events

- sponsorship – fund events in cash or kind in return for specific benefits

3. **Facilitation**

The government could facilitate event creation or operations and even setting up of event management companies. Some policies to aid facilitation include:

- Financial – the government could provide grants, loans or subsidies to encourage event management companies to organise certain types of events. The government could also provide monetary assistance for event management companies to set up shop.
- Technical – the government could provide professional advice and training for certain types of events.
- Marketing – the event could tap on the government's marketing materials and website for promotion.
- Infrastructure – the government may provide or improve venues and necessary services (e.g. water, roads, Internet access) to execute an event.



Activity 1

Research on the Youth Olympics Games and discuss its outcomes and impacts, worth and value.

If you can decide on whether to bid and run a similar event in future, what would your decision be?

Summary

- An event consumes much resource, involves various stakeholders and affects many people. It is, thus, necessary to assess the outcomes and impacts of an event.
- The event manager needs to ensure that the event meets its objectives and goals for accountability reasons; as a basis to use and allocate resources more effectively and efficiently; to make the event experience more enjoyable and positive and as a tool to lobby and direct policy.
- When evaluating event outcomes and impacts, we need to consider various perspectives – personal, social and cultural, economic, environmental and political.
- In assessing costs and benefits of holding an event, both tangible and intangible costs and benefits must be evaluated.
- The worth of an event differs to various stakeholders and hence there are different ways to assess what an event is actually worth. Some common methods include assessing the economic impact and measuring the return on investment.
- It is necessary to get the perspectives of various stakeholders involved or affected by the event when assessing its worth.
- The value generated by an event is of particular importance when public funds are used to support the event.
- The government's intervention in an event could be justified on the basis of ideology, an event being a public good, failure/inadequacy of the free market as well as the returns and intangible benefits which an event bring to the country and its people.
- Thus, the government could consider establishing policies in various policy domains that impact an event, provide funds for the events through various means or facilitate the setting up and executing of an event or an event management company.

Formative Assessment

1. Which one of the following about event outcome and impact assessment is NOT true?
 - a. Event outcome and impact assessment is only necessary for major events with government's' funding.
 - b. Assessing event outcomes and impacts is a way to be accountable to the public for public funds deployed for events.
 - c. If an event using government funding performs well, it can be used as a means to lobby for more funds and support for events.
 - d. An outcome and impact assessment provides valuable information such as what activities attract attendees.

2. Which one of the following is a positive environmental outcome and impact of events?
 - a. Events can generate revenue from sales of event tickets and merchandise.
 - b. Events may damage the environment with pollution and rubbish.
 - c. Events may help the country gain international prestige, thus improving its profile.
 - d. Events could be used to showcase the environment, thus promoting environmental awareness.

3. The process whereby government and their agencies address an issue or general areas of public concern through laws and regulations is known as _____.
 - a. ideology.
 - b. policy-making.
 - c. public policy.
 - d. policy field.

4. When officiating the official opening of River Safari, Asia's first river-themed wildlife park, PM Lee commented that attractions and events need to be constantly refreshed so as not to lose out to competition. This comment reinforces the close to \$1b fund announced in year 2012, part of which would be used to support new events and develop new concepts. PM Lee also commented that the River Safari is an example of "how we are making Singapore a better home for our families".

Which one of the following is not likely to be a justification for government funding in this scenario?

- a. Ideology.
 - b. The need for policy-making.
 - c. Intangible benefits such as pride in the country.
 - d. Events as a public good.
5. Which one of the following is an example of infrastructure facilitation for events?
- a. Kickstart Fund from STB which supports the development of innovative lifestyle test-bed events and concepts with strong tourism potential.
 - b. Widening of Kallang Road to facilitate traffic to and from Sports Hub.
 - c. Maintaining a calendar of events on major government's websites.
 - d. The Kickstart Fund from STB includes support and guidance to recipient companies via mentorship from industry leaders.
6. Speaker's Corner within Hong Lim Park in Singapore is designated as a 'free speech area' where speaking events could be held without the need to apply for a licence under the Public Entertainment and Meetings Act.

This is an example of _____ policy.

- a. environmental
- b. economic
- c. cultural
- d. social

Solutions or Suggested Answers

Formative Assessment

1. Which one of the following about event outcome and impact assessment is NOT true?
 - a. Event outcome and impact assessment is only necessary for major events with government's funding.
Correct. Statement is not true. Events using government's funding should be evaluated so as to be accountable to client and major shareholders. Refer to Study Unit 6, Section 6.1.
 - b. Assessing event outcomes and impacts is a way to be accountable to the public for public funds deployed for events.
Incorrect. Statement is true. If public funds are used for events, there must be transparency and accountability. Refer to Study Unit 6, Section 6.1.
 - c. If an event using government funding performs well, it can be used as a means to lobby for more funds and support for events.
Incorrect. Statement is true. In this case, the event can be used as a lobbying tool to gain support for events since it has done well. Refer to Study Unit 6, Section 6.1.
 - d. An outcome and impact assessment provides valuable information such as what activities attract attendees.
Incorrect. Statement is true. Information from the event outcomes and impacts study enable the event experience to be more enjoyable. Refer to Study Unit 6, Section 6.1.

