EVENTS MANAGEMENT

Resource Guide

Glenn Bowdin

UK Centre for Events Management
Leeds Metropolitan University

August 2003

Published by the Learning and Teaching Support Network (LTSN) for Hospitality, Leisure, Sport & Tourism
CONTENTS
Introduction .......................................................................................................................... 5
Teaching Events Management ............................................................................................. 5
Key Words ............................................................................................................................. 7
Bibliographies ....................................................................................................................... 7
Books ..................................................................................................................................... 8
  Event Planning / Management / Production .................................................................. 9
  Conference / Exhibition Planning / Management ............................................................ 16
  Event Design / Themeing ................................................................................................. 19
  Health & Safety / Risk Management .............................................................................. 19
  Marketing and Sponsorship ............................................................................................. 20
  Market Sector Reports ...................................................................................................... 21
Journals .................................................................................................................................. 24
Periodicals ............................................................................................................................. 25
Media ....................................................................................................................................... 27
Discussion Lists ..................................................................................................................... 27
Conferences ............................................................................................................................ 28
Online Resources – Bibliography / Reference / Publications / Search Services ................. 29
Online Resources - Directories ............................................................................................ 30
Associations / Industry Bodies ............................................................................................... 31
  Conference Sector .......................................................................................................... 31
  Exhibition Sector .............................................................................................................. 31
  Events / Incentive Travel ................................................................................................. 31
  Festivals ............................................................................................................................. 31
Production ............................................................................................................................... 31
  The Business Tourism Partnership ..................................................................................... 32
  TTENTO / HIF .................................................................................................................. 32
About the Author .................................................................................................................... 32
INTRODUCTION
The subject area of events management is progressing as a discipline, with an increasing number of qualifications being offered with ‘events’ in the title. In addition, anecdotal evidence suggests that there are hundreds of modules covering the principles of events management within hospitality, tourism and leisure courses, together with coverage in PR and business related courses.

This resource guide has been developed to direct academics who teach events management towards sources of information that can inform and develop their teaching, therefore improving the quality of their teaching, learning and assessment in relation to events management. It is worth noting that, at the time of writing, there are moves to launch a subject association for events management education in order to provide an academic home for people teaching this subject – please contact the author should you be interested in being kept informed of developments in this area.

TEACHING EVENTS MANAGEMENT
Teaching events management, either at a module or course level, will require coverage of a range of disciplines in order that the students gain an understanding of the subject. At course level, Getz (2000) presents a useful conceptual framework to illustrate this approach (Figure 1). He argues that the type of event is secondary to developing an understanding of the nature of events and basic management functions.

Figure 1: Conceptual Framework for Event Management

Level 1: Foundation

THE NATURE OF PLANNED EVENTS
- Limited duration and special purpose
- Unique blend of setting, program, management, and participants/customers
- Experiences and generic appeal
- Cultural and economic significance
- Businesses, agencies and organizations
- Forces and trends
- Professionalism
- Programming and scheduling
- Venues/settings

MANAGEMENT FUNDAMENTALS
- Planning and research
- Organizing and co-ordinating
- Human resources
- Financial and physical resources
- Budgeting, controls, risk management
- Marketing and communications
- Impact and performance evaluation

Level 2: Specialization

- Type of event and unique program
- Special venue requirements
- Event organizations
- Target markets and unique communications
- Special services and supplies
- Unique impacts and performance criteria Forces and trends

Modules may be structured around a particular key text (e.g. Allen et al., 2002; Bowdin et al., 2001; Getz, 1997; Goldblatt, 2002; Hall, 1992; Shone with Parry, 2001; Watt, 1998), however, it is expected that a range of materials will be accessed in order to provide a rounded understanding of the subject. Modules on specific aspects of the events industry, for example, Conference Planning, may draw on the general texts above or conference specific texts, for example, Rogers (2003) or Davidson and Cope (2003).

The teaching of events management requires the development of a sound theoretical base underpinned by vocational and practical examples. As a result, event management texts should be supplemented by discipline focused texts - for example, management, human resource management, operations management and finance. Given the limited number of event-specific texts in these areas, and generally the comparatively limited stock of events-specific texts in university / college libraries, it is essential to encourage students to draw on the wider based literature to support their studies (anecdotal evidence suggests that if students cannot find books in stock with ‘events’ in the title, they will claim that they are unable to complete work as ‘there aren’t any books’). In addition, there are a wide range of materials, including journals, industry periodicals, newspapers, industry associations and other sources of information that can be used to supplement textbooks.

Broadly, a module in the principles of events management may be structured around the events planning / management process and include coverage of the following topics:

- Introduction - Definitions of Events / Scoping the Events Industry / Stakeholders
- Event Planning Process / Event Project Management
- Impacts of Events
- Risk Management / Law & Licensing / Health & Safety
- Logistics
- Production / Staging
- Marketing / Promotion
- Sponsorship
- Management / Organization
- Finance / Budgeting
- Human Resource Management / Volunteer Management
- Evaluation
**KEY WORDS**

Students should be encouraged to use a range of key words to search for related articles and resources. These can range from event-specific (e.g. Commonwealth Games, Glastonbury Festival, Olympics) to general events-related key words including:

- event, special event, festival, conference, convention, exhibition, exposition, expo, forum, symposium, meeting, mega-event, hallmark event, incentive travel, corporate hospitality, sports management, sponsorship, event planning, event management, events management, conference planning, event tourism, business tourism

Depending on the search facilities available within online resources, students may need to use different combinations in order to undertake effective searches - each may produce a different set of results. For example, event plan, event planning, events planning, event management, events management. In addition, some search facilities use Boolean (AND, OR, NOT) in order to widen or narrow results – e.g. event AND planning, event OR conference AND planning, event NOT exhibition AND management.

**BIBLIOGRAPHIES**

A large number of the text books listed in the Books section include extensive bibliographies. There are also a small number of bibliographies available online, some of which are listed below.

