



Zeren Earls (left), founder of First Night, is joined by colleagues as she leads the grand procession at the First Night International annual convention.

# CHAPTER 1

## Welcome to Event Leadership: The Roots and Wings of Celebration

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### **In This Chapter You Will Learn How To:**

- ◆ Understand and appreciate the historic roots of celebration
  - ◆ Recognize and understand the demographic changes affecting the global events industry
  - ◆ Utilize the psychographic changes affecting event length, purpose, and outcomes to improve performance
  - ◆ Identify new and emerging career opportunities
  - ◆ Understand why education has become the most important factor in Event Leadership growth
  - ◆ Identify industry certification programs
  - ◆ Advance your career throughout the twenty-first century
  - ◆ Develop new ways to sustain your career
- .....

The professional Event Leadership host knows that the word *Welcome!* is an essential part of the guest experience at any event. Therefore, I warmly welcome you to the fifth edition of *Special Events*. However, in the global spirit of the fifth edition, allow me to add:

- ◆ Beruchim Habaim! (Hebrew)
- ◆ Benvenuto! (Italian)
- ◆ Bien venue! (French)
- ◆ Bienvenidos! (Spanish)
- ◆ Dobre doshli! (Bulgarian)
- ◆ Dobro pozhalovat! (Russian)
- ◆ Fun ying! (Cantonese Chinese)
- ◆ G'day! (Australian English)
- ◆ Hos geldin! (Turkish)
- ◆ Huan ying! (Mandarin Chinese)
- ◆ Kali meta! (Greek)
- ◆ Kwaribu! (Swahili)
- ◆ Laipni ludzam! (Latvian)
- ◆ Sabah al kher! (Arabic)
- ◆ Tusanyuse Kulamba! (Bugandan)
- ◆ Urakasa neza! (Kinyarwandan)
- ◆ Urseo oh se yo! (Korean)
- ◆ Velkomst! (Danish)
- ◆ Willkommen! (German)
- ◆ Yokoso! (Japanese)

With the rapid development of the Internet, the world as we once knew it has rapidly changed. For example, to learn how to say “welcome” in over 325 different languages, visit [www.elite.net/~runner/jennifers/welcome.htm](http://www.elite.net/~runner/jennifers/welcome.htm). The local or regional nature of the Event Leadership business was replaced with lightning speed by global connections throughout the world. I discovered this while seated at my home computer receiving e-mail messages from distant lands. “Thanks for your excellent book—it changed my perspective about the profession,” wrote one industry member from the Far East. These types of messages were quickly followed by requests for information and, ultimately, offers to fly me to lands that I had only read about. Indeed, the Internet has had the same (or perhaps a greater) influence as that of Gutenberg’s printing press. The World Wide Web has woven the Event Leadership profession together into a new global community. As a result of this new “web,” each of us now has far greater opportunities for career and business development than we previously imagined or aspired to.

During the past two decades (since the first edition of *Special Events*), the field of Event Leadership has seen numerous changes, and Figure 1.1 summarizes these paradigm shifts.

Event Aspect	From:	To:
Event organization	Amateur	Professional
Event guests	Younger	Older
Event technology	Incidental	Integral
Event markets	Local	Global
Event education	Nonessential	Essential
Event evaluation	Narrow	Comprehensive

**Figure 1.1** A Decade of Change

These six aspects of the profession reflect how the Event Leadership field has experienced sweeping changes in the past decade. The letters above the massive doors to the National Archives in Washington, DC, announce “Where past is prologue.” And so it is with our profession of Event Leadership. To go forward, we must first reflect on the historical roots of a field of study.

## From Roots to Wings

The term *special events* may have first been used at what is often described as the “happiest place on earth.” In 1955, when Walt Disney opened Disneyland in Anaheim, California, he turned to one of his imagineers, Robert Jani, and asked him to help solve a big problem. Each day at 5:00 P.M., thousands of people, in fact almost 90 percent of the guests, would leave the park. The problem with this mass exodus was that Walt’s happiest place on earth remained open until 10:00 P.M. This meant that he had to support a payroll of thousands of workers, utilities, and other expenses for five hours each day with no income.

To correct this problem, Robert Jani, then director of public relations for Disneyland and later the owner of one of the most successful Event Leadership production companies in the world, Robert F. Jani Productions, proposed the creation of a nightly parade that he dubbed the “Main Street Electric Parade.” Dozens of floats with thousands of miniature lights would nightly glide down Main Street, delighting thousands of guests who remained to enjoy the spectacle. This technique is used today in all Disney parks, with perhaps the best example at Epcot, where a major spectacular is staged every night. According to the producers, this spectacle results in millions of dollars of increased spending annually.

One of the members of the media turned to Robert Jani during the early days of the Main Street Electric Parade and asked, “What do you call that program?” Jani replied, “A special event.” “A special event—what’s that?” the reporter asked. Jani thoughtfully answered with what may be the simplest and best definition: A special event is that which is different from a normal day of living. According to Jani, nowhere on earth does a parade appear on the main street every night of the year. Only at Disneyland, where special events are researched, designed, planned, managed, coordinated, and evaluated, does this seemingly spontaneous program take place every night. Jani, who would later produce National Football League Super Bowl half-time spectaculars as well as the legendary Radio City Music Hall Christmas Show, among many other unique events, was a man whose motto was “Dream big dreams and aim high.”

## Anthropological Beginnings

Some 35 years later, in the first edition of this book, I defined *special event* as a unique moment in time celebrated with ceremony and ritual to satisfy specific needs. My definition emerged from that of anthropologist Victor Turner, who wrote: “Every human society

celebrates with ceremony and ritual its joys, sorrows, and triumphs.” According to Turner and other researchers whom I had studied in my exploration of anthropology, ceremony and ritual were important factors in the design, planning, management, and coordination of special events.

The term *event* is derived from the Latin term *e-venire*, which means “outcome.” Therefore, every event is in fact an outcome produced by a team that is led by the Event Leader. After interviewing thousands of experts in special event leadership for the past five editions of *Special Events*, I have discovered that, while special events may represent many professions, one person is always at the helm of this large vessel. That person is the *Event Leader*.

## Growth Opportunities

Only six decades ago, when an orchestra was needed to provide music for a wedding or social event, one consulted an orchestra leader. Very often, the orchestra leader would provide references for additional talent to enhance the event. Mike Lanin, of Howard Lanin Productions of New York City, tells the story of a meeting his father, Howard Lanin, the renowned society maestro, had with a client in Philadelphia during the late 1920s. Having already asked Lanin to provide music for her daughter’s coming-out party being held at the Bellevue-Stratford Hotel (now the Park Hyatt at the Bellevue), the client asked that he provide décor as well. When Lanin asked how much the client would like to spend, the client replied, “Just make it lovely, Howard—just make it lovely.” Lanin immediately realized that making this huge ballroom “lovely” might require an investment of five figures. With inflation, the cost of such an undertaking today would well exceed six figures. But Lanin was fortunate to have earned his client’s total trust. Without further discussion, the orchestra leader and decorator went to work. Few clients of any era would offer such an unlimited budget. But more and more often, special events professionals such as the Lanins are being asked to provide more diversified services. And although orchestra leaders may have been comfortable recommending decorations and other services and products for social events three decades ago, they and others with specific areas of expertise found that, when it came to events designed for advertising and public relations opportunities, they required specialized assistance.

Public relations is a proud ancestor of the celebrations industry. Less than 50 years ago, the modern profession of public relations and advertising became an accepted tool in American commerce. When a corporation wished to introduce a new product, increase sales, or motivate its employees, its corporate leaders turned to public relations and advertising professionals to design a plan. Today, the celebrations industry includes tens of thousands of hardworking professionals, who, for the first time in the industry’s history, are truly working together to offer their clients the excellent services and products they deserve. As an example of the growth of Event Leadership in the public relations field, consider this comment from the first person in the United States to receive a

master's degree in public relations, Carol Hills, now a professor at Boston University: "My students are extremely interested in events. They recognize that public relations and events are inseparable. Event leadership is certainly a growth area in public relations practice."

