Chapter 1
The event environment

Learning objectives

After reading through this chapter you will be able to:

- **Differentiate between events in terms of size, scope and type of event**
- **Identify a range of factors that differentiate events from more traditional ongoing business enterprises**
- **Discuss the management of events in terms of the creative and organizational attributes of organizers**
- **Describe contemporary strategic approaches to human resource management**
- **Differentiate between the different groups of people comprising the event workforce**
- **Discuss the emergence of event management as a profession.**

Introduction

International sporting events such as the Olympic Games, World Cup Soccer, IAAF World Championships, America's Cup and the Commonwealth Games continue to grow in size and investment. Most importantly, this growth is matched by the almost exponential growth of the television audience that watches these world-class competitions, so much so, that the organizers of opening and closing ceremonies freely admit that these ceremonies are no longer designed for the audience seated in the stadium, even if these spectators have paid thousands of dollars for their tickets. In terms of viewer audience, 3900 million people (unduplicated) had access to the coverage of the Athens 2004 Olympic Games, compared with 3600 million for Sydney 2000. In total, 35 000 hours were dedicated to the Athens 2004 Olympic Games coverage, compared with 20 000 hours for Barcelona 1992, 25 000 for Atlanta 1996 and 29 600 for Sydney 2000, representing an increase of 27 per cent (Rogge, 2004).

The ceremonies are designed with every camera shot in mind, and CAD designs are used to visualize the on-screen effects from the various camera positions well in advance, most particularly those from high vantage points above the stadium. Major sponsors want to know beforehand how their logos will appear in the footage of the ceremony – how they will be positioned and how long they will appear on screen. There are also all sorts of political pressures brought to bear on the design of each ceremony's programme, with the host country branding itself according to the images

Snow and rain are part of any contingency planning – the stage build for the 2006 Winter Olympic Games torch relay where working conditions were less than perfect

portrayed. There are athletes, performers, players, entertainers, ushers, security staff, police and a multitude of other staff, including volunteers, working behind the scenes. Managing the interests of everyone involved, meeting deadlines on a multitude of projects that are interdependent and immutable are just a few of the challenges of this environment.

The 2005 Live 8 Concerts held in ten cities, including London, Philadelphia, Paris, Berlin, Johannesburg, Rome and Moscow, played to hundreds of thousands of people. A TV audience of several hundred million watched these gigs. In this case, the event was not a sporting event but a social justice initiative to eliminate poverty in Africa. This example further illustrates the challenges of producing an event on such a large scale, with specific political and economic aims in mind. The workforce for these events is similar in scale to sporting events such as the 2008 Olympic Games to be held in Beijing, recruiting 70 000 volunteers for the Summer Games and 30 000 for the Paralympic Games. Added to this there is the paid workforce of the organizing committee.

For most events the additional size and scope of the contractor workforce are often underestimated. Many services, such as catering and cleaning, are contracted out and there is sometimes debate about whose responsibility it is to develop the event-related knowledge and customer service skills required by contractor employees on the site. As Goldblatt (2005b, p. 118) points out, 'You are being paid for creating memorable positive experiences, and you and your staff are the critical resource that makes the guest's experience memorable. Issues such as your human resource organization, training, and employee retention are vital if you are to remain competitive.'

Events: a new context for HR management

Events are not only challenging for management in their size, scope and timeline. Human resource management remains a key success factor in smaller, locally based events involving only a limited number of people, as the range of stakeholders and participants need to be brought to one purpose. Frequently, even the organizing committee cannot agree on the primary purpose of the event! Anyone who has sat on an event committee would know this.

Essentially, the main differences between the management of an event and the management of an ongoing business enterprise is that the event is generally intangible and untested, and there is only one chance to get it right. In contrast, a retail store that doesn't sell stock in the current month can put it all on sale the following month and hope to at least recover its costs.

Events are often high-stakes ventures. At the mid-scale level, a festival can represent the labour and dreams of the whole community, while at the lower end, in terms of scale, the most obvious example is a wedding which, although small, may represent a family's life savings, thus making it a high-stakes venture which needs to run flawlessly. (One hopes it is a once in a lifetime celebration!)

Classification of events

There have been many efforts to classify events by type. The main classifications are generally business, sporting and cultural (see Table 1.1). While technically sports would come under the umbrella of culture, it is useful to differentiate this category. One way in which events can be further classified is as not-for-profit and commercial (profitable) events.