  
  The bibliography contains references to books, journal articles and research papers of relevance to Australian events management within a range of categories. [http://www.business.uts.edu.au/acem/pdfs/bibliography.pdf](http://www.business.uts.edu.au/acem/pdfs/bibliography.pdf)

  
  The bibliography contains references for over 100 events management specific books currently available that can be used to inform teaching on a range of subjects relating to events. [http://www.worldofevents.net](http://www.worldofevents.net) (under Publications)

  
  Extensive online volunteer management bibliography developed by Steven McCurley. [http://www.worldofevents.net/directory/out_frame.php?PHPSESSID=&ID=1682](http://www.worldofevents.net/directory/out_frame.php?PHPSESSID=&ID=1682)

- Olympic Studies Centre
  
  The website of the Olympic Studies Centre at Universitat Autònoma de Barcelona includes a wide range of resources including articles and extensive links to Olympic related resources. [http://www.blues.uab.es/olympic.studies](http://www.blues.uab.es/olympic.studies)
• Sport England
The website of Sport England includes a wide range of bibliographies on sports-related subjects, including sports venue design and sponsorship.
http://www.sportengland.org

A useful resource providing links to a range of materials held within the Library of Congress.
http://www.loc.gov/rr/main/olympics/

The bibliography contains around 1400 references to academic articles and reports.

Books
The range of event specific books has increased over the past five years. These range from ‘how-to’ guides and manuals, through to academic textbooks exploring a range of issues relating to the subject discipline. Although there is currently only one series of books in Events Management, published by Wiley (http://www.wiley.com), other books are published by a range of publishers. At the time of writing, a new series is being launched by Butterworth-Heinemann (http://www.bh.com) in 2004 in order to develop their existing catalogue in this subject area.

An extended booklist is provided below, broken down into a small number of categories:

• Event Planning / Management / Production
• Conference / Exhibition Planning / Management
• Event Design / Themeing
• Health & Safety / Risk Management
• Marketing & Sponsorship
• Market Sector Reports

Although there are likely to be many more books currently on the market or due to be published within the near future, these have generally proved to be useful additions to the library or academic’s bookshelf. However, the following texts have proved to be particularly useful. From a UK perspective there are relatively few books currently on the market, with most taking a ‘How To …’ approach aimed at industry practitioners. Bowdin et al (2001), Davidson and Cope (2003), Rogers (2003), Shone with Parry (2001) and Watt (1998) provide a useful grounding in events, drawing on examples that students will be able to easily relate to and all but the latter linking theory with practice. From a wider international perspective, a module / course would be strengthened with reference to Allen et al (2002), Getz (1997), Goldblatt (2002), Hall (1997), McCabe et al. (1999), and O’Toole and Mikolaitis (2002).
Of the above texts, Bowdin et al. (2001), Rogers (2003), Allen (2000, 2002, 2003), Allen et al. (2002), Goldblatt (2002) and McCabe et al. (1999) have additional resources to support teaching in this area.

**Event Planning / Management / Production**


  **Contents**: 1 - The First Steps: Initial Planning and Budgeting; 2 - Organization and Timing; 3 - Location, Location, Location; 4 – Transportation; 5 - Guest Arrival; 6 - Venue Requirements; 7 - Who's It All For?; 8 - Food and Beverage; 9 - Other Considerations; Conclusion.


  **Contents**: 1 - The Strategic Planning of Event Design; 2 - Preparing the Proposal; 3 - The Body of the Proposal; 4 - Management Fees; 5 - Contractual Negotiations with Suppliers; 6 - Client Contracts; 7 - Safety and Security; 8 - Event Planning Technology Tools and Emerging Trends; 9 - Multicultural and Foreign Event Planning; 10 - Event and Program Branding; 11 - Conclusion.


**Contents:** 1 - Introduction: Designing and Producing Successful Special Events; 2 - Understanding the Four Phases of Event Management; 3 - Designing Your Special-Event Timeline; 4 - Learning From Your Organization's Past Performance; 5 - Preparing Needs Assessment and Your Case For Support; 6 - Planning and Managing to Achieve Your Goals; 7 - Selecting the Right Event; 8 - Creating Your Budget; 9 - Building Effective Teams; 10 - Revising the Timeline to Stay On Track; 11 - Constructing and Managing Your Marketing and Communications Plans; 12 - Creating Compelling Promotional Materials; 13 - Managing the Necessary Paperwork; 14 - Managing the Details; 15 - Handling Surprises and Contingencies; 16 - Thanking, Acknowledging and Reporting; 17 - Conclusion: Applying Your Newly Gained Experience.


**Contents:** 1 - What are Events?; 2 - The Impact of Events; 3 - Conceptualizing the Event; 4 - The Planning Function; 5 - Leadership and Human Resources; 6 - The Marketing of Events; 7 - Sponsorship of Events; 8 - Control and Budgeting; 9 - Legal and Risk Management; 10 – Logistics; 11 - Staging Events; 12 - Evaluation and Reporting.


**Contents:** Part 1: The Event. 1 - The Greatest Peacetime Event (Richard Cashman); 2 - Hallmark Events (Kevin M Dunn and Pauline M McGuirk). Part 2: Winning and Designing the Games. 3 - Winning the Bid (Angela Burroughs); 4 - Design (Reon Newman). Part 3: Staging the Games. 5 - Australian Identity (Frank Farrell); 6 - Urban Design (James Weirick); 7 - Environment (Deo Prasad); 8 - Transport (John Black); 9 - Security (Alan Thompson); 10 - The Media (Reg Gratton); 11 - Marketing and Sponsorship (Amanda Johnston); 12 - Drugs (Mark Duncan); 13 - Tourism (Ray Spurr). Part 4: The Other Games. 14 - The Cultural Olympiad (Debra Good); 15 - The Paralympics (Anthony Hughes). Part 5: Beyond the Games. 16 - Legacy (Richard Cashman); 17 - Costs and Benefits (Richard Cashman and Anthony Hughes).