According to the International Council of Shopping Centers (ICSC) in New York, marketing directors who produce events for local and regional shopping centers can earn in the high five figures. Marketing professionals have recognized the need for specialized training and the benefits of certification within their industry. Events help attract and influence consumers to purchase specific products and services from small retail stores up to major regional shopping centers with hundreds of shops. In this age of entrepreneurship, the creation of new business is far greater than the growth of established firms. With each new business created, there is a new opportunity to celebrate through a grand opening or other special event. There are over 1 million new businesses created annually in the United States that may require an event leader to produce an opening celebration.

The 2005 convention of the International Amusement Parks and Attractions revealed even more changes occurring in the leisure field. According to recent studies, the newest lifestyle trends bear watching. Fifty percent of the new so-called baby boomer or limbo generation have discretionary income. Due to longevity and what is defined as vacation starvation, they are spending this income on leisure products.

Many of these individuals are described as "wanderlust singletons" because most are indeed single adults. They are socially aware and environmentally sensitive, support fair trade, and desire nature-based tourism experiences.

They have a strong need to escape a working environment that is increasingly stressful and therefore seek experiences in the great outdoors, where there is a greater opportunity for controlled risk through activities such as whitewater rafting with an experienced guide.

One final psychographic change identified at this meeting was the development of "tribing" and mass customization. Affinity or special interest groups, where individuals can bond with people of similar interests and experience levels, and the need to customize experiences are both growing in importance. Therefore, the ability to satisfy both needs, tribal as well as individual activities, will determine in the future which Event Leaders will succeed and which may fail.

Demographers believe that India and China will soon emerge as the major exporters of tourists due to the population density and the rising average income. However, in developed countries such as the United States, a new group nicknamed "SKIN" is developing. SKIN means "spending kids' inheritance now." As adults find new ways to extend their lives as well as the quality of their lives, leisure, through special events, will become even more popular.

An *Event Leader* historically was a person responsible for *researching, designing, planning, coordinating, and evaluating* events. You will learn about each of these phases in the pages to come. However, the logical question one may ask is: What is the Event Leadership profession?

## The Event Leadership Profession

*Event Leadership* is a profession that requires public assembly for the purpose of *celebration, education, marketing, and reunion*. Each of these overarching activities is encompassed by the profession of Event Leadership. Although it can be argued that, like tourism, Event Leadership is actually comprised of many industries, increasingly, as data are gathered and scientific tests conducted, it becomes more apparent that Event Leadership represents a unique body of knowledge.

According to experts in the field of professional certification, all professions are represented by three unique characteristics: (1) the profession must have a unique body of knowledge, (2) the profession typically has voluntary standards that often result in certification, and (3) the profession has an accepted code of conduct or ethics. The profession of Event Leadership meets each of these qualifications.

Let us explore further the definition of Event Leadership. The term *public assembly* means events managed by professionals who typically bring people together for a purpose. Although one person can certainly hold an event by him- or herself, arguably it will not have the complexities of an event with 10 or 10,000 people. Therefore, the size and type of group will determine the level of skills required by a professional Event Leader.

The next key word is *purpose*. In daily lives, events take place spontaneously and, as a result, are sometimes not orderly, effective, or on schedule. However, professional Event Leaders begin with a specific purpose in mind and direct all activities toward achieving this purpose. Event Leaders are purposeful about their work.

The third and final key component consists of the four activities that represent these purposes: *celebration, education, marketing, and reunion*.

### Celebration

Celebration is characterized by festivities ranging from fairs and festivals to social life-cycle events. Although the term *celebration* can also be applied to education, marketing, and reunion events, it serves to encompass all aspects of human life where events are held for the purpose of celebration.

When one hears the word *celebration*, typically one has an image of fireworks or other festivities. In fact, the word *celebration* is derived from the Latin word *celebro*, meaning “to honor.” Another commonly accepted definition is “to perform,” as in a ritual. Therefore, celebrations usually refer to official or festive functions such as parades, civic events, festivals, religious observances, political events, bar and bas mitzvahs, weddings, anniversaries, and other events tied to a person’s or organization’s life cycle or of historical importance.

### Education

From the first event in preschool or kindergarten to meetings and conferences where many adults receive continuing education throughout their entire adult lives, educational events mark, deliver, test, and support growth for all human beings. This growth may be

social, such as the high school prom, or it may be professional, such as a certification program. Regardless of the purpose, a school public assembly may be primarily or secondarily educationally related.

The term *educate* is also derived from Latin and means “to lead out.” Through education events, Event Leaders lead out new ideas, emotions, and actions that improve society. Examples of education events include convocations, commencements, alumni events, training at a corporation, meetings and conferences with specific educational content, and a fairly new activity known as *edutainment*. Edutainment results from the use of entertainment devices (e.g., singers and dancers) to present educational concepts. Through entertainment, guests may learn, comprehend, apply (through audience participation), analyze, and even evaluate specific subject matter. Entertainment may be used to lead out new ideas to improve productivity.

## Marketing

Event marketing, according to *Advertising Age*, is now an intrinsic part of any marketing plan. Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services. These events may be private, such as the launch of a new automobile to dealers or the public. Retailers have historically used events to drive sales, and now other types of businesses are realizing that face-to-face events are an effective way to satisfy sales goals. The appearance of soap opera stars at a shopping center is an example of many types of promotions used to attract customers to promote sales.

## Reunion

When human beings reunite for the purposes of remembrance, rekindling friendships, or simply rebonding as a group, they are conducting a reunion activity. Reunion activities are present in all the Event Leadership subfields because once the initial event is successful, there may be a desire to reunite. The reunion activity is so symbolic in the American system that President Bill Clinton used this theme for his inaugural activities.

## Event Leadership Subfields

The desire and need to celebrate are unique characteristics that make us human. The humorist Will Rogers is reported to have said: “Man is the only animal that blushes . . . or needs to!” Human beings are the only animals that celebrate, and this not only separates us from the lower forms but perhaps raises us to a transcendent or even spiritual level. The growth of Event Leadership subfields certainly reflects this extraordinary capability of celebration to transform humans and entire industries.

As noted earlier, anthropology historically has recognized a four-field approach to Event Leadership. However, the profession of Event Leadership encompasses many spe-



cialized fields: advertising, attractions, broadcasting, civic, corporate, exposition, fairs, festivals, government, hospitality, meetings, museums, retail, and tourism. Event Leaders may specialize in any of these fields; however, rarely is an Event Leader an expert in more than a few of these areas. For example, a director of Event Leadership for a zoological society may plan events for the zoo, and some of those events may involve retail promotions. Therefore, a knowledge of education and marketing as well as administration and risk management is important.

These subfields are not scientifically categorized—there are many linkages between and among them. However, this list provides an overview into the possibilities for Event Leaders as they seek to chart their future course of study:

- ◆ Civic events
- ◆ Expositions/exhibitions
- ◆ Fairs and festivals
- ◆ Hallmark events
- ◆ Hospitality
- ◆ Meetings and conferences
- ◆ Retail events
- ◆ Social life-cycle events
- ◆ Sports events
- ◆ Tourism

Once trained in the fundamentals of Event Leadership, Event Leaders must specialize or concentrate their studies in one or two event subfields. By concentrating in more than one area, Event Leaders are further protected from a downturn in a specific market segment. For example, if association meeting planners suddenly were no longer in demand, due to outsourcing, cross-training in corporate Event Leadership may allow them to make a smooth transition to this new field. Use the descriptions of subfields that follow as a guide to focus your market or future employment options. The appendixes list contact details for many of the industry organizations.

## Civic Events

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Beginning with the U.S. bicentennial celebration in 1976 and continuing with individual centennials, sesquicentennials, and bicentennials of hundreds of towns and cities, Americans in the twentieth century created more events than at any other time in the history of the republic. In both Europe and Asia, celebration is rooted in long-standing religious, cultural, and ritual traditions. The United States has not only blended the traditions of other cultures but has created its own unique events, such as the annual Doo-Dah Parade in Pasadena, California. Anyone and everyone can participate in this event, and they do. There is a riding-lawn-mower brigade, a precision briefcase squad, and other equally unusual entries. As the United States matures, its celebrations will continue to develop into authentic made in the U.S.A. events.