2. Which one of the following is a positive environmental outcome and impact of events?
 - a. Events can generate revenue from sales of event tickets and merchandise.

Incorrect. This is a positive economic outcome and impact. Refer to Study Unit 6, Section 6.2.

- b. Events may damage the environment with pollution and rubbish.

Incorrect. This is a negative environmental outcome and impact. Refer to Study Unit 6, Section 6.2.

- c. Events may help the country gain international prestige, thus improving its profile.

Incorrect. This is a positive political outcome and impact. Refer to Study Unit 6, Section 6.2.

- d. Events could be used to showcase the environment, thus promoting environmental awareness.

Correct. This is a positive environmental outcome and impact. Refer to Study Unit 6, Section 6.2.

3. The process whereby government and their agencies address an issue or general areas of public concern through laws and regulations is known as _____.

- a. ideology.

Incorrect. This refers to a set or system of ideas and beliefs. Refer to Study Unit 6, Section 6.2.

- b. policy-making.

Incorrect. This is one aspect of public policy. Refer to Study Unit 6, Section 6.2.

- c. public policy.

Correct. When the government passes a law, regulation or reaches certain decisions on issues of public concern, this refers to public policy. Refer to Study Unit 6, Section 6.2.

- d. policy field.

Incorrect. This refers to policy domains or policy areas like Economics, Health, Tourism, etc. Refer to Study Unit 6, Section 6.2.

4. When officiating the official opening of River Safari, Asia's first river-themed wildlife park, PM Lee commented that attractions and events need to be constantly refreshed so as not to lose out to competition. This comment reinforces the close to \$1b fund announced in year 2012, part of which would be used to support new events and develop new concepts. PM Lee also commented that the River Safari is an example of "how we are making Singapore a better home for our families".

Which one of the following is not likely to be a justification for government funding in this scenario?

- a. Ideology.

Incorrect. This is likely to be a justification as it suggests that the government believe tourism and events plays a role in the country's well-being. Refer to Study Unit 6, Section 6.2.

- b. The need for policy-making.

Correct. Policy-making is not a justification for government involvement in events. Refer to Study Unit 6, Section 6.2.

- c. Intangible benefits such as pride in the country.

Incorrect. This is likely to be a justification as the River Safari is Asia's first river-themed wildlife park, suggesting that Singaporeans should be proud of our achievement. Refer to Study Unit 6, Section 6.2.

- d. Events as a public good.

Incorrect. This is likely to be a justification as the River Safari not only draws in tourists but locals can also benefit. Refer to Study Unit 6, Section 6.2.

5. Which one of the following is an example of infrastructure facilitation for events?

- a. Kickstart Fund from STB which supports the development of innovative lifestyle test-bed events and concepts with strong tourism potential.
Incorrect. This is an example of financial facilitation. Refer to Study Unit 6, Section 6.2.
 - b. Widening of Kallang Road to facilitate traffic to and from Sports Hub.
Correct. Infrastructure facilitation refers to providing or improving venues and necessary services to execute an event. Refer to Study Unit 6, Section 6.2.
 - c. Maintaining a calendar of events on major government's websites.
Incorrect. This is an example of marketing facilitation. Refer to Study Unit 6, Section 6.2.
 - d. The Kickstart Fund from STB includes support and guidance to recipient companies via mentorship from industry leaders.
Incorrect. This is an example of technical facilitation where the government collaborates with industry leaders to provide professional advice and guidance. Refer to Study Unit 6, Section 6.2.
6. Speaker's Corner within Hong Lim Park in Singapore is designated as a 'free speech area' where speaking events could be held without the need to apply for a licence under the Public Entertainment and Meetings Act.

This is an example of _____ policy.

- a. environmental
Incorrect. Environmental policies cover areas which protect or damage the environment such as the need to recycle, limiting waste from events, etc. Refer to Study Unit 6, Section 6.6.
- b. economic

Incorrect. Economic policies are concerned with economic benefits such as increase in tourism spending, creating employment, etc. Refer to Study Unit 6, Section 6.6.

c. cultural

Incorrect. Cultural policies are concerned with arts and cultural development such as integrating events in cultural policy and arts development strategies. Refer to Study Unit 6, Section 6.6.

d. social

Correct. Social policies are concerned with fostering of social integration and community involvement such as formulating policies for use of public spaces for events. Refer to Study Unit 6, Section 6.6.

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