**Contents:** 1 - Understanding the Market – An Overview; 2 - Matching the Event to the Market; 3 - How Communities and Promoters are Selected. 4 - The Ins and Outs of Bidding; 5 - Preparing for the Events – Setting Up Basic Operations; 6 - Sponsors – How To Get Them / What To Give Them; 7 - Matching Sponsors to Events; 8 - Profit or Loss: What Goes Into the Revenue Picture; 9 - How to
Market and Promote Events; 10 - The Role of Advertising; 11 - Shutdown: It's Not Over When It's Over; 12 - Epilogue.


**Contents:** 1 - The Profit Potential; 2 - The Human Audit; 3 - Constructing the Programme; 4 - Building the Budget; 5 - Cash or Non-Cash, That Is The Question; 6 - Flexible Benefits; 7 - Incentive Travel: Everyone’s Top Reward; 8 – Merchandise; 9 – Vouchers; 10 – Events; 11 - Measure, Monitor, Mirror; 12 - Recognition Systems.


**Contents:** Introduction. 1 - Finding the Event That Fits; 2 - The Matter of Money; 3 - Management: The View from the Top; 4 - The Art of Corporate Underwriting and Sponsorship; 5 - Committees and Commitments; 6 - Locations, Locations, Locations; 7 - The Message and the Media; 8 - Food for a Crowd; 9 - Power of the Stars; 10 - Countdown to Success; 11 - After Words; 12 - Tools of the Trade.


**Contents:** 1 - Introduction to Event Management and Event Tourism; 2 - Trends and Forces; 3 - Perspectives on Events; 4 - Planning Events; 5 - Event Tourism Planning for Destinations; 6 - Organization; 7 - Programming and Service Management; 8 - Human Resources Management; 9 - Generating Revenue; 10 - Financial and Risk Management; 11 – Marketing; 12 - Market Research; 13 - Communications- Reaching The Customer; 14 - Evaluation and Impact Assessment.


**Contents:** Part 1: General Principles and Issues. Part 2: Specific Events.


**Contents:** 1 – Introduction; 2 - Assessing a Site for an Event; 3 - Choosing a Date for an Event; 4 - Planning an Event; 5 - Negotiating with Performers / Societies; 6 - Promoting an Event; 7 - Presentation on Site; 8 - Managing an Event on Site; 9 - After an Event; 10 - Case Studies.


**Contents:** 1 - Vision, Mission, Strategic Planning; 2 - The Event Business Audit; 3 – Research; 4 - Dollar Wise; 5 - Finding Capital; 6 - Monitoring Success; 7 - The Marketing Plan; 8 - Finding and Keeping Great People; 9 - Achieving Success.


**Contents:** 1 - Introduction: Defining Hallmark Events; 2 - The Nature and Significance of Hallmark Events; 3 - The Economic Impacts of Hallmark Events; 4 - ‘Everybody Loves a Parade’: The Social Dimension of Hallmark Events; 5 - The Politics of Hallmark Events; 6 - The Management of Hallmark Events; 7 - Planning Hallmark Events; 8 - Marketing, Sponsorship and Image; 9 - Avoiding the Hangover: A Strategic Approach to Hosting Hallmark Events.


**Contents:** 1 - The Hard Travellers; 2 - The Venue; 3 - The Performer; 4 - The First Budget; 5 - The Sponsors; 6 - Media Sponsors; 7 - Art & Advertising; 8 - The Program; 9 - The VIP Reception and the Meet and Greet; 10 - Putting It All Together; 11 - The Day of the Concert; 12 - The Small Concert; 13 - Very Large Concerts; 14 - Talking to the Experts; 15 - Final Thoughts.

**Contents:** 1 - Workout on Paper; 2 - Jogging Around Entertainment; 3 - Looking Good – Being Good; 4 - Pumping Up Marketing Muscles; 5 - Aerobics for Event Hearts; 6 - Improving Organizational Set-Ups; 7 - Ending Up on the Treadmill.


**Contents:** 1 - Event Evaluations (Lena L. Mossberg); 2 - Travelling to Events (Magnus Bohlin); 3 - Effects of Events on Destination Image (Lena L. Mossberg); 4 - The Locals - Local Knowledge, Participation, and Identity (Monica Hanefors); 5 - Learning Effects- The Case of the Lillehammer Olympic Winter Games 1994 (Bente R Lawendahl); 6 - Financial Effects of Events on the Public Sector (Tommy D Andersson and Lars A Samuelsson); 7 - Event Economics: Top-Down Approaches (Lars Hultkrantz); 8 - Beyond Intermezzo? On the long-Term Industrial Impacts of Mega-Events - The Case of Lillehammer 1994 (Olav R. Spilling); 9 - Event Strategies in Practice.


**Contents:** 1 - Mega-Events and Modernity: Perspectives and Themes. Part 1: Mega-Events and the Growth of International Culture; 2 - Expos and Cultural Power: Capitalism, Nationalism and Imperialism; 3 - Mega-Events and Cultural Citizenship: Consumerism, Inclusion / Exclusion and Internationalization; 4 - The Olympics, Internationalism and Supernationalism: International Sports Events and Movements in the Inter-War Period. Part 2: Mega-Events and the Growth of Global Culture. 5 - Mega-Events, Cities and Tourist Culture: Olympics and Expos; 6 - Mega-Events and
Resource Guide: Events Management

Media Culture: Sport and Olympics; 7 - Mega-Events and Global Citizenship: Olympic Problems and Responses; 8 - Mega-Events, Identity and Global Society: Theoretical Reflections.


**Contents:** 1 - Anatomy of an Event; 2 - The Event Element Assessment; 3 - Developing the Event Site; 4 - Accommodating the Audience; 5 - Providing the Event Infrastructure; 6 - Safe Operations; 7 - Coordinating the Environment; 8 - Fundamentals of the Production; 9 - Staging the Entertainment Experience; 10 - Food & Beverage Operations; 11 - Making Event Memories; 12 - Ancillary Programs; 13 - Vendors & Volunteers; 14 - Knowledge Management; 15 - Strategies for Success.


**Contents:** 1 – Introduction; 2 - Sunday- Focus on the Objectives; 3 - Monday– Planning and Preparation; 4 - Tuesday– Choosing Your People; 5 - Wednesday– Administrative Essentials; 6 - Thursday– Publicity and Marketing; 7 - Friday– Almost There!; 8 - Saturday – Clear Up, Wash Up and Post Mortem.