## Expositions/Exhibitions

Closely related to fairs and festivals is the exposition. Although divided into two categories—public and private—the exposition has historically been a place where retailers meet wholesalers or suppliers to introduce their goods and services to buyers. Some marketing analysts have suggested that it is the most cost-effective way to achieve sales, as people who enter the exposition booth are more qualified to buy than is a typical sales suspect. Furthermore, the exposition booth allows, as do all events, a multisensory experience that influences customers to make a positive buying decision. A major shift in this field has been to turn the trade show or exposition into a live multisensory event with educational and entertainment programs being offered in the various booths. Like many other fields, this field is growing. Although some smaller trade shows have consolidated with larger ones, just as many or perhaps more shows are being created each year. This spells opportunity for savvy event marketers who wish to benefit from this lucrative field.

## Fairs and Festivals

Just as in ancient times, when people assembled in the marketplace to conduct business, commercial as well as religious influences have factored into the development of today's festivals, fairs, and public events. Whether a religious festival in India or a music festival in the United States, each is a public community event symbolized by a kaleidoscope of experiences that finds meaning through the lives of the participants. This kaleidoscope is comprised of performances, arts and crafts demonstrations, and other media that bring meaning to the lives of participants and spectators.

These festivals and fairs have shown tremendous growth as small and large towns seek tourism dollars through such short-term events. Some communities use these events to boost tourism during the slow or off-season, and others focus primarily on weekends to appeal to leisure travelers. Regardless of the reason, fairs (often not-for-profit but with commercial opportunities) and festivals (primarily not-for-profit events) provide unlimited opportunities for organizations to celebrate their culture while providing deep meaning for those who participate and attend.

## Hallmark Events

The growth of the Olympic Games is but one example of how hallmark events have grown in both size and volume during the past decade. A hallmark event, also known as a mega event, is best defined as a one-time or recurring event of major proportions, such as the Summer or Winter Olympic Games, the National Football League Super Bowl, or other event projects of similar size, scale, scope, and budget. According to Colin Michael Hall (*GeoJournal* 1989), a hallmark event may also be defined “as major fairs, expositions, cultural and sporting events of international status which are held on either a regular or a one-off basis. A primary function of the hallmark event is to provide the host community with an opportunity to secure high prominence in the tourism market place. However, international or regional prominence may be gained with significant social and environ-

mental costs.” From the Olympic Games to the global millennium celebrations, the 1980s and 1990s were a period of sustained growth for such mega-events. Although television certainly helped propel this growth, the positive impact of tourism dollars has largely driven the development of these events. Ironically, the world’s fair movement appears to have ebbed, perhaps due to the fact that the inventions showcased in previous world’s fairs (space travel, computers, teleconferencing) have become commonplace and because supposedly future happenings actually occurred before the fairs opened. This provides an opportunity to reinvent, revive, and perhaps sustain this hallmark event.

## Hospitality

In the hospitality industry, hotels throughout the world are expanding their business interests from merely renting rooms and selling food and beverages to actually planning events. Nashville’s Opryland Hotel may have been the first to create a department for special events as a profit center for the corporation. It was followed by Hyatt Hotels Regency Productions, and now other major hotel chains, such as Marriott, are exploring ways to move from fulfilling to actually planning and profiting from events. According to Maricar Donato, president of WashingTours, cultural sensitivity in hospitality will grow rapidly as events increasingly become multicultural experiences.

## Meetings and Conferences

According to the Convention Industry Council, an organization that represents dozens of organizations in the meeting, conference, and exposition industries, these industries contribute over \$122.31 billion annually to the U.S. economy. Since widespread use of the jet airplane in the 1950s, meetings and conferences have multiplied by the thousands as attendees jet in and out for three- and four-day events. These events are primarily educational seminars that provide networking opportunities for association members and corporate employees. Despite the recent challenge of terrorism, the globalization of the economy has produced significant growth in international meetings, and as a result, Event Leaders are now traveling constantly both domestically and internationally.

## Retail Events

From the earliest days of ancient markets, sellers have used promotions and events to attract buyers and drive sales. The paradigm has shifted in this subindustry from the early 1960s and 1970s, when retailers depended on single-day events to attract thousands of consumers to their stores. Soap opera stars, sports celebrities, and even live cartoon characters during a Saturday appearance could increase traffic and, in some cases, sales as well. Today, retailers are much more savvy and rely on marketing research to design long-range promotional events that use an integrated approach, combining a live event with advertising, publicity, and promotions. They are discovering that cause marketing, such as aligning a product with a worthy charity or important social issue (e.g., education), is a better way to build a loyal customer base and improve sales. This shift from short-term quick events to long-term integrated event marketing is a major change in the retail events subindustry.

## Social Life-Cycle Events

Bar and bas mitzvahs, weddings, golden wedding anniversaries, and other events that mark the passage of time with a milestone celebration are growing for two important reasons. As the age of Americans rises due to improvements in health care, there will be many more opportunities to celebrate. Only a few years ago, a fiftieth wedding anniversary was a rare event. Today, most retail greeting-card stores sell golden-anniversary greeting cards as but just one symbol of the growth of these events.

In the wedding industry, it is not uncommon to host an event that lasts three or more days, including the actual ceremony. This is due to the great distances that families must travel to get together for these celebrations. It may also be due to the fast-paced world in which we live, which often prevents families and friends from coming together for these milestones. Whatever the reason, social life-cycle events are growing in both length of days and size of budgets.

Funeral directors report that business is literally booming. Coupled with the increase in number of older U.S. citizens is the fact that many people are not affiliated with churches or synagogues. Therefore, at the time of death, a neutral location is required for the final event. Most funeral chapels in the United States were constructed in the 1950s and now must be expanded to accommodate the shift in population. New funeral homes are being constructed and older ones are being expanded.

In the first edition of this book, I predicted that in the not-too-distant future, funerals might be held in hotels to provide guests with overnight accommodations and a location for social events. Now I predict that in some large metropolitan areas, due to aging demographics, funeral home construction will be coupled with zoning decisions regarding hotel and motel accommodations to provide a total package for out-of-town guests. With the collapse of the traditional family of the 1950s and Americans' proclivity for relocation, it is not unreasonable to assume that weddings, funerals, and reunions are central to our lives for reconnecting with family and friends. Perhaps one growth opportunity for future Event Leaders will be to design a total life-cycle event environment providing services, including accommodations, for these important events in a resort or leisure setting.

Social life-cycle events have always been important. While conducting focus group research at a local nursing home, a 97-year-old woman told me: "When you get to be my age, you forget almost everything. What you do remember are the important things: your daughter's wedding, your fiftieth wedding anniversary, and other milestones that make life so meaningful." Increasingly, due to limited time availability, people are turning to Event Leaders to organize these important milestone events.

## Sports Events

One example of the growth in popularity in professional sports is the rapid development of sports hall of fame and museum complexes throughout the United States. The 1994 World Cup soccer craze generated excitement, visibility, and, in some cases, significant revenue for numerous destinations throughout the United States. Before, during, or following the big game, events are used to attract, capture, and motivate spectators, regard-

less of the game's outcome, to keep supporting their favorite team. In fact, the line has been blurred between sport and entertainment, due largely to the proliferation of events such as pregame giveaways, postgame fireworks and musical shows, and even promotions such as trivia contests during the game.

## Tourism

Since the U.S. bicentennial in 1976, when literally thousands of communities throughout the United States created celebrations, event tourism has become an important phenomenon. According to a study I conducted in 1994, those communities that do not have the facilities to attract the largest conventions are turning increasingly to event tourism as a means of putting heads in beds during the off-season and weekends. Whether it is in the form of arts and crafts shows, historical reenactments, music festivals, or other events that last anywhere from 1 to 10 days, Americans are celebrating more than ever before and profiting from event tourism. From taxpayers to political leaders to business leaders, more and more stakeholders are becoming invested in event tourism. According to studies by the Travel Industry Association of America, an increasing number of adults visit a special event (fair, festival, other) while on vacation. In the period immediately after September 11, 2006, when transportation changed from fly to drive, many events benefited from local and regional visitors who took advantage of the opportunity to experience a local festival, often for the first time.

## Stakeholders

*Stakeholders* are people or organizations who have invested in an event. For example, the stakeholders of a festival may include the board of directors, the political officials, the municipal staff, the participants (craftspeople), the utility companies, and others. The Event Leader must scan the event environment to identify internal as well as external stakeholders. An internal stakeholder may be a member of the board, the professional staff of the organization, a guest, or other closely related person. External stakeholders may include media, municipal officials, city agencies, or others. A stakeholder does not have to invest money in an event to be considered for this role. Emotional, political, or personal interest in a cause is evidence of investment in an event.

