



THE BUSINESS OF EVENTS MANAGEMENT

Edited by

John Beech, Sebastian Kaiser and Robert Kaspar

The Business of Events Management provides an engaging and accessible introduction to the practice of managing a sport, cultural, business or society event. Written by a team of international experts, the book incorporates the most up-to-date thinking in events management and highlights key theories, concepts and models by using a wide range of case studies and examples.

This book will provide you with the skills to:

- understand all aspects of events management within the context of the event life-cycle
- manage the financial, marketing and operational aspects and demands of events management
- differentiate the impact of events on both built and natural environments
- create and produce a range of events, from place to mobile
- reflect on the key issues involved in planning and designing a suitable event venue.

Each chapter features a real case study to illustrate central concepts and place theory in a practical context, and prepares students to tackle any challenges they may encounter in managing events. Case studies include the Olympic Winter Games, European Capitals of Culture and many more.

The authors

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ISBN 978-0-273-75862-4



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John Beech
Sebastian Kaiser
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Edinburgh Gate
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United Kingdom
Tel: +44 (0)1279 623623

Web: www.pearson.com/uk

First published 2014 (print)

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ISBN: 978-0-273-75862-4 (print)

978-0-273-75864-8 (PDF)

978-0-273-78103-5 (eText)

British Library Cataloguing-in-Publication Data

A catalogue record for the print edition is available from the British Library

Library of Congress Cataloguing-in-Publication Data

The business of events management/edited by John Beech, Sebastian Kaiser and Robert Kaspar.

p. cm.

Includes index.

ISBN 978-0-273-75862-4 – ISBN 978-0-273-75864-8 (PDF) –

ISBN 978-0-273-78103-5 (eText)

1. Special events – Planning. 2. Special events – Management. I. Beech, John G., 1947–, editor of compilation.

GT3405.B87 2014

394.2–dc23

2013048292

10 9 8 7 6 5 4 3 2 1

16 15 14 13 12

Cover design by Alina Eckert

Cover photo: Spinning at the Calgary Stampede © James Boud, Flickr Vision

Print edition typeset in [10/12.5 pt and Sabon LT Std] by 75

Print edition printed and bound in Gosport by Ashford Colour Press Ltd

NOTE THAT ANY PAGE CROSS REFERENCES REFER TO THE PRINT EDITION

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Preface

The world of events has changed significantly in recent years. Whether one considers the sports events sector, the cultural events sector or the business meetings and conferences sector, the sheer number of events taking place every year has grown, and the level of professionalism among practitioners has developed significantly.

Courses in Events Management are now offered in a wide number of universities throughout the world. They have proved to be particularly popular in both the English-speaking world and the German-speaking world.

Emerging in business schools, these courses have faced the difficult challenge of blending, on the one hand, the familiar studies of marketing, human resource management, finance and strategy with the very distinctive real world of events practitioners. For the first time, this text draws together the skills and knowledge of both academics and events practitioners, based in North America, the UK, Germany and Austria, as chapters on a range of specialist topics.

The editors themselves have between them considerable experience as academics in the events management field and in the practice of managing events.

Each of the chapters in this book contains the following elements:

- a statement of learning outcomes;
- a chapter overview;
- case studies;
- a conclusion;
- guided reading;
- recommended websites;
- key words;
- a bibliography.

Chapter 1 provides a guide to the rest of the book.

At the time of writing, all recommended websites were live. However, it may be the case that sites become inaccessible. In the event of this happening, readers are asked to contact the publisher with details of any problems.

The editors would like to thank all the Pearson Education staff who have been involved in the preparation of the book, and to acknowledge the support of their respective partners, Sue, Jasmina and Karoline. Robert would also like to acknowledge the inspiration of his daughter, Leonie.