**Contents:** Introduction. 1 - What’s In It For Me? Section 1: Creating Your Own Event. 2 - To Be Or Not To Be?; 3 - Your Event or Mine?; 4 - A Matter of Quality; 5 - Getting Everything Done. Special Section A: The Special Event “Impleventer.” 6 - Tell ‘Em About It. Section 2: Win-Win Sponsorship. 7 - First Things First: Preparing For Sponsorship; 8 - Rifle-Shot Research. Special Section B: Corporate Sponsorship Research Guide. 9 - The Strategy of Selling; 10 - Sponsorship: The Corporate View. Section 3: Evaluation: Measuring Sponsorship Effectiveness. 11 - All's Well That Ends Well. Section 4: The Special Events Industry: Today and Tomorrow. 12 - What’d They Say?


**Contents:** Part I: The Events Business. 1 - An Introduction to Events; 2 - The Market Demand for Events; 3 - The Events Business: Supply and Suppliers; 4 - Social, Economic, Political and Developmental Implications. Part II: Managing Events. 5 - Making a Start; 6 - Events Planning; 7 - Financial Management and the Budget; 8 - The Event: Preparation, Logistics and Support Services; 9 - Marketing and Public Relations for Events; 10 - Managing the Events as a Project; 11 - The Organization Manager and the Team, During the Event; 12 - Closedown and Legacies.


**Contents:** Introduction. 1 – Events; 2 – Planning; 3 - Personal Planning; 4 - Financial Management; 5 – Marketing; 6 - Promotion and Publicity; 7 - Health and Safety; 8 – Sponsorship; 9 – Legal; 10 – Infrastructure; 11 - Technical Aspects; 12 - Special Events Checklist and Information; 13 - Help, Advice and Support; Evaluation Conclusion.

Contents: 1 - Defining the Special Event; 2 - Creative Brainstorming; 3 - Organizing Your Special Event; 4 - The Groundbreaking; 5 - The Grand Opening; 6 - The Open House; 7 - Case Study VII; 8 - Trade Shows; 9 - Sales Meetings; 10 - Awards Banquets; 11 - Sales Promotions; 12 – Fundraisers; 13 - Holiday Events; 14 – Picnics; 15 – Parades; 16 – Festivals; 17 – Sponsorships; 18 - Corporate Theatre; 19 - Special Effects; 20 - Publicity and the Special Event; 21 - Legal Aspects and Insurance Needs of Special Events; 22 - Finale.


Contents: 1 - Introduction to Events; 2 – Management; 3 - Organisation and Communication; 4 – Funding; 5 – Marketing; 6 - Event Evaluation; 7 - Practical Event Management; 8 - Sources of Help, Advice and Support.

**Contents**: Introduction: Special Event Fund Raising – A Beginning. 1 - The Master Event Timetable (METT); 2 - Choosing the Event; 3 - Monetary Goals and Budgets; 4 - Recruiting Volunteer Leadership for Your Event; 5 - Networking in the Community; 6 – Marketing; 7 - Special Event Administration; 8 - The Final Weeks to Event Day; 9 - The Big Day: Why the Success is in the Details; 10 - Thank you and Goodbye.


**Contents**: 1 - Arts, Leisure and Cultural Concepts (Ali-Knight and Robertson); 2 - Events Management (Jones, Morgan and Salem); 3 - Events and the Destination (Derret); 4 - Venue Operations Management (Harrison and Macdonald); 5 - Event Design and Management (James and Brown); 6 - Visitor Management (Yeoman and Mcmahon-Beattie); 7 - Service Quality and Managing Your People (Drummond); 8 - Marketing Events and City Strategy (Wardrop and Robertson); 9 - Marketing and Market Impact Analysis (Wood); 10 - Merchandising and Retail (Doyle); 11 - Hospitality Management (Fields and Stansbie); 12 - Ticketing and Reservations Management (Beaven and Laws); 13 - Revenue and Pricing Management (Kimes and Yeoman); 14 - Politics, Public Policy and the Destination (Hall and Rusher); 15 - Economics of Arts, Leisure and Cultural Events (Carlsen); 16 - Sponsorship, Funding and Strategy (Masterman); 17 - Behavioural Aspects of Financial Management (Raj); 18 - Risk and Decision Making (Mason and Beaumont-Kerridge); 19 - Virtual Technology, Cyberspace and Festival Management (Rusher); 20 - Implications and Process of Using IT (Knox); 21 - Context of New Zealand's Art, Leisure and Culture Sectors (Harrison and Macdonald).

Conference / Exhibition Planning / Management


**Contents**: 1 - The Conference Business; 2 - Finding a Venue; 3 - Inspection Visits; 4 – Negotiation; 5 - The Audience; 6 - The Speakers; 7 - Food and Beverage; 8 - Audiovisual Equipment; 9 - Organisation and Administration; 10 - Running Events For Profit; 11 - Overseas Events; Bibliography; Conclusion.

Contents: 1 - Introduction to Business Travel; 2 - Individual Business Travel; 3 - The Meetings Industry; 4 - Incentive Travel; 5 - The Exhibitions Industry; 6 - Corporate Hospitality; 7 - The Business and Pleasure Interface.


Contents: 1 - Action triangle selling for catering and convention; 2 - Event planning; 3 - Menu planning; 4 – Communication; 5 - Golden nuggets; 6 - Visionary customer service; 7 - Deployment.


Contents: 1 - Influences on Supply and Demand; 2 - Congress and Convention Centres; 3 - Trade Fair and Other Exhibition Centres; 4 - Hotels and Accommodation; 5 - Other Types of Conference and Training Centres; 6 - Technical Requirements; 7 - Facilities Management; 8 - Planning and Organising Events; 9 - Trends and Future Developments.