Characteristics differentiating events

Many event characteristics have already been discussed and these will be elaborated further. First, however, it is important to attempt to define 'event' and 'event product'. As Brown and James (2004) point out, there are as many definitions as there are text books. For Goldblatt (1997, p. 2) a special event is a 'unique moment in time celebrated with ceremony and ritual to satisfy specific needs'. While this definition clearly satisfies most events falling in the category of cultural events, it is not entirely satisfactory for many large-scale, commercial or corporate events such as product launches and other business events which are not necessarily celebratory. Perhaps a definition on which most writers would agree is that an event is generally a complex social endeavour characterized by sophisticated planning with a fixed deadline, often involving numerous stakeholders.

Table 1.1 Classification of events

Business	Meetings and conferences	Many associations have annual conferences around the world and the bid process for these is conducted many years in advance. For example, the 9th International Conference on Alzheimer's Disease and Related Disorders, presented by the Alzheimer's Association (USA), was the largest gathering of Alzheimer researchers in history. More than 4500 scientists from around the world attended. However, in terms of conventions, this is only mid-scale.
	Exhibitions	The world's biggest information and communication technology exhibition, CeBIT, is held annually. In 2004, a total of 6411 firms from 64 countries presented their products and systems at the Hanover show which attracted about 500 000 visitors.
		Many agricultural fairs have animal exhibitions and competitions, adding somewhat to the challenges for organizers. Bulls, horses and dogs all require careful handling!
	Incentives	Incentives are corporate events organized for high-achieving staff, often held at a resort or holiday destination, but including work-related meetings and presentations.
Sports	Competitive sports events	All grades of sporting competition from amateur to professional fall into this category, which also covers a multitude of sports ranging from baseball, cricket and football to netball and gymnastics.
	Non-competitive sports events	Fun and non-competitive activities characterize this type of sporting event, which includes runs and walks supporting charities and dragon boat races of the non-competitive variety.
Cultural	Arts	Arts festivals come in a multitude of formats, from the Adelaide Festival of Ideas to the Edinburgh Festival of classical music, opera, theatre and dance.
	Entertainment	There are many music concerts held around the world, on both a large and small scale, and featuring many different music genres.
	Television and the Internet	Many events are played out on television or the World Wide Web. The search for the 'American Idol' is an example of one such contemporary trend. In China, the equivalent is the competition for 'Super Voice Girl'.

Table 1.1 (*Continued*)

Community – historical and anniversary celebrations	Founding days, centenaries, bicentenaries and other anniversary days are often celebrated. Multicultural festivals also fall into this category.
Social action – cause-related events	Generally fundraising in nature, this type of event includes concerts such as Live 8 and relief concerts to raise money for the victims of the 2004 tsunami in South East Asia and Southern Asia and the 2005 hurricanes in the USA.
Protests	Many street protests – against globalization, for example – fall into this category. There is an annual calendar of protest events and international days of action around the world.
Life cycle/milestones	Baptisms, Bar Mitzvahs, weddings and funerals are all examples of life-cycle events. While most are small scale, 600 000 people lined the streets to watch the wedding of Charles and Diana, and one million people lined the route of Diana's funeral procession.
Religious	Ranging from small to large scale and represented, for example, by the Kumbha Mela in India, which attracted 70 million people over 44 days in 2001.

The event product is the whole package of goods and services. This is primarily the event programme but it also includes merchandise, food, service, the environment, transport, queues etc. Salem *et al.* (2004, p. 19) describe the event product as 'a unique blend of activities, which are the tools for achieving the overall event aims and satisfying customer needs'. In order to achieve its purpose, an event must meet human needs at all levels, and the management of human resources, in order to provide an optimal experience for the audience, is a critical part of product planning.

The things that make marketing of event products complex are their features of intangibility, inseparability, heterogeneity and perishability (Drummond and Anderson, 2004). In particular, the product leaves little that lasts, other than a few photos and other memorabilia. One aspect of the event product that is seldom acknowledged in discussing event marketing is its anticipatory element. Most events are something that the audience and, indeed, the participants look forward to since they are generally significant and positive social occasions. By enhancing this part of the product one can enhance service and satisfaction. Staff training usually has the event programme and related service delivery as its focus. This needs to be expanded to cover the lead-up period during which staff will be selling tickets, registering participants and providing information. Often the client works with the event management company over a long period. The service provided during this sometimes stressful time needs to be managed just as well as the actual event production.