Acknowledgements

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Figures

Figure 6.4 from *Exploring Corporate Strategy: Text and Cases*, 6th edn, Prentice Hall (Johnson, G. & Scholes, K., 2002); Figure 8.1 adapted from ‘Lessons Learned. Review of the 2002 Commonwealth Games in Manchester for DCMS, Sport England and Manchester City Council’, Final report December 2002; Figure 8.3 adapted from *The Economics of Staging the Olympics. A Comparison of the Games 1972–2008*, Edward Elgar (Preuss, H., 2004), reproduced by permission of Edward Elgar Publishing Ltd and Dr H. Preuss; Figure 9.1 from *Event Management and Event Tourism*, 2nd edn, Cognizant (Getz, D. 2005) p. 7; Figure 9.2 from *Event Management and Event Tourism*, 2nd edn, Cognizant (Getz, D., 2005) p. 113; Figure 12.7 from *Eventmanagement – Veranstaltungen professionell zum Erfolg führen*, Springer (Holzbauer, U., Jettinger, E., Knauss, B., Moser, R. and Zeller, M., 2005), with kind permission of Springer Science+Business Media; Figure 12.9 from <http://www.lautstark.at/>, by permission of lautstark communications; Figure 14.2 from *The Tourism Area Life Cycle: Applications and Modifications* (Vol. 1), Channel View Publications (R. Butler (ed.), 2006) p. 5; Figure 17.1 from *Corporate Hospitality bei Sportevents – Konzeption eines Wirkungsmodells*, Gabler (Walzel, S., 2011) p. 11, with kind permission of Springer Science+Business Media; Figure 17.2 from *The International Sports Hospitality Market: unpublished research report* (Digel, H. & Fahrner, M. (2008).) p. 19.

Tables

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Case study 6.2 from <http://www.towerseyfestival.com/>; Case study 8.1 adapted from www.cortina2019.it; Case study 12.1 from MK Marketing GmbH 2011, by permission of lautstark communications; Case study 12.2 from DMG Marketing GmbH 2009; Case study 17.2 from *Sales prospect: Official Hospitality Programme for the 2010 FIFA World Cup South Africa™*, Match Hospitality.

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Dominik Kocholl

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Abbreviations

3G	‘Third generation’ of mobile telecommunications technology
AAA	American Accounting Association
AG	<i>Aktiengesellschaft</i> ; roughly the equivalent in Germany, Austria and Switzerland of the UK’s plc (<i>qv</i>)
ASA	Amateur Sports Association
ATM	Automated teller machine; a card-driven cash dispenser
B2B	Business-to-business
BBC	British Broadcasting Corporation; UK’s public service broadcasting organisation
BCCI	Board of Control for Cricket in India
BEA	Break-even analysis
BEP	Break-even point
BGB	<i>Bürgerliches Gesetzbuch</i> ; the German civil code of law, used as a template in a number of other countries
BGH	<i>Bundesgerichtshof</i> ; German Federal Court of Justice (Germany’s highest court)
BSC	Balanced scorecard
CAS	Court of Arbitration for Sports
CBE	Competency-based education
CBM	Cross-Border Marathon
CBS	Major US commercial broadcasting system; derived from its earlier (full) name of Columbia Broadcasting System
CEM	Corporate environmental management model
CEO	Chief Executive Officer
CFEE	Certified Festival and Events Executive
CIC	Convention Industry Council
CLM	Contract lifecycle management
CMP	Certified meeting professional
CNBC	Major US news broadcasting channel; derived from its earlier (full) name of Consumer News and Business Channel
CO ₂	Carbon dioxide
COLF	City of London Festival
COMPEVENT	A Leonardo da Vinci-funded partnership project
CRM	Customer relationship management
CSEP	Certified Special Events Professional
CSR	Corporate social responsibility
CTHRC	Canadian Tourism Human Resource Council
DMC	Destination management company
DMO	Destination management organisation
e.V.	<i>eingetragener Verein</i> ; legal status of a registered voluntary association in Germany
ECB	England and Wales Cricket Board
ECHR	European Convention on Human Rights
EIA	Events Industry Alliance
EMBOK	Event Management Body of Knowledge
EMICS	Event Management International Competency Standards
ESPN	A US-based global television network which specialises in sports broadcasting; derived from its full name of Entertainment and Sports Programming Network
EU	European Union