Contents: 1 - Setting Objectives; 2 - Establishing a Budget; 3 - Drafting Your Programme; 4 - Planning a Schedule; 5 - Choosing the Venue; 6 - Bringing in Speakers; 7 - Inviting Delegates; 8 - Publicising Your Conference; 9 - Employing Outsiders; 10 - Speaking in Public; 11 - Using Equipment; 12 - Staging Rehearsals; 13 - Managing the Event; 14 - Following Through.


Contents: 1 - The Business Environment of Conventions; 2 - The Business Structure of Conventions; 3 - Managing Suppliers to Conventions; 4 - Managing Human Resources for Conventions; 5 - Managing Site and Venue Selection for Conventions; 6 - Managing the Marketing of Conventions; 7 - The Business of Selling and Promoting Conventions; 8 - Managing the Planning of Conventions; 9 - Managing and Organising Convention Operations; 10 - Managing the Quality of Conventions; 11 - Managing the Financial, Budgetary and Legal Considerations of Conventions; 12 - Strategic Management of Conventions.


Contents: 1 - History of Meetings, Conventions and Expositions; 2 - Convention and Visitors Bureaus; 3 - Players in the Industry; 4 - The Sponsor; 5 - Host Venues; 6 - Trade Shows; 7 - Meetings Management; 8 - Legal Issues; 9 - Meeting Technology; 10 - Changes Affecting the Meetings and Conventions Industry; 11 - Career and Resource Information.


Contents: 1 - Definition of the Exposition Industry; 2 - Definition the Players; 3 - Exposition Manager; 4 – Exhibitors; 5 - Venue Managers and Staff; 6 - Convention and Visitors Bureaus; 7 - General Services Contractors; 8 - Attendees.


• **Seekings, D and Farrer, J (1999) How to Organize Effective Conferences and Meetings (7th edn.)** London: Kogan Page.


Contents: 1 - Overview of On-Premise Catering; 2 - Markets and Marketing; 3 - Theme Parties and Special Events; 4 - Meal Functions; 5 - Beverage Functions; 6 - Function Room Selection and Setup; 7 - Production and Service Planning; 8 - Intermediaries and Suppliers; 9 – Staffing; 10 - Financial Controls and Reports; 11 - Working with Other Hotel Departments.


**Event Design / Themeing**


**Contents**: 1 – Introduction; 2 – Moroccan; 3 - Art Deco; 4 – Garden; 5 – Lounge; 6 – Jungle; 7 – Colors; 8 – Beach; 9 - Urban Chic; 10 - Holiday.


**Contents**: 1 - The Secrets of Superb Organization; 2 - The 12-Point Management Plan; 3 - Event Essentials; 4 - The Power of Color; 5 - Innovative Design and Décor; 6 - Theme Creations; 7 - Understanding Design Principles and Elements of Art; 8 - Special Flowers and Special Events; 9 - Table Talk; 10 - Themes, Themes, Themes; 11 - Synopsis of Other Events.


**Contents**: 1 - The Party Process; 2 – Themes; 3 - Nothing but Tables, Flowers and Fabrics.


**Contents**: 1 - The Theme and Scheme of Things; 2 - Raise Food and Beverage Management to a Higher Level; 3 - Don't Kneel to Propose; 4 - Creative Thematic Meeting Breaks; 5 - Breakfast Appetizers; 6 – Lunch / Dinner Appetizers; 7 – Soups; 8 – Salads; 9 - A Guide to Vegetable Dishes; 10 – Desserts; 11 - Breakfast Entrées; 12 - Seated Breakfast Menus; 13 - Buffet Breakfast Menus; 14 - Buffet Brunch Menus; 15 - Luncheon Entrées; 16 - Seated Luncheon Menus; 17 - Luncheon Buffet Menus; 18 - Dinner Entrées; 19 - Seated Dinner Menus; 20 - Buffet Dinner Menus; 21 - Signature Line Gourmet Dinner Menus; 22 - Reception Menus; 23 - Low-Cholesterol, Low-Fat, Low-Sodium Menus; 24 - The Fantasy Factory® Theme Menus; 25 - Kosher Menus.

**Health & Safety / Risk Management**


**Contents**: A - Your Main Legal Duties; B - Areas of Responsibility; C – Checklists; D – Guidance; E - Suggested Copy for Exhibitor / Technical Manuals; F - Managing Health & Safety; G - Fire Safety & Emergency Procedures; H - Frequently Asked Questions (And Answers); I – Appendices; J - References.


**Contents**: 1 - Planning and Management; 2 - Venue and Site Design; 3 - Fire Safety; 4 - Major Incident Planning; 5 - Communication; 6 - Crowd Management; 7 - Transport Management; 8 - Structures; 9 - Barriers; 10 - Electrical Installations and Lighting; 11 - Food, Drink and Water; 12 - Merchandising and Special Licensing; 13 - Amusements, Attractions and Promotional Displays; 14 - Sanitary Facilities; 15 - Waste Management; 16 - Sound: Noise and Vibration; 17 - Special Effects, Fireworks and Pyrotechnics; 18 - Camping; 19 - Facilities for People with Special Needs; 20 - Medical, Ambulance and First-Aid Management; 21 - Information and Welfare; 22 - Children; 23 - Performers. 24 - TV and Media; 25 - Stadium Music Events; 26 - Area Events; 27 - Large Events; 28 - Small Events; 29 - Classical Music Events; 30 - Unfenced or Unticketed Events, Including Radio Roadshows. 31 - All-Night Music Events; 32 - Unlicensed Events; 33 - Health and Safety Responsibilities.


**Contents**: 1 – Introduction; 2 – Planning; 3 - Assessing Risks; 4 - Putting Precautions in Place; 5 - Emergency Planning and Procedures; 6 – Communication; 7 - Monitoring Crowds; 8 - Review.; Appendix: Relevant Legislation; References.


**Contents**: 1 - Risk Management: An Applied and Theoretical Sociological Perspective; 2 - Risk Assessment; 3 - Alcohol and Events; 4 - Crowd Control; 5 – Emergencies; 6 - Critical Issues for Event Safety; 7 - Outdoor Events. Stage Safety, Pyrotechnics, Parades and Demonstrations; 8 - Tomorrow's Event Risk Management.