Key characteristics of the event industry at the present time include the following:

1 *Worldwide interest.* Increasing globalization, a growing television audience and exposure to the World Wide Web have led to increased interest in events as a reflection of contemporary culture. In some extreme instances, sporting events can stop the nation and the world. This is certainly the case with some athletic events in the Summer Olympics. Two billion viewers watched Pope John Paul II's funeral. The execution of this event was doubtlessly planned in infinite detail – an extraordinary ceremony attended by the world's leaders and watched worldwide.

2 *Competitive environment.* Countries and cities involved in bid processes demonstrate the competitive nature of event procurement. Many conferences and exhibitions attract thousands of visitors and their expenditure is generally much higher than the average international visitor. All over the world – in China, in particular – there are initiatives to build bigger and better convention facilities in order to attract this lucrative segment.

3 *Economic and tourism impact.* Business, cultural and sporting events also contribute significantly to the economic and tourism impact on cities and even countries. Many cities and suburbs are branded by their hallmark events, including Edinburgh, Monaco, Rio, Calgary and Chelsea. Taken into account here is the direct expenditure of visitors and event organizers as well as the indirect (or flow on) economic effect on the wider community.

4 *Authentic or imaginative event products.* Consumers look for a point of difference and, in particular, authenticity when visiting an event as a tourist. Where leisure options are a dime a dozen, an event needs to provide the motivation to attend. In the case of annual events, the visitor needs a reason to return. WOMAD is an example of a popular and enduring event, held in several cities. WOMAD stands for World of Music, Arts and Dance, expressing the central aim of the WOMAD festival, which is to bring together and to celebrate many forms of music, arts and dance drawn from countries and cultures all over the world. The organizers say they aim to excite, to inform, and to create awareness of the worth and potential of a multicultural society.

5 *Benefits to the host community.* The community expects to be consulted when there is an anticipated impact on their local area. The community needs to know that the positive impacts will outweigh the short-term negative effects. There are many residents of Melbourne who remain opposed to the motor racing held annually in their city. On the other hand, Chinese citizens displaced by the massive construction projects of the 2008 Olympic Games demonstrated resigned acceptance to the planning priorities established by their government. Even the smallest community event must be approved by the local council, whose role it is to ensure that the event is a good fit with the community, has minimal risk and, indeed, will contribute in a positive way to the social fabric of the region.

6 *Minimizing risk.* Public liability and other insurances are significant considerations for event organizers. Safety is a primary concern, particularly as there are additional risks associated with mass gatherings. Crowd behaviour and potential fatalities at sporting and music events are worldwide issues.

7 *Political influence.* Where many large events require government support at one level or another (including local council level) there are always political considerations. In Australia, for example, a regional event is much more likely to attract funding than a city event since regional development is a political priority.

Naturally, with countries being so fiercely competitive, bidding for mega events such as the Olympic Games or World Cup Soccer requires government support at the highest level. South Africa's 2010 FIFA soccer World Cup bid win was a political success for the current government.

8 *Complex design and execution.* Most events do not carry a blueprint. They are often complex and risky artistic endeavours attracting media attention. They can involve hundreds of people as spectators, participants and workers. All of these people join together for a typically short period, ranging from a few hours to a few days. In that short time the purpose and aims of the event must be achieved. Plans must be dynamic and the whole project is often quite organic, some might say chaotic.

9 *Multiple stakeholders.* Sponsors are the most demanding of the stakeholders, which may include government, tourism bodies, emergency services, roads authorities, contractors and the local community, to name just a few, and rightly so if they have made a significant investment. In some cases, they compete against each other in terms of exposure if their expectations aren't carefully managed. Sponsors want signage, media coverage and a range of other benefits. In the simplest example, at a music festival the teenagers want to go wild, their parents want them to behave like 50 year olds, and the police would prefer that they stay at home. The bands encourage the fans to behave badly and the security staff have their hands full monitoring drug and alcohol abuse. For large events there are competing contractor organizations which have to submit tenders for event services such as security. This can become fraught with problems if the tendering is not above board and if the contracts are not awarded with sufficient time for effective implementation.

10 *Volunteer management.* Many events, large and small, are organized or staffed by volunteers. This brings further challenges as the event manager responsible for human resources needs to evaluate the specific needs of volunteers and ensure that they are met. Volunteers may be motivated by patriotism or a commitment to the cause behind the event, such as fundraising. In many cases, volunteers have high expectations of having a good time and will leave if this does not eventuate. Attrition rates will be discussed in more detail in Chapter 15. The decisions relating to the size and scope of the volunteer workforce need to be carefully considered.

Event management – art or science?

Attempts to describe the responsibilities of event managers often elaborate on the challenges of logistics and operations. For example, some writers suggest that a project management approach such as EMBOK™ (event management body of knowledge) could be used to formalize and develop the professionalism of the contemporary event manager (Goldblatt, 2005a). However, Brown and James (2004, p. 53) suggest that many practitioners 'have put aside, ignored or failed to consider the conceptual development and design of their events – the very heart and soul, the *raison d'être* of any truly great event – in favour of artificially manufacturing events that try to meet the needs of clients and stakeholders'.
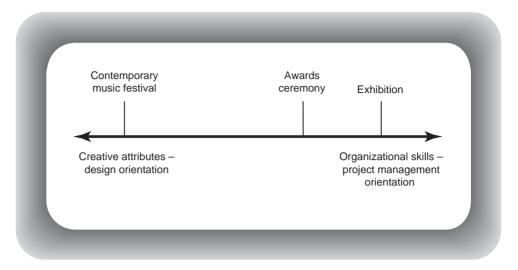
Figure 1.1   Continuum of creative and organizational input for different types of events

Brown and James' position will be taken up here as a discussion about the art and science of event management. Clearly event management is both an art and a science (see Figure 1.1). It is a science in the same way that meticulous project planning is applied to the building of a bridge. Indeed, many events involve the building of infrastructure of one sort or another. But this is only part of event management. The other part of event management is more akin to producing a movie. Here, people and resources are brought together in a creative and costly pursuit in which the audience response defines success or failure. Thus event management is in some ways like engineering, while in others it is like movie making. The question is whether one and the same person can be the artist and the scientist or whether these roles are best separated. There has to be a tension between artistic vision and operational implementation. This is illustrated in successive Olympic Games opening ceremonies where, in the short period of four years, the technology used surpasses that used in previous ceremonies. However, essentially, the opening ceremony is a production not a project. In contrast, an exhibition such as CeBIT, the largest computer show in the world, is more like a project, but one of massive proportions.

Events require vision. Chapter 13 will revisit the continuum of art and science as it applies to the design and management of events.

Contemporary human resource management

Formerly, the personnel function was associated quite narrowly with recruitment, selection and implementation of company policy. However, contemporary human resource managers see their role as being more strategic and business oriented. Where the event organization has this focus, whether in the form of a human

resource department or the allocation of this function to relevant managers, there are considerable benefits.

At a strategic level, the event organization needs to decide which services should be contracted out and which kept in-house. These are critical decisions, which are driven by labour market forces. Labour cost is frequently amongst the most significant of the costs associated with running an event and is complicated by the fact that a large proportion of this cost is often hidden in agreements developed with contractors. It is important that this be acknowledged when undertaking strategic planning for human resources. A scoping exercise will determine the multitude of tasks that need to be undertaken and strategic decisions must then be made as to which of these tasks should be contracted out. A risk analysis is also necessary to ensure that the job analysis is based on sound decision making. For example, it is commonplace to contract security organizations to manage this role because their staff are adequately trained, carry the necessary licences and are expert at this type of work. (Well, of course, this is what one hopes and plans for.)

The most significant issue for strategic planners is the temporary nature of most event-related employment. Maximizing performance and achieving optimal levels of service is only possible through effective strategic human resource planning, which is undertaken by HR specialists and/or managers throughout the event organization. Human resource management is a shared responsibility.

Event human resource management

One of the most challenging tasks for the event or human resource manager is managing the people designing and staging the event, whether a festival, exhibition, street parade or competition. This is no ordinary business environment. Most organizations hold onto their employees for months or even years, giving them time to socialize and develop their skills and knowledge in the context of the particular business.

In the event environment, on the other hand, there is generally only a handful of individuals on the planning team and a mass of paid, voluntary and contractor employees working on a temporary site for anything from a few hours to a few days. Developing a vision or purpose for the event, conducting a detailed job analysis, responding to constant changes in operational planning and meeting the communication needs of all involved are just some of the tasks of the human resource manager. Indeed, most events do not have a human resource manager, and this function is undertaken by senior staff from the event manager down to the team leader. It is thus vitally important that each person in a management or supervisory role understands the human resource function and their contribution to managing the people in their temporary workforce.

This challenging and dynamic environment is one which tests people management skills to the limit. As one event manager says, 'something will always go wrong, it is how you respond to it that matters'.

Table 1.2 illustrates the different roles of those involved in staging an event. In some cases, their interests differ, commonly when the budget allocated to safety and security is not seen as sufficient. Conflict is commonplace. For example, there may

Table 1.2   Event workforce

Event committee
The role of the committee is to formally identify the primary purpose and goals of the event and to monitor progress towards those goals. The committee members generally take on responsibilities for production, marketing, staffing, operations and finance.

Event staff
The paid staff of an event organization share responsibility for designing and staging the event. Paid staff are usually experienced and qualified, if not in the events business, then in a related field. This group may be quite small until close to the event. In some cases, the paid workforce includes staff on secondment from, for example, government agencies.

Stakeholders
Multiple stakeholders from different disciplines have an impact on event planning. Stakeholders may include local government, emergency services, roads and transport, environment protection authority, police and sponsors. The owner/manager of the venue is one of the primary stakeholders.

Contractors
Few events run without the extensive use of contracting organizations to provide goods and services. These include suppliers of temporary fencing and facilities, lighting, sound, stage management, entertainment, catering and waste management.

Volunteers
Many community events involve volunteers, sometimes from the committee down. The number of volunteers varies depending on the type and scale of the event. For many sporting events, the volunteers are specialists in their areas of scoring etc. Commercial events such as exhibitions seldom require volunteers.

be a difference of opinion about the choice of entertainment – the committee members may agree but the sponsor may not approve or endorse their choice.

As Drummond and Anderson (2004, p. 88) point out, 'quality in the operational environment of events and festivals is directly related to the people delivering the service'. The customer interacts with any number of service providers, such as ticket sellers, security staff and cleaners. These people could all work for contracting organizations and are therefore not under the direct control of the event organization. Managing the quality of such interactions is imperative. The selection and training of contractor organizations and their staff will be discussed in detail in Chapters 5 and 9. In relation to the service staff whose role it is to manage customers at an event, Drummond and Anderson (2004, p. 89) stress that 'the communication and professional skills of these people influence the whole understanding of the organization in the visitor's mind'.

Event management as an emerging profession

There has been recent debate about the emergence of event management as a profession (Goldblatt, 2005a; Harris, 2004). If the level of interest by students in this area and the number of courses offered is anything to go by, one would have to accept that, indeed, this is a new profession. However, Harris (2004) analyses this issue in
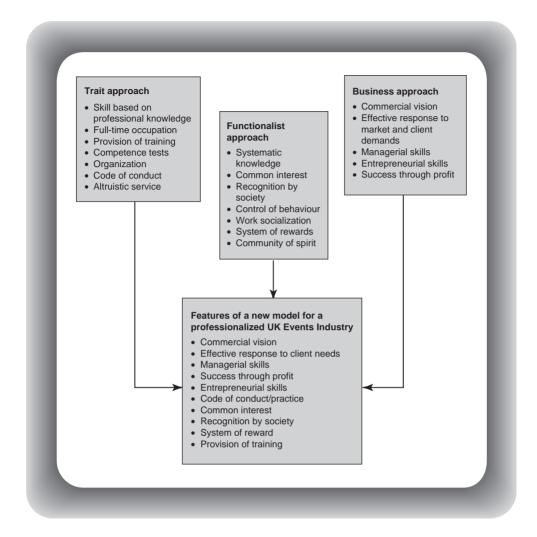
Figure 1.2 Proposed model for professionalization of events management in the United Kingdom
(Harris, V. (2004). Event management: a new profession. *Event Management* **9**, 107. Reproduced with permission.)

some detail to conclude that a lack of common purpose and unity precludes the development of the event profession in the current environment. This is largely due to the numerous industry associations representing different sectors such as conferences, exhibitions, special events, venue management and the like. While the industry is fragmented and lacks a common code, as you would find, for example, with the medical or engineering professions, there is little hope for the development of a single professional association and code of conduct. However, Harris does provide a model for the professionalization of event management, illustrated in Figure 1.2, which takes into account the trait, functionalist and business approaches. This includes the all important code of conduct.