## The Event Leadership Professional Model

The analysis herein, from defining the profession, to identifying the principal activities conducted within this profession, to listing some of the subfields where Event Leaders work, is not intended to be comprehensive. Rather, it is a framework within which you

can begin to see a pattern emerge. This pattern is reflected in Figure 1.2, a model that depicts the linkages among the definition, activities, subfields, and stakeholders. It will be useful to you as you begin or continue your studies in Event Leadership, as it provides a theoretical framework supporting the organization of this profession. The term *eventology* was first introduced in North America in 2003 by Linda Higgison (1947–2007). Higgison was a prolific writer, speaker, and successful business entrepreneur. However, the concept was first explored twenty years earlier by the Institute for Eventology in Japan. This scientific field of study incorporates previous studies in sociology, anthropology, psychology, business, communications, technology, theology, and other more established scientific fields. Eventology is a synthesis of studies conducted in previous fields and advances these fields of study to systematically explore the outcomes resulting from human events.



**Figure 1.2** Goldblatt Model for the Event Leadership Profession

## Change: The Only Constant in Event Leadership

A six-year study entitled *The Profile of Event Management* (International Special Events Society, 1999) has identified many significant changes in the Event Leadership profession. Many of these shifts were identified in Figure 1.1; now let's explore these changes further and see how they may affect your career.

### Demographic Change

Within the next decade, nearly 70 million Americans will turn 50 years of age. As a result of the graying of America, not only will millions of Americans celebrate a major milestone (middle age) but Event Leaders will be forced to rethink the types of events they design. For example, as Americans age, it is likely that they will experience more health problems, such as loss of hearing and vision and restriction of movement. Therefore, Event Leaders must respond to these changes with improved resources, such as large-type printed programs, infrared assisted-listening devices, and event ramps and handrails to accommodate persons with physical challenges. The good news is that, as people age, so do their institutions, creating a multiplier effect for the number of celebrations that will be held. The other news is that Event Leaders must anticipate the requirements the aging population will have and be prepared to adapt their event design to satisfy these emerging physical and psychological needs.

### Psychographic Change

Tourism researchers have identified the adventurist or allocentric tourist as the fastest-growing market in leisure travel. This projection is further evidenced by the rapid growth in ecotourism programs throughout the world. In both developed and developing countries, Event Leaders must rethink the approach to events to preserve the high-touch experience for guests. This need for high levels of stimulation may be a direct response to the decade-long fascination with the Internet, which is essentially a solitary endeavor. The Internet may have directly or indirectly created an even greater demand for high-touch, in-person, face-to-face events. By understanding the psychographic needs of event guests and providing high-touch experiences, Event Leaders may, in fact, have greater opportunities for maximizing the outcomes that guests desire.

### Career Opportunities

Figure 1.3 lists 15 established and emerging Event Leadership careers. No one can determine accurately how many more careers may be added to this list in the near-, mid-, or long-term future. However, using the demographic and psychographic cues identified in this chapter, the Event Leader may begin to imagine what is most likely to develop in terms of future careers.

Event Management Position	Background and Experience Typically Required
Attraction Event Leader	Organization, marketing, logistical, human relations, financial, negotiation
Catering Director	Food and beverage coordination, organization, financial, supervisory, sales, negotiation
Civic Event Leader	Organization, legal and regulatory research ability, human relations, financial, marketing, logistical, negotiation
Convention Service Leader	Organization, supervisory, financial, logistical, human relations, negotiation
Family Reunion Leader	Human relations, marketing, financial, organization, supervisory, negotiation
Festival Event Leader	Organization, financial, marketing, volunteer coordination, supervisory, entertainment, cultural arts, negotiation
Fundraising Event Leader	Research, fundraising, proposal writing, marketing, human relations, volunteer coordination, financial
Political Event Leader	Affiliation with a cause or political party, volunteer coordination, financial, marketing, human relations, fundraising
Public Relations Event Leader	Writing, organization, research, financial, marketing, human relations, public relations, logistical, negotiation
Retail Event Leader	Marketing, advertising, organization, financial, human relations, logistical, negotiation
School Reunion Event Leader	Research, organization, financial, marketing, negotiation, volunteer coordination
Social Life-cycle Event Leader	Human relations, counseling, organization, financial, negotiation
Sport Event Leader	General knowledge of sport, organization, financial, marketing, negotiation, volunteer coordination, supervisory
Tourism Event Leader	Organization, political savvy, financial, marketing, research
University/College Event Leader	Organization, financial, supervisory, marketing, logistical, human relations, negotiation

**Figure 1.3** Fifteen Event Leadership Positions and Background and Experience Typically Required

The aging population in North America will certainly require a strong health care system to provide a comfortable lifestyle. This growth in the field of health care will inevitably create new positions for Event Leaders in tourism, recreation, leisure, and education related directly to serving older people with programs tailored to their physical abilities and personal interests.

The rapid technological development we have experienced in the past decade will probably continue and even accelerate. Therefore, professional Event Leaders must meet the technological challenges of the twenty-first century through a commitment to continuing education. As these new technology platforms emerge, Event Leaders must improve



their skills continually to meet these fierce challenges or risk being left behind as technology advances.

Will we see the emergence of an *eventologist*, one who combines high touch and high tech to provide a virtual and live event enabling guests to achieve high levels of customization, speed, and service through appropriate technology and greater emphasis on satisfying each person's unique needs? Although we cannot predict with total accuracy what will occur one year from today, much less five years from this moment, we must be prepared by accepting responsibility for harnessing the new technologies to best serve event guests.

## Gender Opportunities

Although studies of gender in Event Leadership consistently indicate that females outnumber males in this profession, recent studies (*Profile of Event Management*, 1999) also indicate that more men are beginning to enter the profession. For a variety of reasons, it is essential that the profession attract both men and women.

Males will continue to enter the profession, due to the rich array of career opportunities that await them and the lucrative salaries that are being offered. However, to achieve long-term success, the profession must provide upward mobility for all workers. Upward mobility is tied only partially to compensation. Greater upward mobility specifically requires that, as an Event Leadership employer, you must provide advancement, lifestyle, and training opportunities for event workers, to enable them to achieve professional growth within specific event organizations. Without these internal opportunities, Event Leaders will continue to seek new employment and take with them the institutional memory and experience they have gained while working for your firm.

## Educational Opportunities

When the second edition of *Special Events* was written in 1996, I identified 30 to 40 colleges and universities that offered courses, degrees, and certificates in event-related studies. In a study commissioned in 1999 by the Council for Hospitality, Restaurant, and Institutional Education, I identified over 140 institutions of higher education that offer educational opportunities related to meetings, conferences, and special events. Now, as of 2006, there are hundreds of institutions that offer courses in the fields related to eventology. A listing of these schools may be seen at [www.wiley.com/goldblatt](http://www.wiley.com/goldblatt).

Finally, the technological advancement we have experienced is directly responsible for the contraction and consolidation of global markets. To ensure future success and career advancement, an Event Leader must embrace the global market as an opportunity rather than a challenge. Through research, focus, and sensitivity to cultural differences, the professional Event Leader will be able to reap infinite benefits from the new global economy. In this book, we provide a strategic plan for learning how to identify and conquer these markets to ensure further long-term personal and professional growth. Perhaps the fastest growth has been in the development and delivery of distance learning programs. At The George Washington University, hundreds of annual registrations are received annually for the distance learning certificate program.

## Certification

Historically, modern professions have used voluntary professional certification as a means to continually improve their practice and to slow or discourage regulatory bodies (e.g., local and state governments) from creating licensing requirements. When a profession can demonstrate the ability to regulate itself effectively, government is less likely to interfere. The Event Leadership profession first addressed the issue of certification in 1988, when the International Special Events Society announced formation of the Certified Special Events Professional (CSEP) task force. This organization studied a wide variety of certification programs to determine which one would serve as a valid model for the event profession. Ultimately, the Canadian model emerged as the best template from which to construct the CSEP program.

The Canadian government, through the Alberta Tourism Education Council (ATEC), conducted an in-depth study that produced two vocational standards: Event Manager and event coordinator. The International Special Events Society (ISES) merged these two standards into a single comprehensive position entitled *Event Manager* and utilized the ATEC research to develop a body of knowledge for this new vocation. The four knowledge domains identified by ATEC and ratified by ISES are administration, coordination, marketing, and risk management.

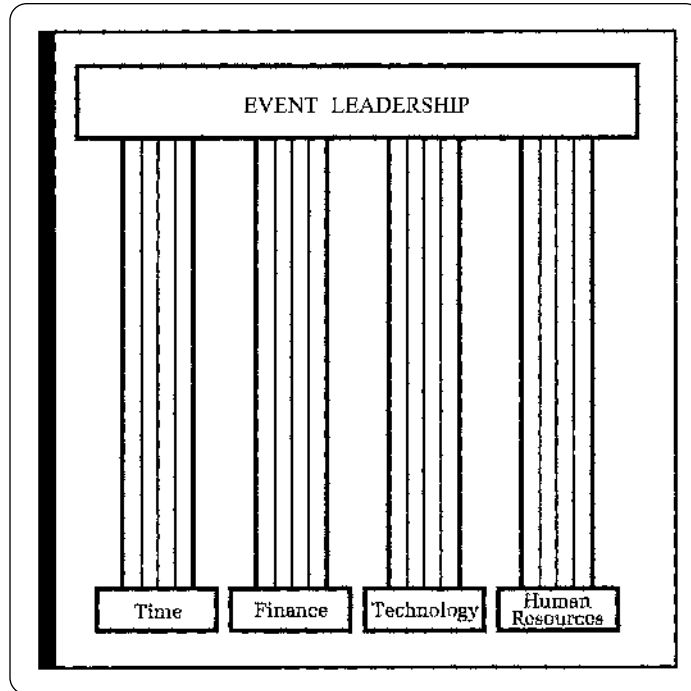
This book is based on a comprehensive review of six event-related certification programs and provides an excellent study manual for the CSEP certification program as well as others in the events industry.

## Developing Your Career

Now that Event Leadership has emerged as a professional career, it is essential that you manage your growth carefully to sustain your development for many years to come. There are numerous challenges in developing any professional career, whether in medicine, law, or Event Leadership. Identifying these challenges and developing a strategic plan to address them is the most effective way to build long-term success. The four primary challenges that professional Event Leaders encounter are time, finance, technology, and human resources. They are the four pillars upon which you will reconstruct or construct a successful career (see Figure 1.4). This chapter will help you transform these challenges into opportunities for professional growth and better understand the emerging resources available in this new profession.

## Mastering Yourself

The first person to be managed is you. Your ability to organize, prioritize, supervise, and delegate to others is secondary to being able to manage your time and professional resources efficiently and effectively. Once you are sufficiently well managed, you will find that managing others is much easier. Managing yourself essentially involves setting per-



**Figure 1.4** Four-Pillar Approach: Foundation for Success

sonal and professional goals and then devising a strategic plan to achieve them. Doing this involves making choices. For example, you may want to spend more time with your family, and that will determine in what field of Event Leadership you elect to specialize. Certain fields will rob you of time with your family and friends, especially as you are building your career; others will allow you to work a semiregular schedule. Association or corporate meeting planning may require that you work 9:00 A.M. to 5:00 P.M. for 40 weeks of the year and 7:00 A.M. to 10:00 P.M. or later during convention preparation and production. Hospitality Event Leadership positions, by contrast, may require long hours every day for weeks on end. After all, the primary resource of the Event Leader is time. It is the one commodity that, once invested, is gone forever. Setting personal and professional goals has a direct correlation with the type of work you will perform as an Event Leader. It is hoped that the fruits of your labors will represent an excellent return on your investment.

## Mastering Time Management

One key element in effective time management is the ability to use your time effectively by distinguishing between what is urgent and what is important. Urgency is often the result of poor research and planning. Importance, however, results from a knowledge of

priorities of time, resources, and the overarching goals of the event. I recognized this principle when I sold my business, when for the first time in my adult life I was able to distinguish between my personal and my professional time. Too often, the Event Leader—one who usually loves what he or she is doing for a living (thereby distinguishing this person from most of the working population of the world)—combines personal and professional time to his or her detriment. In my own experience, I carefully analyzed the capacity for personal and professional time each week and learned that only 168 hours are available. Of these hours, 56 are invested in sleeping and 21 in eating, leaving 91 hours for work and personal commitments. For nearly 15 years I had used between 70 and 80 of these valuable hours for work-related activities, leaving only 10 or so per week for my family and myself. After I had completed this analysis, I set about matching my time to my new goals.

One of the reasons I sold my business was to spend more time with my family and improve myself both mentally and physically. I realized that, by working smarter instead of longer, I could accomplish in 50 hours the tasks that it had formerly taken me 25 percent more time to do. This new plan would allow me to spend additional time with my family and work toward achieving other personal goals that I had set.

Effective time management must begin with setting personal and professional priorities, especially as this profession is one with a high degree of burnout. Finding a healthy balance among the worlds of work, family, leisure, recreation, and spiritual pursuits is essential to your long-term success as an Event Leader. This book will not only help you find this balance but also show you how to integrate time management principles into every aspect of your Event Leadership professional career. This integration of time management principles will ultimately allow you more hours for recreation, leisure, and self-improvement, while providing increased earnings with fewer working hours. The 10 suggestions for event time management will help you develop an effective system suitable for your personal and professional style:

1. Budget your time and relate this budget directly to your financial and personal priorities. For example, if you value your family life, budget a prescribed period of time to be with your family each week.
2. Determine, by an analysis of your overhead, what your time is worth hourly. Remind yourself of the value of your time by placing a small sign with this amount on or near your telephone. Condense extraneous phone calls and other activities that are not profit producing.
3. Make a list of tasks to complete the next day before you leave the office or go to bed. Include in this list all telephone calls to be made, and carry it with you for ready reference. In the age of cellular communications, you can return calls from anywhere. As each task is completed, cross it off triumphantly. Move uncompleted tasks to the next day's list.
4. Determine whether meetings are essential and the best way to communicate information. Many meetings can be conducted via telephone conference call rather than in person. Other meetings can be canceled and the information communicated through memoranda, newsletters, or even video or audio recordings.

5. When receiving telephone calls, determine if you are the most appropriate person to respond to the caller. If you are not the most appropriate person, direct the caller to the best source. For example, when people contact you for information about the Event Leadership industry, refer them immediately to the ISES Web-site [www.ises.com](http://www.ises.com). Tell them that if they have additional questions, you will be pleased to answer them after they contact ISES.
6. Upon opening mail or reading faxes, handle each item only once. Respond to casual correspondence by writing a note on the document and returning it with your business card. Not only is this efficient, but it is also good for the environment. Respond to business documents upon receipt by setting aside a prescribed time of day to handle this important task.
7. When traveling for more than three business days, have your mail sent to you through an overnight service. Doing this allows you to respond in a timely manner.
8. Prepare a written agenda for every meeting, no matter how brief. Distribute the agenda in advance and see that each item includes a time for discussion. When appropriate, ask meeting participants to prepare a written summary of their contributions and deliver them to you prior to the start of the meeting. This summary will assist you in better preparing for the contributions of the meeting participants.
9. Establish a comprehensive calendar that includes the contact name, address, and telephone number of people with whom you are meeting. Use computer software contact-information programs to take this information on the road with you.
10. Delegate nonessential tasks to capable assistants. The only true way to multiply your creativity is to clone yourself. A well-trained, well-rewarded administrative assistant will enhance your productivity and even allow you occasionally to take some well-deserved time off.

## Mastering Finance

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Becoming a wise and disciplined money manager is another pillar upon which you can construct a long-term career in Event Leadership. During your Event Leadership career, you will be required to read and interpret spreadsheets filled with financial data. You cannot entrust this to others. Instead, you must be able to understand their interpretations of these data and then make judgments based on your final analysis. Many Event Leaders are uncomfortable with accounting. When interviewing students for admission to the Event Leadership program at The George Washington University, I noted that over 90 percent said that they were not comfortable with their financial or accounting skills.

Sharon Siegel, executive vice president of Deco Productions of Miami, Florida, has owned her company for several years and understands well the importance of prudent financial management. "Watching your overhead is extremely important," she says, "especially if you are constructing and storing props." Siegel, former owner of Celebrations,

merged her company with an entertainment firm and provides full-service destination management services, including design and fabrication of decorations. To help control overhead, her firm is located in the building that houses her husband's large party rental operation. Not only does this protect the bottom line, but it improves gross income through referral business generated through the party rental operation.

Sound financial practices allow savvy Event Leaders to better control future events by collecting and analyzing the right information through which to make wise decisions. In this book, we look at many ways in which you may become more comfortable with accounting. As a result of your new confidence, you will greatly improve your profitability, to ensure a long, prosperous future in this profession. These five techniques for Event Leadership financial success will assist you with establishing your own framework for long-term profitability:

1. Set realistic short-, mid-, and long-term financial goals.
2. Seek professional counsel.
3. Identify and use efficient financial technology.
4. Review your financial health frequently and systematically.
5. Control overhead and build wealth.

## Mastering Technology

New advances ranging from personal digital assistants (PDAs) as well as Radio Frequency Identification (RFID) to the broadband capability of the Internet itself are rapidly transforming the way in which Event Leaders conduct business. As an example, most résumés that I review describe computer skills and software literacy. Although this is a basic requirement for most administrative jobs, it is surprising that some Event Leaders are still somewhat intimidated by the computer age.

Overcoming this intimidation through the selection of proper tools to solve daily challenges is an essential priority for modern Event Leaders. These basic tools may include software programs for word processing, financial management, and database management.

Word processing skills allow the Event Leader to produce well-written proposals, agreements, production schedules, and other important documents for daily business easily and efficiently. Many successful Event Leaders incorporate desktop publishing software with word processing tools to produce well-illustrated proposals and other promotional materials.

Earlier we discussed the importance of prudent financial management. Financial spreadsheet software allows modern Event Leaders to process quickly, efficiently, and accurately hundreds of monthly journal entries and determine instantly profit or loss information from individual events. These same software systems also allow you to produce detailed financial reports to satisfy tax authorities as well as to provide you with a well-documented history of income and expense. Most important, the use of electronic financial management tools will enable you to determine instantly your cash flow to fur-

ther ensure that at the end of the month, you have enough income to cover bills and produce retained earnings for your organization.

Learning to use these systems is relatively simple, and most Event Leaders report that they are impressed with the ease and efficiency of this technology compared to the days of pencil or pen entries in financial journals. There are numerous brand names available for purchase, and I encourage you to determine at the outset your financial management needs and then select software that will meet those needs cost-effectively now and for the immediate future.

A database system will allow you to compile huge amounts of information, ranging from vendor to prospective client to guest lists, and organize this information for easy retrieval. Event Managers coordinate hundreds of resources per year, and the ability to store, organize, and retrieve this information quickly, cost-efficiently, and securely is extremely important for business operations and improved earnings.

There are numerous software systems available; many can be customized to fit the individual needs of your organization. However, Event Leaders may fail to recognize the time required to enter the data initially and the discipline required to continue to add to the original database in a systematic manner.

Whether for human, financial, or organizational purposes, information technology is the critical link between an average organization soon in decline or a great Event Leadership firm with expansive growth potential. Use the next five steps to acquire and maintain the right technology to match your needs:

1. Identify the technology needs within your organization.
2. Review and select appropriate technology.
3. Establish a schedule for implementation.
4. Provide adequate training for all personnel.
5. Review needs systematically and adapt to new technology.

## Mastering Human Resource Skills

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Empowering people is one of the most important human resource skills the Event Leader must master. Thousands of decisions must be made to produce successful events, and the Event Leader cannot make all of them. Instead, he or she must hire the right people and empower them to make a range of important decisions.

Although the empowerment of event staff and volunteers is important, the primary reason why most Event Leadership concerns fail is not creativity but financial administration. Perhaps this is why in many companies the chief financial officer (CFO) is one of the best compensated at the executive level.

As Event Leaders become more educated in finance, human resource management, and other business skills, they are actually demonstrating entrepreneurial skills to their current employers. Many employers reward entrepreneurs (or, as they are commonly referred to, *intrapreneurs*) as they exhibit the skills needed to manage a complex competitive environment autonomously.

## Navigating the Internet for Event Leadership Success

Millions of people are currently using the Internet to satisfy their information, marketing, and other personal and professional needs. It is predicted that this number will soon rise to billions. Will the Internet reduce or eliminate the need for human beings getting together in person? On the contrary, futurists such as Alvin Toffler and William Hallal predict that this unprecedented information technology will increase the desire for public assembly, as hundreds of millions of people assemble virtually and find common interests that require public assembly to fully satiate their needs.

The Internet is a complex network of millions of computers that sends and receives information globally. Initially conceived by the Department of Defense Advanced Research Projects Agency, the Internet was installed as a highly stable network with no single point of origin. Initially, only the government, university scientists, and technical people used the Internet to share information, due to its inherently technical interface. With the invention of the *browser*, a software program that allows the users to view parts of the Internet graphically (known as the World Wide Web), the Internet is now the fastest-growing communications device in the world. Not since the invention of the printing press has communications been so rapidly transformed.

To use the Internet, you will need to identify a local access server, such as one of the major online subscription services or one of hundreds of local access firms. Once you are admitted to cyber-

(meaning “to steer”) space, you may easily navigate between thousands of sites (or *home pages*) using search engines that allow you to search for information that has been indexed.

In the Event Leadership profession, there are hundreds of home pages on the Internet system (see Appendixes 1 and 2 for some examples). Viewing sites with a browser on the World Wide Web using the point-and-click method is easy and fun. Many of the pages contain *hyperlinks*, which are a way to access more information. After you click your mouse on a highlighted key word (*hypertext*) on a home page, a related home page appears.

One of the easiest and fastest ways to conduct research is through the Internet system. For example, the Event Leader who desires to identify sources for entertainment may either review a variety of home pages related to this subject or visit a *chat room*—a live link across the Internet—to query other people who are interested in the same subject.

If you can wait a day or two to retrieve the information you require, the bulletin board may be a feasible option. However, if you need the information now, you will want to go directly to the chat room or home page.

Regardless of what service you use, the Internet system is the Event Leader’s most dynamic tool in transforming tomorrow’s events through unlimited education and research. Get connected, log on, navigate, and surf the Event Leadership superhighway to find greater success.

Therefore, one of the benefits of mastering skills in Event Leadership is the ability to learn how to run your own business effectively to improve your performance as an employee. In addition, you may be improving your opportunity to one day own and operate your own successful Event Leadership consulting practice. As the Chief Event Officer (CEO), you must empower others to lead as well.



## There Is No Substitute for Performance

When meeting with his team and listening to their assurances of improving profits, Harold Gineen, the former chairman of ITT, would invoke the most sacred of all Event Leadership business principles: “There is no substitute for performance.” Four pillars of long-term success in event leadership—time, financial, technology, and human resource management—must be applied to achieve consistent success. Setting benchmarks to measure your achievements will help you use these pillars to build a rock-solid foundation for your Event Leadership career. According to Sharon Siegel of Deco Productions of Florida and many of her colleagues, all Event Leaders are ultimately measured only by their last performances. Steadily applying these best practices will help ensure many stellar event performances to come.

## Challenges and Opportunities

Three important challenges await you in developing a long, prosperous professional career in Event Leadership. Each of these challenges is related to the other. The environment in which business is developed, the rapid changes in available resources, and the requirement for continuous education form a dynamic triangle that will either support your climb or entrap you while limiting your success. You will find that your ability to master each of these challenges dramatically affects your success ratio throughout your career.

## Business Development

Every organization faces increased competition as the world economy becomes smaller and you find that you no longer compete in a local market. Performing a competitive analysis in your market area is an important step in determining your present and future competitors and how you will differentiate yourself to promote profitability. One way to do this is to thoughtfully consider your organization’s unique qualities. After you have identified these qualities, compare them to the perception your current and future customers have of other organizations. Are you really all that different from your competitors? If you have not identified your unique differentiating qualities, you may need to adjust the services or products you provide to achieve this important step. The five steps that follow are a guide to best practices in competitive advantage analysis.

1. Audit your organization’s unique competitive advantage: quality, product offering, price, location, trained and experienced employees, reputation, safety, and so on.
2. Survey your current and prospective customers to determine their perception of your unique attributes compared to competing organizations.

3. Anonymously call and visit your competitors, and take notes on how they compare to your unique competitive advantage.
4. Share this information with your staff, and adjust your mission and vision to promote greater business development.
5. Review your position systematically every business quarter to determine how you are doing and adjust your plan when necessary.

Whether you are the owner, manager, or employee, maintaining a competitive advantage in Event Leadership is the secret to success in long-term business development. To maintain your most competitive position, combine this technique with constantly reviewing the trade and general business literature as well as information about general emerging trends.

Relationship marketing is increasingly important since the development of affinity programs by retailers in the 1950s. Modern organizations are just now learning what buyers and sellers in markets knew thousands of years ago: All sales are based on relationships. Implied in that relationship is the reality that the buyer and seller like, respect, and trust one another. The higher the price, the more important this process becomes. Therefore, Event Leaders must use events to further this important process.

According to *Advertising Age* and other major chroniclers of global marketing relationships, relationship marketing is the fastest-growing segment in the entire marketing profession. The Event Leader must invest the same time that larger organizations do to understand how to use events to build solid relationships that promote loyalty, word-of-mouth endorsement, and other important attributes of a strong customer and client relationship.

## Resource Development

As more and more organizations create their own home pages on the World Wide Web, consumers will be exposed increasingly to infinite resources for Event Leadership. Your challenge is to select those resources that fit your market demand and cultivate them to ensure the highest consistent quality. One of the reasons that brand names have grown in importance is due to consumers' desire for dependability and reliability. Positioning yourself and your organization as a high-quality, dependable, and reliable service through your careful selection of product offerings will further ensure your long-term success. Whether you are selecting vendors or determining the quality of paper on which to print your new brochure, every decision will reflect your taste and, more important, that of your customers. Determine early on, through research, whom you are serving and then select those resources to match their needs, wants, desires, and expectations. This may be accomplished in five ways:

1. Identify through research the market(s) you are serving.
2. Establish a database to collect information about the needs, wants, desires, and expectations of your customers.

3. Regularly review new products (some Event Leaders set aside a specific day each month to see new vendors), and determine if they meet the standards set by your customers.
4. Match the needs, wants, desires, and expectations to every business development decision. For example, do your customers prefer to do business with you in the evening? If so, stay open late one night per week.
5. Regularly audit your internal procedures to make certain that you are developing new business by positioning your products and services as quality, dependable, and reliable resources for your customers.

### Lifelong Learning: A User's Guide

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If the twentieth century represented the age of innocence in Event Leadership, the twenty-first century may be described as “the renaissance.” You are part of an era of unprecedented learning and expansion of knowledge in the field of Event Leadership. This book will serve as your primer to direct you to additional resources to ensure that you stay ahead of rather than behind the learning curve in this rapidly changing and expanding profession. One way to do this is to establish learning benchmarks for yourself throughout your career. Attending one or two annual industry conferences, participating in local chapter activities, or setting aside time each day to read relevant literature (see Appendixes 1 and 4) about the profession will certainly help you stay current. Perhaps the best proven way to learn anything is to teach someone else what you have learned. Collecting information that can later be shared with your professional colleagues is an excellent way to develop the habit of lifelong learning. Consider these five techniques for lifelong learning:

1. Budget time and finances to support continuing education on an annual basis.
2. Require or encourage your employees to engage in continuous Event Leadership education by subsidizing their training. Ask them to contribute by purchasing books that are related to the course work.
3. Establish a study group to prepare for the certification examination.
4. Set aside a specific time each week for professional reading. Collect relevant information and then highlight, clip, circulate, or file this information at this time.
5. Attend industry conferences and expositions to expose yourself to new ideas on an annual basis. Remember that, upon returning to your organization, you will be required to teach what you have learned to others. Therefore, become a scholar of your profession.

When you audit the business environment, select resources that demonstrate your quality, dependability, and reliability, and engage in a program of lifelong learning, you will

be far ahead of your current and future competitors. This book will help you understand the profession of Event Leadership as both an art and a science, requiring not only your creativity but also your exacting reasoning ability. However, any book is only a catalyst for future exploration of a field of study. As a result of using this book to promote your future growth, you will have established the rigor required to become a scholar of Event Leadership and an authority in your organization. To maintain your position, you will need not only to return to this book as a central reference but to begin a comprehensive file of additional educational resources. This book provides several appendix resources from which you may assemble this base of knowledge. Upon completing this book, use Appendix 1 to expand your comprehension of the profession by contacting the organizations listed to request educational materials to improve and sustain your practice. Doctors, lawyers, and accountants, as well as numerous other established professionals, require continuous education to meet licensing or certification standards. Our profession must aspire to this same level of competence. Your use of this book and commitment to future educational opportunities will enhance your competence.

## Getting Focused

Although ISES has identified nearly two dozen professions within the events industry, you must soon decide how you will focus your studies. After reading the preface and this chapter, you should be able to comprehend the macroprofession of Event Leadership through brief descriptions of the many subfields. Now is the time to begin to focus your studies on one or two specific subfields, such as tourism, meetings, conventions, festivals, reunions, and social life-cycle Event Leadership. Use the list of Event Leadership positions described in Figure 1.3 as a tool to get focused, and select the one or two areas where you wish to concentrate your studies.

Did you note the similarities in background and experience in each position? The key to your success in this business (or any other for that matter) is a thorough grounding in organization, negotiation, finance, and marketing. Human relations experience is also essential, as is the related volunteer coordination skill. Increasing in importance is your ability to design, conduct, and analyze research. Throughout the book each skill is discussed in detail. However, you must now begin to focus on how you will apply these skills to your particular career pursuits.

Event Leadership is a profession that provides skills for use in a variety of related disciplines. The field is grounded in the science of management, but you will also learn skills in psychology, sociology, and even anthropology as you develop your career. As you move from one subfield to another, these foundational skills will serve you well. They are the portable elements of this curriculum that you may take with you and apply to a variety of different types of events.

## How to Use This Book

### Self-Education: The Reading Log

Each chapter of this book represents the sum of many years of professional reading by this author. Therefore, as you approach a new chapter, look for related writings in industry trade and professional journals as well as general media, such as the daily newspaper. As you identify these readings, save them for your study time. When you complete your two 20-minute study periods, give yourself a bonus by reading the related material and then noting in your reading log the title, author, date, and a short description. Developing this habit during your study period will begin a lifelong process that will reward you richly throughout your career. Make certain that you develop a filing system for these readings for future reference, and use the reading log as a classification system for easy reference.

### Benchmark Checklists

Self-improvement is the goal of every successful person. It is a continuous process. Ensuring continuous self-improvement and business improvement requires utilizing an old tradition in a new context. The term *benchmarking* was first used by Xerox Corporation to describe the way its corporate leaders reinvented its organization to compete more effectively. This process was so successful that Xerox won the most coveted award in corporate America, the Malcolm Baldrige National Quality Award. The principles of benchmarking are simple; however, the application requires commitment and discipline.

Benchmarking is a management process in which you study similar organizations to determine what systems they are using that can become quality benchmarks for your own organization. Once you have identified these benchmarks, your organization's goal is to meet or exceed these standards within a specified period of time.

The checklists throughout this book are your benchmarks. They are the result of 25 years of study of successful individuals and organizations in the profession of Event Leadership. Your goals should be to develop the rigor to meet or exceed these standards during your Event Leadership career.

### Critical Connections for Career Advancement

In addition to the numerous tables, charts, and models in this book, each chapter includes four critical connections to help you rapidly advance. The very nature of special events is to connect people through a shared activity; therefore, each chapter includes specific instructions for global, technological, resource, and learning connections. Make certain that you carefully review these sections at the end of each chapter to expand, rein-

force, and strengthen your connections in the twenty-first-century global Event Leadership profession.

## Profiles in Event Leadership

This edition provides a series of new profiles of distinguished Event Leaders throughout the world. Each of the profiles demonstrates through practice the core competencies of the chapter in which it is presented. The Event Leaders who were selected for this edition will inspire you with their devotion to the field of special events leadership. These Event Leaders have also agreed to provide professional mentoring for you. To facilitate that opportunity, their e-mail addresses are included within their profiles.

## Appendixes

The 17 appendixes are designed to provide you with extensive resources in one location to use throughout your professional life. Review these listings and determine what gaps you currently have in your operations, marketing, or other areas, and use these resources to add to your knowledge. As Event Leadership is an emerging discipline and rapidly expanding profession, you may notice gaps in the appendixes that you can fill. Send me your resources at [joe.goldblatt@jwv.edu](mailto:joe.goldblatt@jwv.edu), and you will be acknowledged in the next edition.

## Role and Scope

This book's role is to expand the knowledge base in the emerging discipline of Event Leadership. The scope of its task is to provide concrete techniques to immediately improve your practice as an Event Leader. Your career needs will determine how you use this book to improve your business. However, if you are sincerely interested in expanding the knowledge base in Event Leadership, your practice will improve in equal proportion to your level of commitment. This is so important that it bears repeating. If you are interested in expanding the body of knowledge in Event Leadership, your skills will improve in equal proportion to your level of commitment.

Therefore, as in most professions, the harder you work, the more you will learn. And as is also true in all professions, the more you learn, the more you will earn. I encourage you to become a scholar of this fascinating profession and, as suggested earlier, read this book as if someday, somewhere, you will be requested to teach others. I challenge you to achieve mastery through these pages so that those you will influence will leave this profession even better prepared for those who will follow.

I, like you, am a student of this profession. There are new learning opportunities every day. Over two decades ago, I stood outside a hospital nursery window gazing lovingly on our newborn son, Sam. Only a few hours earlier, I had telephoned my cousin Carola in New Orleans to announce his birth and, choking back tears, to tell her and the family that he would be named for my uncle, her father, who had recently died. Celebrating this new

## Profile in Event Leadership: Peter Kagwa and Patrick Muyonjo

### REINVENTING EVENTS IN THE LAND OF THEIR BIRTH

Uganda is located in a region that was once described by the British prime minister and world traveler Sir Winston Churchill as “the pearl of Africa.” In this special land, the savannahs of East Africa meet the jungles of West Africa, and for thousands of years human beings have commemorated their joys and triumphs through various celebrations.

The Buganda tribe, representing 18 percent of the total population, comprises what is the largest traditional kingdom in Uganda. For thousands of years, this tribe has created and sustained colorful and dramatic rituals, many of which are still practiced today.

From 1939 to 1966, this tribe was led by King Edward Mutesa II. In 1963, Mutesa II became figurehead president of Uganda. In 1966, Apollo Milton Obote suspended the Ugandan constitution, declaring himself president and thus forcing Mutesa II into exile in Great Britain.

In 1993, the current leader of Uganda, President Yoweri Kaguta Museveni, reinstated



Peter Kagwa



Patrick Muyonjo

traditional and cultural leadership and hence the return of Mutesa II's son, Ronald Mutebi II as the king of the Buganda people.

The history of Uganda includes numerous revolutions and dictators. However, over the last two decades, under the leadership of President Museveni, the country has experienced an era of political stability that has ushered in steady growth of the tourism and education sectors and economic development in general. The modern events industry is definitely contributing to this recent period of tourism growth and economic development.

Peter Kagwa, managing director of Events Warehouse Uganda, a leading events management and experiential marketing company, is currently the only member of the International Special Events Society in this country of 27 million people. Kagwa believes that the future of Uganda lies in strengthening and develop-

ing the tourism and hospitality sectors of the economy.

“By taking our events to the next level of professionalism, we will contribute toward restoring pride in Uganda as a leading business and travel destination in the region,” says Peter. This is exactly what Peter and his partner, Patrick Muyonjo, are doing. Annually, they plan, manage, and execute dozens of corporate and public events, such as music festivals featuring prominent local and international artists.

In their bid to develop Uganda’s potential as a major travel destination in sub-Saharan Africa, Peter and Patrick are careful about overpromising and underdelivering their event services and products. According to Patrick, who is the firm’s technical production expert, “When a major international music star comes to Uganda, we carefully review his contract rider and then communicate to his production crew what is available in the country, what we can confidently acquire from other nearby countries, and finally, advise the team on what they should carry along.”

Peter Kagwa sees a bright future for the Ugandan event community because “tourism is the sunshine our country greatly needs.” With the influx of larger local and international conferences and events into the country—for instance, the upcoming 2007 Commonwealth Heads of Government Meeting—and with VIPs such as Her Majesty Queen Elizabeth and other high-level dignitaries, tourism is beginning to shed the first streams of sunshine seen by the country in many years.

According to Peter, first-class hospitality facilities and reliable services are the keys to developing a vibrant and lucrative event tourism industry. With the development of new facilities, such as Speke Resort Munyonyo ([www.spekereresort.com](http://www.spekereresort.com)) located on the shores of

beautiful Lake Victoria, Peter Kagwa and other event professionals are on their way.

Although Peter and Patrick have made significant contributions to the development of the emerging events industry in Uganda, Peter acknowledges that “if I have created a goal and it has been achieved, I must then aim higher the next time.” He believes that he achieves these goals by practicing core values, such as integrity and consistency of quality in delivering his event services.

“Some of our traditional and cultural values, such as warm reception, hospitality, courtesy, integrity, and respect, have shaped my identity. It is important for me to transmit those values to the next generation of event professionals in Uganda and, indeed, throughout the world.” Peter adds, “To know where you are going, it is important to know where you have come from. These values blended with my international exposure, give me an edge in finding my wings in the modern event world.”

As Uganda and the continent of Africa continue to develop, pioneering professional events organizers from developing countries, such as Peter Kagwa and Patrick Muyonjo of Events Warehouse Uganda, will forever be remembered. As early event leaders, they have cultivated quality and professionalism while spreading the hopes and dreams of a better events industry.

We are indeed fortunate that they have retained their cultural values and, at the same time, brought these traditional values into the new event world for the greater benefit of all of us.

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life together, we laughed out loud about the “curse” that might come with my son’s name. Would he be as funny, charming, irascible, and generous as my uncle Sam? His potential was limitless. Confucius declared several thousand years ago that “we are cursed to live in interesting times indeed.” Like Sam, regardless of what road you take in the infinitely fascinating Event Leadership profession, you can be assured of finding many opportunities in these very interesting and challenging times. In the closing lines of his best-seller *Megatrends* (Warner Books, 1982), John Naisbitt exalted the world he had spent years analyzing: “My God, what a fantastic time in which to be alive.” The future that you and your colleagues will create will carry the curse of Confucius, the joy of Naisbitt, and the final assurance of the French poet Paul Valéry, who wrote: “The trouble with the future is it no longer is what it used to be.” Your future is secure in knowing that there are millions of new births annually in the world and, therefore, just as many future events (and many more) to lead.

## Career-Advancement Connections



### Global Connection

Connect globally with Event Leaders throughout the world through an Internet Listserv, such as “World of Events,” which is managed by Leeds Metropolitan University in Great Britain. World of Events provides a global forum for discussion of Event Leadership topics by researchers, academics, students, and practitioners throughout the world ([www.worldofevents.net](http://www.worldofevents.net)).



### Technology Connection

Develop an interactive Web-based data management system to enable you to collect and access your Event Leadership data from throughout the world. The best system for achieving this is to create a password-protected Internet-based database that can be accessed by an authorized Event Leader from any remote point on earth. It is critical to protect your valuable data. The protection can be enforced by setting different levels of access: to review data only, to add data, or to delete and modify data.



### Resource Connection

Use the appendixes of the book to connect with associations for future study. Hundreds of colleges and universities throughout the world offer courses, curricula, degrees, certificates, and other resources. Temple University’s School of Tourism and Hospitality Management offers a comprehensive certificate in Event Leadership. For more information, visit [www.temple.edu/STHM/EL](http://www.temple.edu/STHM/EL).



## Learning Connection

Construct a 1-, 3-, 5-, and 10-year plan or blueprint to identify your career goals and path. Assess your current skill and experience level and list the educational, practical, and theoretical resources that you will need to achieve your goals and objectives. Read *Dollars and Events: How to Succeed in the Special Events Business* (Wiley, 1999) by Dr. Joe Goldblatt, CSEP, and Frank Supovitz, as well as *What Color Is Your Parachute? 2006* (Ten Speed Press, 2006) by Richard Nelson Bolles.