**Marketing and Sponsorship**


**Contents**: Introduction. 1 - What Is Corporate Entertainment? 2 - Why Do It?; 3 - Targeting the Guests; 4 - Making Sure Guests Attend; 5 - Entertaining Internally; 6 - Making the Choices; 7 - Making It Work on the Day; 8 - Who to Go to for Help; 9 - Spectator Events; 10 - Participative Events; 11 - Travelling Abroad; 12 - Celebrities and Experts; 13 - Getting the Results; 14 - Bribery and Corruption; Conclusion.


**Contents**: 1 - Introduction to Event Marketing; 2 - Event Promotion, Advertising and Public Relations; 3 - Electronic Event Marketing Strategies; 4 - Funding the Event Marketing Program; 5 - Marketing Association Meetings, Conferences, Events and Expositions; 6 - Marketing Corporate Meetings, Products, Services and Events; 7 - Marketing Festivals, Fairs and Other Special Events; 8 - Trends in Event Marketing.


**Market Sector Reports**

Market sector reports provide access to a range of data that can assist students and academics in illustrating the size, nature and scope of the events industry and its related
sectors. Main providers include Mintel (http://www.mintel.co.uk) and Key Note Publications Limited (http://www.keynote.co.uk). The vast majority of the following examples are subscription based.


J O U R N A L S

Over the years, events related academic / research articles have appeared in a range of academic journals, mainly those relating to tourism, leisure, recreation and hospitality. In addition to these, there are currently two established academic journals covering the subject, *Event Management* and the *Journal of Convention & Event Tourism*, further details of which are below:

- **Event Management** - *(formerly Festival Management & Event Tourism)*, an International Journal, aims “to be the leading source of research reports and analysis related to all forms of event management” (e.g. meetings, conventions, festivals, expositions, sport and other special events). It publishes refereed and invited articles, book reviews, and documentation of news and trends. It also invites opinion pieces, profiles of organizations, and management case studies.

  Published quarterly by Cognizant Communication Corporation, Robert Miranda, Publisher, 3 Hartsdale Road, Elmsford, NY 10523, USA. Phone: 00 914-592-7720, Fax: 00 914-592-8981, E-mail: cogcomm@aol.com.


  Subscription available in hard copy and, since Volume Six, 2000, full text articles also available online through Ingenta. [http://www.ingenta.com/journals/browse/cog/em](http://www.ingenta.com/journals/browse/cog/em)

- **Journal of Convention & Event Tourism** - *(formerly Convention & Exhibition Management)* aims to give information about trends in applied research and management practices within convention and exhibition management (e.g. meetings and convention services, facility and auditorium management, stadium, arena, and exposition management organizations and transportation services).

  Published biannually by The Haworth Press Inc., 10 Alice St., Binghamton, NY 13904, United States. Phone: 00 607-722-5857 (Outside US/Canada), Fax: 00 607-771-0012 (Outside US/Canada), E-mail: orders@haworthpress.com.

PERIODICALS
Given the vocational nature of the subject, industry periodicals can be accessed to provide up-to-date, real-life examples of events or issues affecting the events industry in order to illustrate teaching or provide the basis for discussion within workshops.

The following periodicals have proved to offer a useful source of information for teaching, providing case studies, industry news and the basis for discussion. Notable within the list are **Access All Areas, Conference & Incentive Travel, Event, Event Solutions** and **Meetings & Incentive Travel**. Given the varying requirements and fluctuations in pricing for subscriptions, details have been limited to publisher and website details (rather than price or addresses, unless website details are not available). The list focuses on UK based periodicals and other online examples – although there are many more internationally, limitations may apply on subscription territories (if you wish to find out more, links to many periodicals are included on WorldofEvents.net under Links within the Industry Resources section). Some of the periodicals below are free to individual subscribers depending on the subscriber’s professional / industry status and sector of operation; otherwise there may be a subscription fee. Please contact the publishers for further information.

- **Access All Areas** – Published 10 times per year in the UK by Inside Communications, Access All Areas is “the leading magazine serving the events industry” providing in-depth articles on leading outdoor events and festivals, news and views. [http://www.access-aa.co.uk](http://www.access-aa.co.uk).


- **Conference & Exhibition Fact Finder** – Published 11 times per year in the UK, *Conference & Exhibition Fact Finder* provides a range of articles, news and views on the UK industry and updates from many associations, including the Association for Conferences & Events Newsletter. Contact Datateam Publishing Limited, London Road, Maidstone, Kent, ME16 8LY. Tel: 01622 687031, Fax: 01622 757646, E-mail: ceff@batiste.co.uk.

- **Conference & Incentive Travel** – Published monthly in the UK by Haymarket Publications, *Conference & Incentive Travel* is one of the leading sources of UK and international news, views and reviews for the meetings industry. Full text content of the publication is also available online. [http://www.citmagazine.com](http://www.citmagazine.com).

- **Event** (formerly *Marketing Event*) - Published monthly in the UK by Haymarket Publications, *Event* “is the UK's leading magazine for live events, corporate events and exhibitions” providing news, views and in-depth articles on issues relating to live events. Full text content of the publication is also available online. [http://www.eventmagazine.co.uk](http://www.eventmagazine.co.uk).
• **Event Organiser** – Published bi-monthly in the UK. Contact *Event Organiser*, Centre Court, 1301 Stratford Road, Hall Green Birmingham, B28 9HH. Tel: +44 (0)121 693 7070, Fax: +44 (0)121 693 7100.

• **Event Solutions** – Published monthly in the US by Event Publishing LLC, this online magazine provides a wealth of articles that can support most topics. [http://www.event-solutions.com](http://www.event-solutions.com).

• **Exhibition Bulletin** – Published monthly in the UK by Tarsus Group PLC, *Exhibition Bulletin* is regarded as one of the leading magazines in this market, including a magazine section (news, views and features) and an extensive monthly listing section of major exhibitions taking place in the UK and overseas. [http://www.e-bulletin.com/](http://www.e-bulletin.com/).