Events carry with them a number of risks, in particular, risks associated with public safety. In South Africa, a proposal has been put forward requiring appropriate qualifications for event managers to be legislated, among other proposals for measures to ensure crowd safety.

Ethics and corporate responsibility

Ethics and corporate responsibility are key elements of an event organization, particularly human resource responsibilities such as occupational health and safety, volunteer management, contractor management and, indeed, people management in general. While Webb (2001) stresses the positive collaboration that occurred between stakeholders of the Sydney 2000 Olympic Games, particularly between unions and organizers, he does point out that goodwill played an important part in the few cases where staff were not paid for two weeks due to a range of glitches, including time recording. While for this event problems were overcome for bus drivers who were unhappy with their pay, accommodation, food and shifts, there are many smaller events where both employees and volunteers feel that they have been treated badly. This is seldom reported due to the short-term nature of the event, those involved simply deciding never to become involved again.

Of all HR responsibilities, concern for the safety of staff (and audience) is most important. Since the crowd crush at the E2 Night Club in Chicago took 21 lives in 2003, and the inferno at The Station nightclub, also 2003, claimed 100 lives in the fourth deadliest nightclub fire in US history, the National Fire Protection Association has enacted tough new code provisions for fire sprinklers and crowd management in nightclub-type venues in America. Crowd managers are required to control crowds, keep egress paths clear and assist in rapid evacuation. The Life Safety Code calls for one crowd manager for every 250 attendees and requires that they undergo approved training in crowd management techniques. This has implications for recruitment and training, HR risk management and workplace supervision, including monitoring and control of contract labour. Across the industry there are moves to improve safety. The Crowdsafe website (www.crowdsafe.com/) has guidelines for managing crowds and mosh pits and conducts ongoing research into crowd safety. Increased threats to mass gatherings are a major concern for authorities whenever large events are staged.

Case study 1.1

IFEA human resource management standard

The International Festivals and Events Association (IFEA) has a code of professional responsibility, which includes the following standard specifically related to human resource management:

Principle/Standard #4: *Members shall embrace and promote the highest standards of human resource training and management.*

Consideration #1: *In its development as an industry, festival and special event organizations and professionals must establish the highest standards of professional hiring, employment and development. As such, members should take such action as necessary to ensure that they, as individuals and organizations, establish and practice ethical hiring, termination and discipline practices for employees and associates. At a minimum, members and member organizations shall operate in compliance with all federal,*

local and state laws concerning the hiring, promotion and discipline of employees. Because of the industry's commitment to social and community development, members and member organizations should take every reasonable opportunity to ensure and encourage the diversity of their membership, and employee and volunteer base.

Consideration #2: *Members and member organizations should take such action as necessary to comply with federal, state, and local Equal Opportunity Employment laws and to avoid the practice and tolerance of discrimination based on race, creed, national origin, age, handicap, political affiliation, sex, sexual orientation, religion, parental or military status, veteran status, or disability. At a minimum, members and their organizations shall comply with all laws applicable to the jurisdiction(s) in which they conduct business.*

(Reproduced by courtesy of International Festivals and Events Association (IFEA); for further information see www.ifea.com)

Reflective practice 1.1
1 Explain why you think codes of practice are necessary for event management?
2 This code looks at hiring, EEO and training. Suggest other human resource practices that could be covered by a code of practice.

While the International Festivals and Events Association (see Case study 1.1) has a voluntary code, it is likely that higher levels of legislative compliance will become necessary in many countries as more event planning elements fall under the scope of legislation. It is really a case of 'watch this space' as governments and associations work towards developing legislation, recommendations, guidelines and codes of practice which will further develop the profession of event management and raise the status of organizations which demonstrate best practice. In the United Kingdom, the *Event Safety Guide* ensures legal compliance. However, with the rapid growth of the industry in size and scale (including both mega events, such as the Olympic Games, and small community events), there will be moves to ensure much more rigorous compliance all over the world. Recognized training will become a minimum requirement for many roles in the event industry. Arcodia and Axelson (2005) show that organizations advertising for event managers rate the following five skills as most important, based on the number of times these skills were mentioned in their study of 1002 job advertisements: organizational/planning skills; general communication skills; team skills; customer service skills; and computer skills. In addition, a detailed knowledge of human resources/industrial relations legislation and codes of practice for staffing and supervision will be found on the job specification of every event manager and event human resource specialist.

Many events start from small beginnings and grow over time. The sustainability of an event is vitally important as it represents a great deal of effort and financial investment. There are many community events that fall into this category, including historical and cultural celebrations.

Case study 1.2 provides an example of a sophisticated international event that has developed since its inception in 1985 largely through a quality programme, links with schools and supportive sponsorship.

Case study 1.2

Alcatel Ottawa International Children's Festival

Attendance at the Ottawa International Children's Festival has grown in monumental numbers. The festival is fast becoming the premier family event in the Nation's Capital, and has made the Ottawa International Children's Festival a favourite destination for young people of all ages.

In a survey administered by the Ottawa Tourism & Convention Authority, 96 per cent rated their festival experience as excellent or good and said they would like to return to the festival.

Festival growth

2001–5 000
2002–9 000
2003–12 000
2004–16 000
2005–13 000

Marketing goals and objectives

Ottawa International Children's Festival exists to surround young people with excellence in the performing arts that excites their instinctive creativity and their boundless imagination, and encourages individual expression. To serve this mission we will:

- *Build local and regional public interest and awareness to ensure high festival attendance.*
- *Cultivate awareness, interest and enthusiasm for children's performance art and theatre from all over the world.*
- *Promote local and national talent to a wide audience.*
- *Promote an annual festival in the spring for school audiences, and year round programming for the general public.*
- *Strengthen local economies throughout the National Capital Region by attracting visitors, and by promoting the Children's Festival as a popular annual and local 'destination' event.*
- *Acknowledge/profile volunteers who work to make the Children's Festival a success.*
- *Identify and promote all participating sponsors.*

Festival attendance

The 2002 festival enjoyed a 400 per cent increase in attendance to 9000 audience members, with the majority of attendees being school-aged children during the weekday performances. The OTCA Visitor Impact Survey for 2003 reports that the 2003 festival was even better attended, due in part to the offering of a combination of paid and free events, resulting in just over 12 000 attendees, which included paid and free activities. This past year's festival saw another dramatic increase to 16 000 audience members.

Audience demographic: A wide cross-section of the public – from all economic and social backgrounds and ages, attendees include families, single parents, grandparents and school groups.

Ottawa International Children's Festival operating budget: $600 000.

(Reproduced with permission of Alcatel Ottawa International Children's Festival; for further information see www.ottawachildrensfestival.ca/default.asp)

Reflective practice 1.2

1 Discuss changes that are likely to impact on an event that grows from an attendance of 500 to 13 000 visitors in terms of strategic human resource planning and 'professionalization' of the workforce.
2 Given the dramatic growth of this festival over five years, discuss the formalization of human resource procedures that would be associated with the increased size and scope of the event.
3 This event targets children (and their parents) as the primary demographic. Some countries have codes of conduct and guidelines for working with children. If you were running an event for children, what consideration would you give to the increased corporate responsibility associated with running a children's event?

Chapter summary and key points

Events celebrate, inspire and commemorate. As we have seen in this chapter, to ensure their success the work must be planned and allocated according to the vision and goals for the event. Strategically, this includes management of contractor organizations and their staff as well as relationships with key stakeholders. For all but the biggest events, there is no human resource manager. This function is undertaken by the event committee and the organizer. Each manager and supervisor is responsible for his or her people, making sure that they provide optimal service in this dynamic environment. With the emerging emphasis on professionalism in the event business, human resource management has become a key focus of overall event management. Codes of practice and legislative requirements make it essential that event organizational planning is undertaken by people who are professionally qualified, in this case in human resource management as it applies to the unique environment of events management.

Revision questions

1 Using the event categories listed in this chapter, identify a real event to match each of the categories.
2 List and explain ten characteristics of the event environment most relevant to human resource management.
3 Table 1.2 shows five categories of people involved in the event workforce. Using a major or mega event, explain in detail how this event would be structured in terms of staffing, providing also, for example, the names of sponsors and/or contractor organizations.

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