EUR	Abbreviation for the euro currency unit; alternatively designated as €
FASPO	<i>Fachverband der Sponsoring-Agenturen und -Dienstleister</i> ; German Sponsorship Association
FEI	<i>Fédération Equestre Internationale</i> ; the international governing body for all Olympic equestrian disciplines
FIFA	<i>Fédération Internationale de Football Association</i> ; association football's international governing body
FINA	<i>Fédération Internationale de Natation</i> ; in English, International Swimming Federation
FIS	<i>Fédération Internationale de Ski</i> ; the international body for snow sports
FRA	Financial ratio analysis
FSA	Financial statement analysis
GEO	Global Environment Outlook
GPS	Global positioning system
GSC	General service contractors
HR	Human resource(s); also used as an alternative for HRM
HRM	Human resource management
HSBC	Hong Kong and Shanghai Banking Corporation
IAAF	The International Association of Athletics Federations; the international governing body for the sport of athletics
ICC	International Chamber of Commerce
ICC	International Cricket Council
ICG	International Children's Games
ICL	Indian Cricket League
IEF	International Equestrian Federation
IEG	International Events Group
IF	International (Sport) Federation
IFEA	International Festivals and Events Association
IIHF	International Ice Hockey Federation
IOC	International Olympic Committee; the international governing body of the Olympic Games
IP	Intellectual property
IPCC	Intergovernmental Panel on Climate Change
IPL	Indian Premier League (cricket)
ISES	International Special Events Society
ISU	International Skating Union
IYOGOC	Innsbruck (2012) Youth Olympic Games Organising Committee
KPI	Key performance indicator
LCA	Life-cycle assessment
LEED	Leadership in Energy and Environmental Design
LEST	Local Employment Skills and Training programme
LTE	'Long-term evolution' – a standard for telecommunications devices
MBO	Management by objectives
MICE	Popular abbreviation of 'meetings, incentives, conferences, and exhibitions'
MMS	Multimedia messaging service
MOS	Margin of safety
NADA	Nationale Anti Doping Agentur (Deutschland); National Anti-Doping Agency (of Germany)
NFC	Near-field communication; a wireless communication technology
NFL	National Football League; the governing body for American football
NGO	Non-governmental organisation
NOC	National Olympic Committee
NPO	Non-profit organisation (also termed not-for-profit organisation)
OBE	Officer of the Most Excellent Order of the British Empire (a decoration for public service)

OC	Organising committee
OECD	Organisation for Economic Co-operation and Development
p.u.	per unit
PC	Personal computer
PCO	Professional conference organiser
PEST	Abbreviation for ‘political, economic, social and technological’
PESTEL	Abbreviation for ‘political, economic, social, technological, environmental and legal’ (also Pestle)
PGA	Professional Golf Association
PLC	Product life cycle; in the UK, Public Limited Company, although frequently in lower case as ‘plc’
QR	Stands for ‘quick response; a QR code is a two-dimensional version of a bar code associated with mobile phone technology
RBV	Resource-based view
RFID	Radio-frequency identification
RFP	Request for a proposal
RIOL	Abbreviation for ‘requirements, input, output and legacies’
ROE	Return on equity
ROI	Return on investment
SARS	Severe acute respiratory syndrome; often referred to in the media as ‘bird flu’
SE-EPM	Sport Event Environmental Performance Measure
SHNC	Summer Hockey National Championships
SME	A small- or medium-sized enterprise
SMS	Short message service, widely used for texting with mobile phones
SO	Sports organisation
SOCOG	Sydney Organising Committee for the (2000) Olympic Games
SPC	Service profit chain
StGB	<i>Strafgesetzbuch</i> ; the German criminal code of law
SWOT	Abbreviation for ‘strengths, weaknesses, opportunities and threats’
TALC	Tourism area life cycle
TBL	Triple bottom line
TTL	Triple top line
UEFA	Union of European Football Associations
UK	United Kingdom
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
URL	Uniform resource locator
USA	United States of America
USP	Unique selling proposition
VANOC	Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games
VIK	Value in kind; the payment for goods or more frequently services through goods or services rather than in money; used as a form of sponsorship
VIP	A ‘very important person’
WADA	World Anti-Doping Agency
WBS	Work breakdown structure
WiFi	A system for exchanging data through radio waves
WTA	Women’s Tennis Association

Chapter 1

Events management – an introduction

John Beech, Coventry University UK

Learning outcomes

Upon completion of this chapter the reader should be able to:

- understand how the study of events management has emerged from a number of different academic disciplines;
- identify the more common terms applied to particular **events**;
- explain the common characteristics of events;
- appreciate the wide range of events;
- understand the structure and rationale of the book.

Overview

This chapter fulfils two purposes. In the first part we begin by exploring the differing academic disciplines that the study of events management has emerged from. Next we investigate the different shades of meaning in the various terms that are used to identify particular types of events. In doing this, we begin to identify the characteristics of those events we would normally count as ‘events’ for the purpose of studying events management. This in turn leads us to consider how some of the largest events ever do not fit in the pattern normally ascribed to them.

The second part provides an outline of the structure and rationale of the rest of the book. In particular, the following sections of the remainder of the book are identified and briefly introduced:

- The events management context
- Business functions applied to events
- Management issues specific to events
- Trends in events management

Introduction

The study of events management in universities – study in the senses of both research and teaching – is a relatively new topic. While Leisure has a long history of academic study, its origins lay in a sociological approach, and it was only as recently as 1991 that the first taught course in Leisure Management in the UK was introduced at Coventry University.

As interest grew, more academics became involved in teaching the modules which were generally seen to be the appropriate ones to include in a Leisure Management programme. As this was a new degree programme, they came from different backgrounds, typically including Management, Sociology, (Town and Country) Planning, Human Geography and Anthropology. This proved both a help and a hindrance to the new topic – the variety of backgrounds provided a richness to the course content, but it also led to a weakness in the overall coherence. Over time, graduates from Leisure Management degrees started to progress to being lecturers, and the coherence of the topic began to grow.

At the same time, however, demand was growing for more specialised forms of Leisure Management, and courses began to appear in Tourism Management and Sports Management, and in yet more specialised areas such as Spa Management, Applied Golf Management and even Surf Management.

It soon became apparent that, even with seemingly different topics such as Tourism Management and Sports Management, there were areas of overlap – students shared modules in Sports Tourism and in Events Management. This conceptualisation is shown in Figure 1.1.

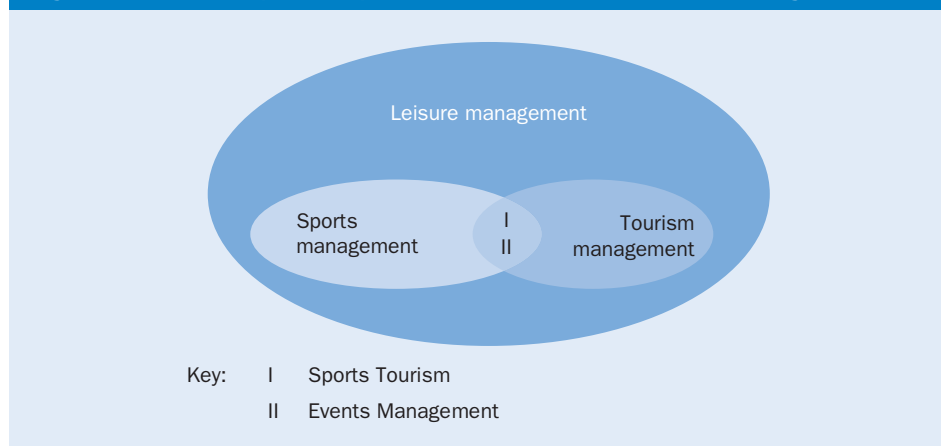
The emergence of Events Management saw the drawing in of lecturers with a previous background in either Tourism Management or Sports Management, together with a third stream, whose background was in Arts and Cultural Management, arguably yet another spin-off from the earlier Leisure Management.

This general pattern of development was repeated in other English-speaking countries such as Australia and New Zealand. In German-speaking countries such as Germany and Austria there was a similar evolution of Events Management, except that the two key drivers were Sports Management and Cultural Management rather than Sports Management and Tourism Management.

In most countries Creative Industries Management, which has obvious connections with Events Management, has evolved from Arts/Cultural Management.

Again this has been both a help and a hindrance. One particular hindrance has been the tendency to see Events Management through filters of either Sports Events Management or Cultural Events Management. There were also lecturers coming from another

Figure 1.1 A simple conceptualisation of the evolution of related degree courses



subdivision of Tourism Management – Business Tourism Management. It is worth noting that ATLAS, an international organisation of universities engaged in teaching tourism, has special interest groups in Cultural Tourism, Business Tourism and Events. Because boundaries remain blurred and can change over time, it is common for individual lecturers to be members of more than one of these groups.

Does this blurring of subjects actually matter to you, the student? The short answer is a straightforward ‘No, it doesn’t!’, yet it is important that you recognise the complex background from which Events Management has emerged and is continuing to move forward from. It is this complexity which explains why:

- Courses in Events Management in different universities often have different emphases on the types of event which they focus on.
- Individual lecturers who teach you may be more drawn towards one type of event than another.
- Case studies tend to be embedded in one area rather than focus on one overall generic kind of event, which in any case doesn’t exist.

In briefing authors what kind of case studies they should write in their chapters, we suggested they should find cases across the following classifications:

1. Sports events;
2. Cultural events;
3. Business events (including conferences and trade fairs);
4. Other events.

The last of these, other events, might, in theory, cover an enormous and varied range of events. The range or scope which Events Management is generally seen to cover is limited. In the next section we will consider the characteristics of events which are generally included in Events Management, and why some other events are not normally included.

The scope of events management

At the simplest level, an **event** is simply something which happens. An event can thus range from a friend dropping round unexpectedly for coffee to a major sporting event such as the Summer Olympics, a major cultural event such as the Edinburgh or Salzburg Festivals, or a major conference such as the annual Davos Economic Summit or an annual political party conference.

In this book we have used the word ‘event’ generically. Language is rich, and a number of other terms are commonly used. These include:

- *Carnival*: a term often used to suggest public participation in creating the event. Examples include the Notting Hill Carnival and the Rio Carnival. A carnival is a celebratory event centred on public participation.
- *Conference*: a term which generally implies that the primary function of the event is the exchange of ideas, so commonly found in the academic and political worlds.
- *Convention*: very similar to conference, but with more emphasis on informal, rather than formal, interaction. Often used for gatherings of fans, as, for example, in Star Trek Convention, or of those of a particular sect or faith.
- *Exhibition*: an event which signifies a display of artefacts around a common theme, and hence related to the notion of a collection of artefacts. A term frequently used by museums and art galleries; the exhibition is thus a special event set in an appropriate and permanent venue of relevance to the nature of the contents being exhibited. The event celebrates the achievements of the artist or culture which is the focus of the event.

- *Expo*: a rather vague term that suggests that the event has a global content. Typically the event is built around pavilions representing the participating nations.
- *Fair*: often of mediaeval origins, the central theme is the trading of goods, now frequently with overtones of leisure activities. A trade fair carries forward the central feature of trading, within the restriction of a particular industry or sub-sector, but with very little emphasis on leisure side-shows.
- *Festival*: a term frequently used for an arts or cultural event; often applied to an umbrella event incorporating a series of related mini events.
- *Fête* (English): a small-scale event, typically at village level and usually held in the spring or summer, which normally has as its *raison d'être* fund-raising for a nominated charity.
- *Messe* (German): again often of mediaeval origin, a *messe* is essentially a trade fair. In its modern form, it has a permanent fully serviced venue.
- *Show*: A very difficult term to pin down! Events which use this term include the following: the Chelsea Flower Show, which provides an interface between amateur gardeners and the horticultural industry, and a series of prestigious competitions for amateur and professional gardeners; Crufts, where dog owners compete for prestigious best-of-breed and best-in-show awards; and the Geneva Motor Show, which goes beyond being a conventional trade fair as it showcases new cars to the public as well as journalists and other motor manufacturers. While the emphasis of a show is ostensibly on displaying, often it is the associated competitions which give the show its status among cognoscenti.

The last term, show, in particular demonstrates the difficulty as defining these terms in mutually exclusive ways. Rather than attempting to define prescriptive definitions of them, each group tends to define itself descriptively, and the event's choice of term to describe itself is what matters. Some events have evolved with either no descriptive term, such as the New Orleans Mardi Gras (which is French for Fat Tuesday, an allusion to the fact that it celebrates the last day before the restrictions of Lent) or Preston Guild (a unique civic celebration held in Preston, Lancashire, once every 20 years, most recently in 2012 – see Case 1.1).

By comparing the extreme forms of events, a number of critical differences appear. As we will be looking at events which are large-scale and which have a commercial dimension rather than having an in-depth look at your friend's unexpected arrival for coffee, let us set out the crucial characteristics which distinguish the former group. For us, an event can be characterised in the following ways:

■ Events need managing

By adopting this parameter we exclude the spontaneous event of a friend calling round, but we still include events like a children's birthday party, or a street party to celebrate Queen Elizabeth II's Diamond Jubilee.

■ Events occur on a scale where lack of management might lead to chaos

At some point, as an event grows in size, the need to manage it – to use the classical definition of management formulated by Fayol (1916), the processes of planning, leading, organising and controlling – becomes essential. Because it is essential, it does not always follow that it actually happens, as Case 1.2 shows.

Although the larger events listed in Table 1.1 in Case 1.2 do not lend themselves to the tight management practices of a sporting World Cup or an arts festival such as the Salzburg festival, they have some management functions embedded in them, specifically those that surround the need for security and other emergency services to be

Case 1.1 'Once every Preston Guild'

The expression 'once every Preston Guild' used to be widely used to mean very infrequently, as in once in a blue moon. It refers to an event which has been held in the northern English city of Preston every 20 years since 1542 (with a single exception during the Second World War) and irregularly before that since at least 1328.

The website for the event notes: 'Held only once every twenty years, the Guild plays an important role in the development of Preston as a thriving and important Lancashire city. The changing times mean that each Guild has its own identity but shares a heritage of over 800 years.' Its origins lie in the time when each trade guild held and protected a monopoly on the right to trade. The event thus was in part a trade fair, but also in part a celebration. Today's event has a wider remit, and, because of its infrequency, it plays a part in retaining links with the diaspora of erstwhile Preston citizens.

Preston Guild 2012 retained key elements that have characterised previous Guilds, such as the formal proclamations, the holding of a Guild Court, formal processions and church services, and a Mayoral Ball. For the first time, in 2012, ceremonies included the admission of Honorary Burgesses to the Guilds. Nominations for this title were sought from those who have contributed to life in Preston. Perhaps surprisingly in the 21st century, those who are elected will pass their status as a burgess on to their sons and daughters.

Throughout the summer of 2012 a series of less formal events took place. These included cultural events, such as a Mela (a festival celebrating South East Asian culture) and a Caribbean Festival, and more traditional events such as a carnival King and Queen competition and the Annual Whit Fair. Sports-related events had a prominence in 2012, including an Olympic Torch Relay event, and were related to the fact that Preston was the designated UK European City of Sport in 2012. There was also an emphasis on encouraging the people of Preston to organise their own community events and street parties, an event planning toolkit being available from the organisers of the Guild. Preston citizens could volunteer as Guilders, and participate in the four major processions: the Trades Procession, the Churches Procession, the Community Procession and the Torchlight Procession.

The organisers were a team called the Guild 2012 Team who operated within Preston City Council.

Sources: various including <http://www.prestonguild2012.com>

Discussion questions

- 1 What challenges does managing an event which takes place on a 20-year fixed cycle pose?
- 2 What challenges does managing an 800-year old event pose?

involved. This separation between external management as opposed to internal management by the event organiser can be seen at all levels of events management – at football matches in the UK, for example, policing is left to volunteer stewards within the stadium and the police everywhere else, and First Aid is contracted out to the St John Ambulance Brigade, a registered charity.

■ Events operate in a commercial environment requiring a budget

Unless the organiser has an infinitely deep pocket, any kind of event is going to be financially constrained within a budget. Consider, for example, the case of arranging a wedding and its associated reception. Traditionally, in most societies, this has been within the remit of the bride's parents. They will lay down limits on spending. They will interact with external organisations such as caterers and florists, but crucially they will retain direct control of the development of the event.

■ Events require the event organiser to engage with the consumers of the event

As, to continue with the same example, weddings have grown in size, in terms of the number of guests, and budget, so their complexity has grown, and a new profession has emerged – the professional wedding organiser. While the family will agree a budget with

Case 1.2 The world's largest events

Which are the world's largest events? If we count the number of people participating in an event, Table 1.1 shows the all-time Top Ten.

The figures in Table 1.1 are of course estimates, and subject to a high level of uncertainty. The more recent events probably have more accurate estimates since the development of the use of aerial photography. A precise head-count is made of a measurable area within the photograph, and then this is scaled up for the total area.

Some readers may find this list surprising. Among the characteristics of the events listed are:

- They tend to be religious events and include many funerals.
- Ownership of the event lies with a non-commercial organisation, and there is an absence of any profit imperative.
- They generally have taken place in Asia rather Europe or North America.
- There is only limited evidence that big events are getting even bigger.
- What we more normally think of as big events, such as the Summer Olympic Games and the FIFA World Cup, do not feature in the Top Ten.

One obvious reason that sports mega events do not feature in this list is that their size is attributable not to **spectators** at the event but to the numbers of people who watch the event live on television.

Nielsen Media (2008) estimated that 4.7 billion **viewers** (70% of the world's population) tuned in to watch the Beijing Summer Olympics. This is an increase on the 3.9 billion who watched the 2004 Athens Games, and the 3.6 billion who watched the 2000 Sydney Games on television. Estimates for London 2012 were that the Beijing viewing figures had been exceeded.

Estimating viewing figures is an even more inexact science than estimating the numbers in crowds, which with aerial photography can be reasonably accurate. FIFA's claim of a billion viewers for the 2006 FIFA World Cup was challenged as wildly inflated (Harris, 2007), and FIFA was forced 'to admit yesterday that numbers up to now have been massively exaggerated in some cases, and simply guessed in others.' FIFA responded saying that they would only use verifiable data in future and 'We are going to steer clear of estimating, and publish data from audited measurement systems only'.

More recently, Sreenivasan (2011) rejected projections of 2 billion viewers for the Prince William–Kate Middleton wedding as decidedly unrealistic.

Even allowing for exaggerated estimates, it is clear that the world's largest events are unarguably large in comparison with the events we are more likely to experience normally.

Table 1.1 Top ten events by participation

Rank	Event	Year	Country	Participants
1.	Ardh Kumbh Mela	2007	India	70m Hindus
2. =	Simhastha Kumbh Mela	2004	India	30m Hindus
2. =	Maha Kumbh Mela	2013	India	30m Hindus
4.	C.N. Annadurai Funeral	1969	India	15m
5.	Mass Gatherings of Red Guards	1966	China	11m
6.	Arbaeen Anniversary	2009	Iraq	9m Shiite Muslims
7.	Sabarimala Pilgrimage	2007	India	5m Hindus
8.	World Youth Day	1995	Manila	4m Catholics
9.	Ayatollah Khomeini Funeral	1989	Iran	2m to 9m
10.	Pope John Paul II Funeral	2005	Vatican City	2m to 4m

Notes: Ardh Kumbh Mela occurs every six years; Simhastha Kumbh Mela occurs every 12 years; the Sabarimala Pilgrimage occurs annually (other sources give much higher numbers of participants). Mela is a Sanskrit word meaning gathering, often of a celebratory nature.

Sources: various, including <http://www.siena.org/October-2010/what-are-the-ten-largest-gatherings-of-people-ever>

Discussion questions

- 3** What vested interests are there in over-estimating numbers? Are there vested interests in under-estimating at times?
- 4** What particular issues are there with estimating viewers globally?

the wedding organiser, the wedding organiser takes overall control of the day-to-day planning and organisation. For this to work, there will need to be continuous liaison and consultation between the parents and the wedding organiser.

While the arrangements remain a labour of love for the parents, for the wedding organiser they are part and parcel of the mainstream of their business. However, perhaps more than in most businesses, the organisers need to be sensitive to the needs of their customers if they wish to develop and grow their business – a badly organised wedding would destroy their reputation very quickly through bad word-of-mouth advertising. Their business, as is the case with all events, is especially challenging in that they have only one opportunity to get their product right. Note that we have moved considerably away from the scenario of a friend dropping in for coffee, where there will be many other opportunities to get it right, and in any case there is little chance of getting it badly wrong.

The example of wedding organisers is explored in Case 1.3.

Case 1.3 The wedding event market in the UK

The number of marriages in 2010, the most recent year for which records are available, was almost a quarter of a million. For the first time, the number of civil ceremonies topped two-thirds of all marriages. The peak age range in which people got married was from 25 to 29. The largest percentage increase in numbers from 2009 to 2010 was for men aged 45 to 49 and women aged 30 to 34, both rising by 6%.

Following the passing of the Marriage Act 1994, there was a fundamental change in where marriages were allowed to take place. Until then, they could only take place in churches or in Registry Offices, the local state outlet for civil ceremonies. The Act allowed weddings to take place in premises which had been given official approval. Unsurprisingly, the number of locations which sought and gained approval has grown rapidly as weddings offer the venue an additional revenue stream. A searchable index at <http://www.weddingvenues.com/> gives an idea of the number and range of approved venues. At the time of writing there were 429 in the Greater London area alone.

Table 1.2 gives some basic annual data on weddings at five-year intervals from 1989 for England and Wales.

The data in Table 1.2 shows a number of trends:

1. the number of weddings each year is tending to decrease slowly but
2. there is a distinct move towards holding weddings in approved premises, and away from Christian churches in particular and
3. the number of ceremonies which are religious but non-Christian is growing steadily.

Table 1.2 Numbers of weddings in England and Wales

England and Wales		Numbers						
Selected years	All marriages	With civil ceremonies			With religious ceremonies			
		All	Approved premises	All	Church of England and Church of Wales	Roman Catholic	Other Christian denominations	Other
2009	232,443	155,950	111,313	76,493	56,236	8,426	8,973	2,858
2004	273,069	184,913	85,154	88,156	62,006	9,850	13,578	2,722
1999	263,515	162,679	37,709	100,836	67,219	12,399	18,690	2,528
1994	291,069	152,113	..	138,956	90,703	16,429	29,807	2,017
1989	346,697	166,651	..	180,046	118,956	23,737	35,551	1,802

Source: <http://www.ons.gov.uk/ons/re/vs0b1/marriages-in-england-and-wales-provisional/2010/rtd-area-of-occurrence-type-of-ceremony-and-denomination.xls>

Case 1.3 (continued)

While the overall decrease in numbers is not good news for professional wedding organisers, the second and third trends present opportunities for them. Religious but non-Christian ceremonies, which are often considerably larger in terms of the number of invited guests, have become the focus of specialist wedding organisers (see, as examples, http://www.redhotcurry.com/weddings/wedding_planner.htm and <http://www.occasianz.com/asian-wedding-planning-coordination>).

Another specialist market which is being developed is the organisation of weddings abroad (see http://www.confetti.co.uk/article/view/4964-8185-0-How_to_plan_a_wedding_abroad_Getting_Married_Abroad.do as a UK example, and <http://www.globalweddings.com.au/> as an Australian example). Even mainstream tour operators like TUI Thomson and Thomas Cook are engaging with this market (see <http://www.thomson.co.uk/editorial/weddings/weddings-abroad.html> and <http://www.thomascook.com/holidays/weddings/>).

One further specialist market which is growing has evolved since changes in the law in many countries – Denmark (1989), the Netherlands (2001), Belgium (2003), Spain (2005), the UK (2005), Norway (2009) and Sweden (2009), for example – have allowed same-sex civil partnerships (Ross, Gask and Berrington, 2011). An example of a professional wedding organiser specialising in this segment is the Gay Wedding Organiser (see <http://www.gayweddingorganizer.co.uk/>).

Reasons why there has been a growth in the number of professional organisers, a profession which is a relatively recently founded one, include the general growth in the scale of weddings and the number of guests invited, and thus in the amount of money that is spent on each wedding. Table 1.3 gives two broadly similar sets of estimates of the cost of an average wedding.

Table 1.3 Wedding costs

Item	Weddingsday.com	WeddingGuideUK.com
Insurance	£110	£50
The service	£520	£200
Reception (venue, food and drinks)	£4,000	£2,750
Evening reception (venue, food and drinks, entertainment, decorations)	£3,050	£2,000
Flowers	£685	£275
The bride's outfit	£1,590	£975
Hair and beauty	£170	£75
The groom's outfit	£200	£150
Attendants' outfits	£575	£500
Photography	£905	£400
Videography	£905	£400
Transport	£480	£300
Stationery	£465	£300
The wedding cake	£370	£200
Wedding rings	£630	£350
The bride's going away outfit		£150
Stag and hen nights	£280	
Honeymoon and first night hotel	£3,400	£1,625
Other expenses	£205	£300
TOTAL	£18,540	£11,000

Discussion questions

- 5 What are the advantages and disadvantages to the family of a couple who are planning their wedding in engaging a professional wedding organiser?
- 6 How might a professional wedding organiser expand their business by covering other events?

■ Events involve external stakeholders beyond the event producer and the event visitor

We have already noted in our developing example of the wedding as an event the presence of external **stakeholders**. At an immediate level there are the caterers and the florist. At another level there may be a professional wedding organiser, to whom the management of the event has, in effect, been subcontracted.

As we move up the scale of events in terms of their size, we see the emergence of more external stakeholders. Let us compare our wedding plans with those who organised the wedding of Prince William and Kate Middleton. The plans will certainly have included caterers and florists. Obviously the police have a vested interest in the organisation of the event. The media need to be allowed for, both those from the press and those from broadcasters. Negotiations will have taken place with both local councils and, for such a significant event, the government. Souvenir producers will have been preparing their goods for some considerable time before the event, and will be selling them at the event. The only stakeholder group that has not yet become involved is sponsors.

While this exploration of the pragmatic limits which determine whether an event falls inside or outside a descriptive definition of an event has been developed around the wedding event, this is a far from typical event, even though it coincides with the generally accepted view within the events industry and the world of Events Management academia.

We have advanced a long way from our initial definition of an event as something which happens. The main characteristics of the events with which we will concern ourselves can be summarised as:

- built around a clear and distinct theme, which has the potential to develop into a brand, which has an underpinning rationale associated with it;
- large enough to be impossible without management (both the process and the people);
- having a planning phase and an operational phase;
- having a requirement to make a profit, or at least to break even after all subsidies have been accounted for;
- the participation of spectators, and, in the case of larger events, viewers of broadcasts;
- happening in a commercial environment involving external stakeholders;
- requiring proactive interaction between the organiser(s) and other stakeholders.

For the purposes of this book, and to follow the conventional focus in universities offering Events Management courses, we will classify events into three main categories:

1. sports events;
2. cultural and arts events;
3. business events, including trade fairs and conferences.

To these must be added a fourth category of miscellaneous events to allow for the inclusion of religious ceremonies and political events, for example.

All these events share many common characteristics, especially with respect to the way they are organised and managed. These we will now review in setting out the format of this book and its underpinning rationale.

The rationale and format of this book

The main part of this book is divided into four sections, which cover a variety of topics relevant to the business of events management. The first three are:

1. the events management context;
2. business functions applied to events;
3. management issues specific to the events sector.