• **EXPO24-7.com** – Published monthly online by expo24-7.com Ltd, *Expo24-7.com* has been developed as “the complete portal and business resource for the international exhibition industry, with complete listings of trade fairs, online exhibitions, industrial shows, consumer exhibitions and event listings worldwide.” [http://wwwexpo24-7.com](http://wwwexpo24-7.com).

• **Incentive Today** – Published 10 times per year by Trades Exhibitions Ltd. [http://www.incentivetoday.co.uk/](http://www.incentivetoday.co.uk/).

• **Lighting & Sound International** – Published monthly in the UK by PLASA Media, *Lighting & Sound International* is the leading magazine focussing on entertainment technology. [http://www.lsionline.co.uk/](http://www.lsionline.co.uk/).

• **Meetings & Conventions** – Published monthly in the US by NorthStar Travel Media LLC, *Meetings & Conventions* provides news, views and features. Full text content of the publication is also available online. [http://www.meetings-conventions.com/](http://www.meetings-conventions.com/).

• **Meetings & Incentive Travel** – Published monthly in the UK by CAT Publications, *Meetings & Incentive Travel* is one of the leading magazines focusing on the meetings and incentive market. A website accompanies the publication – although this does not include full text articles, it does host a useful discussion board, latest news and an online jobs service. [http://www.meetpie.com](http://www.meetpie.com).

• **Special Events Magazine** – Published in the US by PRIMEDIA Business Magazines & Media Inc, *Special Events Magazine* is developed as a resource for designers and producers of special events. [http://www.specialevents.com/](http://www.specialevents.com/).

• **Successful Meetings** – Published monthly in the US by VNU Business Publications. Full text content of the publication is also available online. [http://www.successmtgs.com](http://www.successmtgs.com).
**MEDIA**

Newspapers provide up-to-date and topical coverage of events that can be incorporated into teaching and provide the basis for classroom discussion. Students should be encouraged to keep abreast of issues, not only articles specific to events (e.g. bidding for the Olympics) but also current affairs (e.g. recently the impact of the SARS virus, terrorism, the war in Iraq and economy and how these have affected events and the industry as a whole).

Of note, the following sources also provide extensive online information, including archive search facility:

- **BBC News** - [http://www.bbc.co.uk/news](http://www.bbc.co.uk/news)
- **Daily Telegraph** - [http://www.telegraph.co.uk](http://www.telegraph.co.uk) (fee for archive access)
- **The Times** - [http://www.timesonline.co.uk](http://www.timesonline.co.uk)
- **The Guardian** - [http://www.guardian.co.uk](http://www.guardian.co.uk) (job section includes event vacancies)

Some university / college libraries will also subscribe to archives on CD-ROM, therefore it is worth checking with your librarian.

**DISCUSSION LISTS**

Discussion lists provide a useful opportunity to converse with other academics or interested industry professionals about issues relating to research, conferences and teaching. Although issues relating to events management may be raised on tourism, hospitality and leisure related discussion lists, there are a number of dedicated lists focussing on events. These are outline below.

- **Event-management** - UK-based list for discussion of all aspects of special event, conference and exhibition management, including research and education, for the sharing of relevant experience and for information exchange on the management and development of events. Archives and details of subscribing available from: [http://www.jiscmail.ac.uk/lists/event-management.html](http://www.jiscmail.ac.uk/lists/event-management.html)

- **Crowd Dynamics** - UK-based list for the discussion of crowd dynamics, ingress and egress (normal and emergency) and crowd safety in places of public assembly. Archives and details of subscribing available from: [http://groups.yahoo.com/group/CrowdDynamics/](http://groups.yahoo.com/group/CrowdDynamics/)

- **Convention Educators** - US-based list for conventions, exhibitions, meetings and events educators. The purpose is to share information, teaching methods, research and create the common body of knowledge for the field. [http://groups.yahoo.com/group/conventioneducators/](http://groups.yahoo.com/group/conventioneducators/)
CONFERENCES

Event, festival, conference and exhibition management are sometimes identified as predefined tracks within hospitality, leisure, tourism and sport related conferences. In addition, there is an increasing range of dedicated academic conferences focusing on this area.

- **ACEM (Australian Centre for Event Management)** - The Australian Centre for Event Management at the University of Technology, Sydney (Australia) have, at the time of writing, hosted two international conferences, “Events Beyond 2000: Setting the Agenda” in 2000 and “Events and Place Making” in 2002. Proceedings from these conferences, together with information on future events, is available from the Centre website. [http://www.acem.uts.edu.au/](http://www.acem.uts.edu.au/).

- **Convention Expo Summit** - Since 1990 the annual Convention Expo Summit, organised by the University of Nevada Las Vegas, has provided an opportunity to share research and network with international researchers. In 2003, the conference moved for the first time away from Las Vegas to Hong Kong ([http://www.polyu.edu.hk/htm/ces/](http://www.polyu.edu.hk/htm/ces/)). Many of the proceedings are still available for sale from the Convention Expo Summit website. [http://www.unlv.edu/Tourism/cex.html](http://www.unlv.edu/Tourism/cex.html). The site also includes PowerPoint presentations from the 2001 conference ([http://www.unlv.edu/Tourism/cex9resources](http://www.unlv.edu/Tourism/cex9resources)).

- **IFEA Conference** - The European chapter of the International Festivals & Events Association host an annual conference, which includes a refereed research based conference. The conference enjoys a mixed audience and participation of academics and industry professionals. [http://www.ifeaeurope.com/](http://www.ifeaeurope.com/).
ONLINE RESOURCES – BIBLIOGRAPHY / REFERENCE / PUBLICATIONS / SEARCH SERVICES

There is an increasing range of online resources developed for the academic community. These range from publishers placing their table of contents or abstracts on their website, to a range of dedicated portals that make full text articles available to subscribers. The following section includes information on a range of these services – although not definitive, these have proved to be a useful starting point when searching for event-related material.

- **ALTIS** - Developed by the University of Birmingham and partners as part of the Resource Discovery Network (http://www.rdn.ac.uk/), ALTIS “aims to provide a trusted source of selected, high quality Internet information for students, lecturers, researchers and practitioners in the areas of hospitality, leisure, sport and tourism.” Although not specifically covering events, the site includes links to a range of relevant reviewed resources. [http://www.altis.ac.uk/](http://www.altis.ac.uk/).

- **Articles in Hospitality & Tourism** – Developed by the libraries of Oxford Brookes University and Surrey University, the database provides access to over 42,000 bibliographic references for articles in trade periodicals and academic journals. Subscription based. [http://libweb.surrey.ac.uk/aht2/](http://libweb.surrey.ac.uk/aht2/).

- **Emerald** - Emerald provides access to a wide range of management journals, some of which include events related articles. The site is subscription based for access to full text articles, but abstracts can be searched for free. [http://www.emeraldinsight.com](http://www.emeraldinsight.com).

- **Ingenta** - Ingenta is an extensive online service that offers access to full text academic and professional content to subscribers. Search facilities are available to non-subscribers. [http://www.ingenta.com](http://www.ingenta.com).

- **Leisuretourism.com** - Developed by CABI Publishing, Leisuretourism.com gathers together over 50,000 bibliographic references relating to research in leisure, recreation, sport, tourism and hospitality related topics. Subscription based. [http://www.leisuretourism.com](http://www.leisuretourism.com).

- **Resource Guide for Hospitality, Leisure, Sport and Tourism** - Developed by JISC, this resource guide aims to direct staff and students to resources to support teaching, learning and research in hospitality, leisure, sport and tourism. Although not specifically covering events, the site includes links to a range of relevant reviewed resources. [http://www.jisc.ac.uk/index.cfm?name=rg_hosp_main](http://www.jisc.ac.uk/index.cfm?name=rg_hosp_main).

- **Zetoc** - Zetoc provides access to Electronic Tables of Contents of current journals and conference proceedings from the British Library. The service is updated daily with the current contents from 20,000+ journals per year. Freely available to JISC-sponsored UK colleges and Universities. [http://zetoc.mimas.ac.uk/](http://zetoc.mimas.ac.uk/).
ONLINE RESOURCES - DIRECTORIES

As the Internet has grown in use, it has become increasingly difficult to find appropriate resources. As a result, a number of directories or portals have been developed in order to point industry professionals, academics, students and researchers in the right direction. A small selection of these are highlighted below – it should be noted that other resources exist, however, those identified below have been useful as the starting point to further sources.

- **Conworld.net** – Developed in Germany by Lucht & Partner, Conworld.net is a meetings industry directory, linking to over 15,000 meetings industry websites worldwide. [http://www.conworld.net](http://www.conworld.net).

- **Expoworld.net** - Developed by event industry web entrepreneur John Passalacqua, ExpoWorld.net is an industry-specific search engine linking to over 500 of the most important websites serving the events industry worldwide. [http://www.expoworld.net](http://www.expoworld.net).

- **UNLV - Convention, Meeting, Exposition Resources** - Developed by author Patti Shock from the William F Harrah College of Hotel Administration at the University of Nevada in Las Vegas (USA), the resource guide includes a wide range of links to associations, courses, convention centres, a convention bibliography and other useful resources for students and academics. [http://www.unlv.edu/Tourism/convresources.html](http://www.unlv.edu/Tourism/convresources.html).

- **WorldofEvents.net** - Developed by author, Glenn A J Bowdin from the UK Centre of Events Management, Leeds Metropolitan University, WorldofEvents.net provides links to a wide range of resources of interest to industry professionals, educators, students and researchers, and a range of information, including careers, recruitment agencies, links to education programmes, a suppliers directory, an extensive directory of industry associations and magazines and an events bibliography. It also includes links to events researchers, foundations, event strategies and impact studies. [http://www.worldofevents.net](http://www.worldofevents.net).
ASSOCIATIONS / INDUSTRY BODIES
There are a wide range of associations that cover the full breadth of the events industry within the UK and Internationally. These range from trade associations that represent particular sectors, organisations or service interests, to associations based on personal membership. The associations offer a range of services, from representing their membership’s interests to government and other interested parties, through information and advice services, to qualifications, training and quality assurance. The following associations are notable within the UK:

Conference Sector
- ACE – Association of Conferences and Events. http://www.martex.co.uk/ace.

Exhibition Sector

Events / Incentive Travel
- CEA - Corporate Events Association (formerly Corporate Hospitality & Events Association). http://www.cha-online.co.uk.

Festivals

Production
The Business Tourism Partnership
The BTP represent the leading trade associations and government agencies involved in conferences, exhibitions, meetings and incentives. Their site includes details on events, research, publications and a Business Tourism briefing that provides extensive data on the events industry and related sectors. http://www.businesstourismpartnership.com/index.html.

TTENTO / HtF
At the time of writing the national framework is currently being re-organised from national training organisations to sector skills councils. The events sector was formerly within the remit of the Travel, Tourism Services and Events National Training Organisation (TTENTO). Following re-organisation, TTENTO have merged operations with the Hospitality Training Foundation (HtF) and will be re-launching under a new name and new remit shortly. http://www.htf.org.uk.

About the Author
Glenn A J Bowdin is Principal Lecturer in Events Planning at the UK Centre for Events Management (http://www.leedsmet.ac.uk/lsif/the/events.htm), Leeds Metropolitan University, and specialises in the area of planning and management of events and quality costing. Over the past seven years, he has been actively involved in developing the BA (Hons) Events Management, and more recently the HND Events Management and the MSc Events Management. He is responsible for various areas of the courses, including research. Glenn is co-ordinator of the event-management list-serve (http://www.jiscmail.ac.uk/lists/event-management.html), set up to promote the sharing of research and experience within events management education, and owns / manages WorldofEvents.net (http://www.worldofevents.net), designed to support event industry professionals, educators, students and researchers. Glenn recently co-authored Events Management (published by Butterworth-Heinemann in 2001) and is on the editorial board of Event Management (formerly Festival Management & Event Tourism). Glenn would welcome suggestions for further resources to be included within updates of this guide (g.a.j.bowdin@lmu.ac.uk).

To reference this guide: