

CHAPTER 1

Welcome to Greener Event Leadership and Economic Success

“Architecture is a deeper thing. It is the frame of human existence. We must dedicate this existence more to beauty. For if poetic principle has deserted us, how long are we going to last? How long can civilization without a soul last? Science cannot save us; it has brought us to the brink. Art and religion, which are the soul of civilization, have to save us.”

—Frank Lloyd Wright, **(1867–1959) interviewed by Henry Brandon, The Sunday Times, 1957**

In this chapter you will learn how to:

- Understand and appreciate the importance of economic, social, cultural, political, technological, and environmental sustainability for planned events
- Recognize and understand the economic, social, political, cultural, technological, and environmental changes that are affecting the global events industry
- Identify and benefit from the demographic changes affecting the global event industry
- Utilize the psychographic changes affecting event length, purpose, and outcomes to improve performance
- Recognize and analyze the multitudinous challenges facing the events industry including financial, security, labor, ecological, and other critical areas
- Identify new and emerging career opportunities in this growing field
- Understand why education has become the most important factor in the growth of planned events
- Identify industry certification programs
- Advance your career throughout the twenty-first century
- Develop new ways to sustain your career



Photo by Seungwon Shawn Lee

Destinations that provide various transport and delivery options, such as these electronic scooters or bikes and self-driving robots in Metro Washington, DC, area, not only promote greener transport but also brand their destination as environmentally sustainable.

Frank Lloyd Wright, the renowned postmodern American architect who created the concept of organic architecture, was interviewed by Henry Brandon when he was 88 years of age, 2 years before his death. At this point in his life, he was engaged in a wide range of new architectural projects, including the Guggenheim Museum in New York, a synagogue in Pennsylvania, the Arizona State Capitol, and a mile-high office building in Chicago. Wright had recently given a speech in New York, where over 1,500 people attended to listen to his wise thoughts about organic architecture. As he made these statements, the world had recently entered a time of peace after World War II. It was a time of unlimited promise and opportunity exemplified by increased scientific invention and innovation through manufacturing. It was the beginning of an era within the special events industry, which first began to achieve professional status through legendary event pioneers such as Tommy Walker and Robert (Bob) Jani, the first directors of entertainment and creativity at Disney, who helped Walt Disney welcome the world to Disneyland.

The professional event host knows that the word “Welcome!” is an essential part of the guest experience at any event. Therefore, we warmly welcome you to the Eighth Edition of *Special Events*. However, in the global spirit of this book, allow us to add:

- *Ahlan wa sahlan* (Arabic)
- *Aloha* (Hawaiian)
- *Bem-vindo* (Portuguese)
- *Beruchim Habaim* (Hebrew)
- *Benvenuto* (Italian)
- *Bienvenue* (French)
- *Bienvenidos* (Spanish)
- *Dynnargh dhis* (Cornish)
- *Croeso* (Welsh)
- *Dobre doshli* (Bulgarian)
- *Dobro pozhalovat!* (Russian)
- *Dobrodosli* (Bosnian)
- *Dobre dosal* (Bulgarian)
- *Fáilte* (Irish Gaelic)
- *Fair faa ye* (Ulster Scots)
- *Fun ying* (Cantonese Chinese)
- *G'day* (Australian English)
- *Hos geldin* (Turkish)

- *Huan ying* (Mandarin Chinese)
- *Isibingelelo* (Zulu)
- *Kalos orisate* (Greek)
- *Karibu* (Swahili)
- *Khosh aamadid* (Farsi: Iran, Afghanistan, and Tajikistan)
- *Kosh Keldingiz* (Kazakhstan)
- *Kwaribu* (Swahili)
- *Laipni ludzam* (Latvian)
- *mrHba o alf mrHba* (Moroccan)
- *Swaagatam* (India)
- *Svay-ks* (Latvian)
- *Tervetuloa* (Finnish)
- *Tusanyuse Kulamba* (Bugandan)
- *Urakasa neza* (Kinyarwanda)
- *Urseo oh se yo* (Korean)
- *Valkommen* (Swedish)
- *Velkommen* (Danish and Norwegian)
- *Velkomst* (Danish)
- *Willkommen* (German)
- *Witamy* (Polish)
- *Yokoso* (Japanese)
- *Zayt Bagrist* (Yiddish)

Often, the first word a host must offer to a guest is a warm word of welcome. However, this term must be translated into the local language to ensure proper communications. One example of the rapidly changing landscape for special events is the multicultural guests that are attending many events. Therefore, the Internet has rapidly improved our ability to instantly access the proper way to welcome all of our guests in their native language. For example, to learn how to say “welcome” in hundreds of different languages, visit <http://translate.google.com>.

The local or regional nature of planned events was replaced with lightning speed by global connections throughout the world. We 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, offer to fly us to lands that we had only read about. The Internet has had as much influence as Gutenberg’s printing press—perhaps more.

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. In fact, many of us have become less proficient in handwriting and now excel at thumb texting. We have progressed, in a very short time, from talking to texting, from collaborating to colliding. A new lexicon of terms such as LOL (“laughing out loud” or “lots of love”) has, in many cases, enhanced person-to-person bonding with a continuous flow of tweets, Instagram, and Facebook likes.

In the past 30 years, since the first edition of *Special Events*, the field of planned events has also seen numerous changes. A generation is defined as a period of 30 years during which children grow up and have their own children, thereby contributing a new generation to society. Figure 1.1 summarizes these paradigm shifts.

These six aspects of the special events profession reflect how the field has experienced sweeping changes in the past 30 years. The letters above the massive doors to the National Archives in Washington, D.C., read “What Is Past Is Prologue.” And so it is with our profession. To go forward, we must first reflect on the historical roots of our field of study.

New Challenges and New Opportunities

Although the field of special events, celebrations, rituals, and rites may date back to the early beginning of humankind, you, as a member of the current and future generation of professional practitioners, may have a greater impact on this field than all those who have come before you. That is why the eighth edition of this 30-year-old

Event Aspect	(1989) From:	(2019) To:
Event organization	Primarily originated from other fields such as catering, floral design, entertainment, and rentals	Professional organization with highly educated professional and integrating technologically in a whole spectrum of business
Event guests	Younger, monocultural, less sophisticated, and less demanding	Mature, multicultural, more sophisticated, and more demanding
Event technology	Elemental and tangential to the event developmental and marketing mark process	User friendly and integrated to all stages of event management with an emphasis on constant interactions between event organizers, vendors, and event attendees
Event markets	Locally based	Globally accessible 24/7 and 365 days
Event education	Nonessential to employment in the meetings and events field	Essential (along with professional experience), qualifications required (certifications and event management degrees valued by employers)
Event evaluation	Narrow and simplistic metrics used for measurement of outcomes	Comprehensive and holistic measurement and evaluation of return on investment, return on marketing investment, return on objective, evaluation of economic, social, cultural, political, and environmental impacts at multiple points of an event (before, during, and after), thanks to online evaluation tools

FIGURE 1.1 Special events at 30: A generation of change.

volume is subtitled *The Brave New World for Bolder and Better Live Events*. The purpose of this book is not just to prepare you for your first job but also to prepare you for your last one.

Throughout your career, you will face many daunting challenges, including the recent rapidly changing global alliance (e.g., Brexit from Europe Union), ecological issues, and continuing security threats. In addition, we are certain that you will face challenges we have not even imagined as of this time.

Therefore, in order to prepare for the future, it is important to understand the past. The history of special events is rich with personalities, innovation, and creativity. During your time, you will add to this lore with your own contributions. However, now, we invite you to take a walk up the Main Street of special event history and meet some of the interesting persons whose seminal contributions developed the field that you will soon help advance into the next frontier.

Once Upon a Time and Not Too Long Ago

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. The term *imagineer* combines imagination with engineering and was popularized at the Walt Disney Company with a new division that was created to

design rides and other attractions, called Walt Disney Imagineering. When Mr. Disney opened Disneyland, he soon discovered that he had a major 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 5 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 special event 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. Jani used imagination and engineering to solve this complex problem.

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 spectacles 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 and Sociological Origins

Emile Durkheim (1858–1917) was a French scientist whose theories and discoveries helped form the basis of the fields of sociology and anthropology. Durkheim was mainly concerned with how societies maintain their integrity and intactness in the modern era. He believed that the relationship between people and the supernatural being was similar to that of the relationship between people and the community. Durkheim classified religion into four categories:

1. *Disciplinary*: Forcing or administrating discipline
2. *Cohesive*: Bringing people together, a strong bond
3. *Vitalizing*: Making things more lively or vigorous, vitality, boosting spirits
4. *Euphoric*: Conveying happiness, a good feeling, confidence, well-being

It may be argued that planned events, celebrations, rituals, and rites accomplish many of these same outcomes. There is a certain discipline within events: they bring people together; they often boost spirits; and they can lead to euphoria. However, they differ in one significant way from Durkheim's theories. Planned events are designed to produce outcomes.

Seventy years after Durkheim's death, in the first edition of this book, Joe Goldblatt defined a special event as a *unique moment in time celebrated with ceremony and ritual*

to satisfy specific needs. Joe's 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 we studied in our exploration of anthropology, ceremony and ritual were important factors in the design, planning, management, and coordination of special events. When we look into far EAST, like South Korea, while celebration of individual's birthday and wedding in every day of normal life was the core of *jan-chi* ("celebration" or "party" in Korean) its anthropological origin came from ritual to an ultimate power, known as *chon* ("sky"). Ancient Koreans gathered and hosted a memorial to the ultimate power with sometimes sacrifice of animals followed by a feast and celebrations (*Samkukji*). *Jan-chi* is comprised of attendants, venue, costumes, food, music, and dance into one united community. It shows irrespective of the regions (West or East) the core foundation of celebration is similar in the perspectives of anthropology.

The term *event* is derived from the Latin word *e-venire*, which means "outcome." Therefore, every event is, in fact, an outcome produced by a team that is led by an event leader. After interviewing thousands of experts in Event Leadership for the past seven editions of *Special Events*, we 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 seven 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 the decor 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. 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 to be advertising and public relations opportunities, they required specialized assistance.

Public Relations

Public relations is a proud ancestor of the celebrations industry. Less than 60 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 and one of the founders of the Public Relations Student Society, Carol Hills. Professor Hills is a former professor at Boston University, and she states that "My students are extremely interested in events. They recognize that public relations and events are now often inseparable. Event planning is certainly a growth area in public relations practice."

Marketing and Retail Sales

According to the International Council of Shopping Centers (ICSC) in New York, marketing directors who produce events for local and regional shopping centers may earn healthy incomes. 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 merchants ranging from small retail stores up to major regional shopping centers. 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 events. There are millions of new businesses created annually throughout the world that may require an event leader to produce an opening celebration. Although there has been a dramatic shift from brick-and-mortar shopping to the online transactions now easily facilitated by the Internet, special events may be seen as even more critical as part of the marketing mix needed to draw shoppers to actual stores. Therefore, special event leaders who have both strong Internet skills and the ability to use those skills to pull shoppers into the malls or individual stores through live events may be in even greater demand in the future as retailers on Main Street need to compete with the Internet for customers.

Global Business

According to the World Economic Forum, there are 12 pillars of competitiveness within the global economy:

1. Institutions
2. Infrastructure
3. Macroeconomic stability
4. Health and primary education
5. Higher education and training
6. Goods market efficiency
7. Labor market efficiency
8. Financial market sophistication
9. Technological readiness
10. Market size
11. Business sophistication
12. Innovation

These pillars are closely interrelated in any economy. In order for your events business to effectively compete in the global marketplace, it is important for you to identify the countries in the world that are leading in these competitive areas. The World Economic Forum *2017–2018 Global Competitiveness Report* of 137 countries throughout the world listed, in order of competitiveness, Switzerland, the United States, Singapore, the Netherlands, Germany, Hong Kong SAR, Sweden, the United Kingdom, Japan, and Finland as the most competitive economies (*World Economic Forum 2017–2018 Global Competitiveness Report*). As a result of the crisis with the euro in 2012 and the weakened economies of Greece, Spain, and Portugal, these 12 pillars of competitiveness required a lucky 13th pillar. The thirteenth pillar will be the use of events strategically to bring nation states together to produce bolder and better human outcomes such as medical discoveries, peace between nations, and more. We believe the thirteenth pillar will be like what we call the eleventh commandment (of the ten commandments) “thou shalt work together for the overall benefit of human society.”

According to the 2017–2018 *Global Competitiveness Report* and others, 10 years on from the global financial crisis, an across the board failure on the part of world leaders and policy makers install reforms to improve competitiveness and productivity has prevented a sustain economic recovery. However, event leaders may begin to see new opportunities for event growth and development. The European countries (six out of the top ten) and Asia (three out of the top ten) are demonstrating great competitiveness and provide new and stronger opportunities for event development in the present and in the future.

Leisure and Recreation

According to studies conducted by the International Amusement Parks and Attractions Association (IAAPA), the changing lifestyle trends bear watching. Fifty percent of the new so-called baby boomer or limbo generations now have more discretionary income. Due to increased longevity and what is termed *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 they 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 by IAAPA was the development of *tribing* and mass customization. Seth Godin in his book *Tribes* states that people form tribes with or without leaders and that the key is for leaders and organizations to work for the tribe and make it something better (Godin 2011).

Affinity or special interest groups—in which individuals can bond with people of similar interests and experience levels—and the need to customize experiences are both growing in importance. The ability to satisfy both needs, tribal as well as that for 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 population density and 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 the longevity and quality of their lives, leisure activities, sought through special events, will become even more popular.

An event leader historically was a person responsible for researching, designing, planning, coordinating, and evaluating events, and 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?

Greener Meetings and Events

Sam Goldblatt's landmark text, *The Complete Guide to Greener Meetings and Events*, proposed the following theory: Sustainable strategies produce superior experiences. Sounds simple, but it's slightly controversial. Before this book, environmentally friendly practices were thought of as optional extras or fancy design elements of an event. Sam argues that environmentally minded and socially responsible practice should be at the core of every meeting or event.

The concept is taking off. All major industry associations now have sustainable initiatives in place, and top-name event producers are increasingly offering sustainability services. The major conference IMEX leads the way with its Green Awards, recognizing outstandingly sustainable exhibitions. Convention centers like the Moscone Center have industry-leading recycling and redistribution programs. Even music festivals like Coachella are getting on board with carpooling and renewable energy initiatives. Certification in green event planning is gaining attention by organizations and planners who want to be more competitive in career advance. Event Industry Council (EIC) started offering a comprehensive green event practices and certificate through its professional development program.

One thing is certain: The rise of environmentally friendly and socially responsible practices is a long-term industry movement, not a trend.



Photo by Joe Goldblatt

Inflatable outdoor sculpture helps define public space at this closing night party in front of the Dallas Museum of Art in Dallas, Texas, for the Professional Convention Management Association closing event party.

The Event Planning Profession

According to experts in the field of professional certification, all modern professions (those developed at the end of the nineteenth and beginning of the twentieth centuries) 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. Event planning meets each of these qualifications. Although it can be argued that, like tourism, event planning actually comprises many industries, increasingly, as data are gathered and scientific tests conducted, it becomes more apparent that Event Leadership represents a unique body of knowledge.

Event planning is a profession that, through planned events, requires public assembly for the purpose of celebration, education, marketing, and reunion. Let us explore this further. The term *public assembly* means events that are 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. Getz defines events as having experiences (phenomenology) and meanings (hermeneutics). He states that “There are many styles of planned events, produced for many purposes, but in every case, there is the intent to create, or at least shape the individual and collective experiences of the audience or participants” (Getz 2007).

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* may 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 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 bat 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 through which 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 educational events, event leaders lead out new ideas, emotions, and actions that improve society. Examples of educational events include convocations, commencements, alumni events, training at corporations, meetings and conferences with specific educational content, and an 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. However, the term *edutainment* is disputed by Mitchel Resnick of MIT’s learning laboratory. Resnick (2004) argues that “Focusing on ‘play’ and ‘learning’ (things that you do) rather than ‘entertainment’ and ‘education’ (things that others provide for you) is better. My preference is ‘playful learning’ rather than ‘edutainment.’ It might seem like a small change, but the words we use can make a big difference in how we think and what we do.” In adult learning, the term *andragogy* is often substituted for “pedagogy”. Pedagogy is focused upon teaching, and andragogy is focused upon learning. Therefore, in the future, event leaders may help participants learn through designing and facilitating appropriate play experiences. We already see examples of this through ropes courses on which teams learn to work together through physical challenges, and in the future, online gaming experiences may contribute to learning through play as well. The event leader who is adept at navigating both the virtual and the real world of play to promote learning may be best prepared for a sustainable career.

Marketing

Event marketing, according to *Advertising Age*, is 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 fastest growing types of marketing events are those related to technologies such as computers and mobile phones. The late Steve Jobs, founder of Apple, was a master of using live events to introduce his new products. Jobs would interact with his new inventions as though they were organic and even human. This created a deeply personal and captivating experience for the thousands of Apple customers who anxiously anticipated each new product launch.

Another example was at the 2014 Commonwealth Games, UNICEF was selected as the charity, and during the games, people all over the world texted pledges raising over 30 million dollars for UNICEF.

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. Reunions may include family, school, military, and even corporate groups who wish to reunite periodically. Due to the large number of retirements from corporations by individuals who have worked together for a large number of years, this field may be one that develops rapidly in the future. According to the American Express 2011 survey, 23 percent of American families were planning on attending family or school reunions (Airolidi 2011). American Association of Retired Persons reported that about 50 percent have had at least one family reunion with about 20 percent occurring annually (AARP 2012) as more than 66 percent indicating that spending quality time as a family was the most important part (Hall 2016).

Event Planning 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 also perhaps raises us to a transcendent or even spiritual level. The growth of event planning subfields certainly reflects this extraordinary capability for celebration to transform individual humans and entire industries.

As noted earlier, anthropology historically has recognized a four-field approach to event planning. However, the profession encompasses many specialized 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 planning for a zoological society may plan events for the zoo, and some of those events may involve retail promotions. Therefore, knowledge of education and marketing, as well as administration and risk management, is important.

Getz describes a typology of planned events that include four major groupings. First, he identifies cultural celebrations, public and state events, and arts and entertainment programs. Second, he describes business and trade as well as educational and scientific events. Third, he notes that sport competition and recreational events are significant groups within the typology of planned events. Fourth and finally, he recognizes that private events such as individual birthday and anniversary parties are a major thrust in this typology (Getz 2007). In addition to these four macrogroupings, we have identified a wide range of human celebrations that we refer to as subfields. These subfields are not scientifically categorized—there are many cross-linkages. 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, event leaders may wish to specialize or concentrate their studies in one or two event subfields. By concentrating in more than one area, they 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 government or corporate event planning 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 marketing or future employment options. The appendices list contact details for many of the industry organizations.

Civic Events

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 longstanding religious, cultural, and ritual traditions. Civic events may include public demonstrations through planned events such as marches to protest certain laws or policies or to advocate for a cause.

The United States not only blended the traditions of other cultures but also has created its own unique events, such as the annual Doo-Dah Parade in Pasadena, California. This parade has been entertaining local residents and tourists for 35 years. Anyone and everyone may 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 continues to age and mature as a nation, its celebrations will continue to develop into authentic made-in-the-USA events.

In Edinburgh, Scotland, the Beltane Festival (which resulted in the tradition known as May Day) is held in early May of each year on Calton Hill and involves hundreds of celebrants recreating ancient Celtic rites and rituals as well as, through contemporary celebration, creating new ones. It is known as a complement to Samhain (All Hallows' Eve), when the otherworld visits us, and Beltane, where we can visit the otherworld. The citizens of Edinburgh and tourists visiting the city observe and participate in this ritualistic celebration that involves reenactment of ancient ceremonies. This reenactment of ancient rituals in a contemporary context often creates discomfort and, therefore, the organizers feel the need to notify the guests of what they may experience. The ticket that is issued for admission clearly states, "CAUTION: After 8 P.M. there may be partial nudity and inappropriate behavior."

Civic events may not always result in civilized activities as expected in the traditional sense, as exemplified by the Beltane Festival. However, the term *civil* suggests that the behavior of the group will conform to the social norm. In the case of the Beltane Festival, the social norm that dates back to the Celtic period is imposed on a contemporary setting with many different reactions from the participants, guests, and media who participate and observe.

Expositions/Exhibitions

Closely related to fairs and festivals is the modern exposition. The first international exposition was The Great Exhibition held in London in 1851. Queen Victoria opened the exhibition, which was conceived of and organized by her husband, Prince Albert.

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 prospect. Furthermore, the exposition booth allows, as do all event spaces, 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 others, this field presents a growth opportunity. One of the richest men in America, Sheldon Adelson, earned his fortune organizing computer trade shows during the tech boom of the 1980s. Although some smaller trade shows have merged with larger ones, just as many or perhaps more shows are being created each year. According to the Center for Exhibition Industry Research, despite the challenging global economic conditions and the ascension of the Internet as an alternative to face-to-face selling experiences, exhibitions continue to grow in size and exhibitors continue to value this important sales channel. This spells future opportunities for savvy event marketers who wish to benefit from this lucrative field. One of my former students, a dozen years ago, was introduced by me to a U.S. publishing company in Phoenix, Arizona, and she soon became director of events for trade shows that attract upward of 10,000 persons each year.

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 comprises 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's Super Bowl, and other event projects of similar size, scale, scope, and budget. According to Colin Michael Hall (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 marketplace. However, international or regional prominence may be gained with significant social and environmental 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.

Birthright Israel, an initiative of the Israeli government to bring young Diaspora Jews from around the world to Israel, produces a similar event, appropriately titled the Mega Event. Held in a large Jerusalem hotel, the Mega Event features singers, dancers, pyrotechnics, lasers, and celebrity appearances, all crafted as a celebration of Israel. When Sam Goldblatt attended in 2008, President Shimon Peres himself took the stage to welcome the Diaspora Jews to the Promised Land. This use of grandiose spectacle to forge national identity and promote tourism shows how the concept of mega-events can be reinterpreted.

Ironically, the World's Fair movement appears to have ebbed in the current era of globalization. This is perhaps due to the fact that the inventions showcased in previous World's Fairs (space travel, computers, and teleconferencing) have become commonplace and because supposedly futuristic innovations actually appeared before some fairs opened. This provides an opportunity to reinvent, revive, and perhaps sustain this hallmark event.

Hospitality

In the modern 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 one of the first to create a specialized 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 due to the diverse composition of event guests.

ECOLOGIC

Festivals and fairs throughout the world are being carefully scrutinized by government, guests, and media for their environmental practices. The Coachella music festival in Coachella, California, and the Glastonbury music festival in the United Kingdom were both forced to develop strong proactive environmental policies to

ensure that their events would remain sustainable in the future. Coachella uses solar energy to power its entertainment, and Glastonbury recruits volunteer green police to help encourage responsible environmental behavior by their guests.

Meetings and Conferences

According to the Event Industry Council (EIC, formerly known as Convention Industry Council), an organization that represents 34 associations whose members plan or supply meetings, conferences, and expositions, these combined industries produce over 1.8 million annual meetings and exhibitions. It is important to note that the EIC changed its name from “Convention” to “Event,” which shows the term *event* is now a universally accepted term to represent the whole industry. According to EIC’s 2017 Economic Significance of the Meetings, the economic significance is impressive with the creation of a total of 1.7 million jobs, \$263 billion in spending, \$106 billion contributed to the gross domestic product, \$60 billion in labor revenue, \$14.3 billion in federal tax, and \$11.3 billion in state and local tax revenue. Of the total \$708 billion that is spent for travel and tourism, the meetings share of travel and tourism is \$263 billion (PriceWaterhouse Coopers 2017).

As a result of this significant contribution, the U.S. convention industry is a large contributor to the U.S. gross domestic product. Since widespread use of the jet airplane began in the 1950s, meetings and conferences have multiplied by the thousands as attendees jet in and out for 3- and 4-day events. These events are primarily educational seminars that provide networking opportunities for association members and corporate employees. Despite the recent challenges of terrorism and environmental concerns over rising fuel prices, the globalization of the economy has produced significant growth in international meetings. As a result, many event leaders are now traveling constantly, both domestically and internationally.

The meeting industry has developed widely recognized credentials for proven meeting professionals. They include 1) Certified Meeting Professional (CMP, governed by EIC); 2) Certificate in Meeting Management (CMM, governed by Meeting Professionals International and Global Business Travel Association); 3) Certified Government Meeting Professional (CGMP, governed by Society of Government Meeting Professionals); and 4) Digital Event Strategist (DES, governed by Professional Convention Management Association). These credentials can enhance salary and competitiveness of meeting professionals. For more information on additional certification and designations in the meeting industry, visit <https://www.socialtables.com/blog/event-planning/the-12-meetings-events-designations-you-should-pursue-today/>.

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

ECOLOGIC

Greener Hotels

Hotels are often at the forefront of the ecotourism movement. Famous chains like Fairmont and Hilton are rapidly implementing environmentally friendly practices. As hotel buildings can be prodigious users of energy and

water, trying to conserve these resources makes financial and environmental sense. You may have noticed a small sign in the bathroom of your last hotel, giving you the option of reusing your towel to save water. This is just one of a growing roster of eco-friendly strategies being used.

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. As stated earlier, the rapid increase in mobile computing has led to the need for brick-and-mortar retailers to use more in-store events to attract larger numbers of customers. Some of the successful retail events include Macy's Christmas show window decorations, Apple's "Today at Apple" at its retail stores, and LEGO store's brick building contest. For example, Apple won the "Brand Experience and Activation" Grand Prix at 2018 Cannes Lions, a largely ad- and marketing-themed festival, for the "Today at Apple" program at its retail stores.

Social Life-Cycle Events

Bar and bat mitzvahs, weddings, golden wedding anniversaries, and other events that mark the passage of time with a milestone celebration are growing. As the age of Americans rises due to improvements in healthcare, there will be many more opportunities to celebrate. Only a few years ago, a 50th 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 3 or more days, including the actual ceremony. This is the result of the great distances that families must travel to get together for these celebrations. It may also be the result of the fast-paced world in which we live, which often prevents families and friends from coming together for these milestones. In addition, growing numbers of intercultural wedding couples are contributing to longer wedding event days and demands for wedding planners who have multicultural understanding of wedding traditions. It is clear that social life-cycle events are growing in both length of days and size of budgets.

U.S. funeral directors report that their business is 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. One significant trend is the development of Life Celebration Centers by the U.S. funeral industry where a wide range of life-cycle events are now conducted. As many individuals are no longer affiliated with churches, synagogues, or mosques, these Life Celebration Centers serve as a local community asset for weddings as well as funerals with numerous family reunions conducted between these two events.

In the first edition of this book, Joe 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 we 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 us: "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, regardless 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. In 2010, Singapore hosted the International Youth Olympic Games and Johannesburg, South Africa, hosted the World Cup. In 2012, London, England, hosted the Summer International Olympic Games, and then Scotland hosted both the Commonwealth Games and the Ryder Cup in 2014. In 2018, South Korea hosted its first ever Winter Olympic games in PyeongChang and it contributed to the hosting cities and South Korea in economic terms; local infrastructure development; and self-esteem to the hosting communities as being a member of a globally recognized sporting event host cities.

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 Joe 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 communities are 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 (TIA), an increasing number of adults visit a special event (fair, festival, other) while on vacation. The Cultural and Heritage Traveler 2013 Report by Mandala Research LLC (2013) reported 71 percent of the U.S. adult population (approximately 170.4 million Americans) are categorized

ECOLOGIC

Ecotourism

The tourism industry began adopting sustainable practices long before the events industry, out of necessity. Tourism and travel have very visible environmental footprints, and the ecotourism movement seeks to replace this negative impact with a positive one. David Fennell defines ecotourism as “a sustainable, non-invasive form of nature-based tourism that focuses primarily on learning about nature first-hand, and which is ethically managed to be low impact, non-consumptive, and locally oriented. It typically occurs in natural areas and

should contribute to the conservation of such areas” (Fennell 2007, p. 24).

Ecotourism fulfills the needs of modern travelers seeking unique, authentic experiences. Travel consumers are increasingly sophisticated in their purchases, looking for boutique hotels or out-of-the-way restaurants instead of familiar brands. Ecotourism provides these savvy travelers with the perfect criteria for a truly special vacation. Whether it’s a friendly bunkhouse at an organic farm or a five-star luxury eco-lodge, many green travel options are available to the modern vacationer.

as a leisure traveler, and 76 percent of all leisure travelers (129.6 million) can be defined as cultural/heritage travelers, having participated in cultural/heritage activities on their most recent trip or within the past 3 years. They spend more money than noncultural/heritage tourists: (\$1,319 per trip vs. \$819). Top three favorite activities by them are as follows: 1) visiting historic sites; 2) participating in historical reenactments; and 3) visiting art museums/galleries. In fact, the 2017 U.S. Travel Industry Association reports that domestic person-trips for both leisure and business purposes rose by 27.8 million, a 1.3 percent increase and, specifically for leisure purposes, was the main driver of growth in overall travel to and within the United States in 2016 (U.S. Travel Industry Association 2017). In the period immediately after the terrorist attacks of September 11, 2001, when transportation for leisure tourists rapidly changed from flying to driving, many local events such as agricultural fairs and festivals benefited from nearby visitors who took advantage of the opportunity to experience a local festival, often for the first time.

One of the best examples of this growth is the Homecoming Scotland 2009 program of events. Scotland significantly increased its tourism arrivals through the orchestration of a year-long program of successful tourism events celebrating Scottish culture and heritage. This program was so successful that it was repeated in 2014. Scotland’s Year of Homecoming in 2014 generated £136 million for the economy, research commissioned by Visit Scotland reveals and other nations have inquired about how to develop their own national homecoming celebrations.

Some see local event tourism as a growth area. The term *staycation*, or *portmanteau* (stay-at home vacation), was first coined by the Canadian comedian and television star Brent Butt, when he sent his friends exotic post cards while actually vacationing in a field across the street from his place of work. The consulting firm YPartnership identified in 2009 that over 60 percent of U.S. leisure travelers’ motivation was to celebrate a special occasion. One other trend identified by this study is described a “togetherness” and reflects the need for families who often live far apart to come together to experience a vacation. Among the key actors in this phenomenon are grandparents, who will spend more on their grandchildren during a holiday than they did on their own children (YPartnership 2009).

Stakeholders

Stakeholders are people or organizations that have invested in an event and are thus interested in outcomes of the events. For example, the stakeholders of a festival may include the board of directors, the government officials, the municipal staff, the participants (craftspeople), the utility companies, and others. Event leaders 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.

A Professional Model for Event Leaders

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 planned events, 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). Ms. Higgison was a prolific writer, speaker, and successful business entrepreneur. The concept was first explored 20 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 that advances these fields of study to systematically explore the outcomes resulting from human events.



FIGURE 1.2 Goldblatt professional model for event leadership.

Change, Creativity, and Innovation: The Three Constants in Event Leadership

In 2011, we conducted a study of 400 members of the International Festivals and Events Association. The study confirmed that, despite the severe economic challenges experienced by the profession during the economic recession between 2007 and 2011 in the United States, change, creativity, and innovation remain as three constants to ensure stable navigation toward future success.

Demographic Change

Millions of U.S. citizens as well as Europeans are aging rapidly. As a result of the graying of America and Europe, not only will millions of these citizens 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, we must respond to these changes with improved resources, such as large-type printed and online 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.

Furthermore, the cultural composition of society is changing rapidly as well. It is projected that the minority will become the majority in the United States by 2050. The U.S. Census Bureau stated in 2017 that by 2050, 54 percent of U.S. citizens will be nonwhite and the number of U.S. residents who are over 65 years of age will more than double.

Aging and multicultural change will be major factors in the design and planning of events throughout the remainder of the twenty-first century. Those who are attuned to the needs, wants, and desires of older persons attending their events and are sensitive to the myriad of multicultural nuances that will inform their event decisions will be most successful and develop sustainable careers.

Psychographic Change

Tourism researchers have identified the adventurer 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 careers in planned events. 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.

It should be noted that the Canadian Tourism Hospitality Resource Council (CTHRC) has recently identified through their Event Management International Competency Standards the following general terms: event coordinator, manager, producer, designer, and/or director. However, there is no official standard set of defined employment vocational terms or definitions and they vary by sector and geographic location as shown in Figure 1.3.

Event Management Position	Background and Experience Typically Required
Attraction event director	Organization, marketing, logistical, human relations, financial, negotiation
Catering director	Food and beverage coordination, organization, financial, supervisory, sales, negotiation
Civic or council event manager	Organization, legal and regulatory research ability, human relations, financial, marketing, logistical, negotiation
Convention service leader	Organization, supervisory, financial, logistical, human relations, negotiation
Cruise event director	Interest in cruising and leisure/recreation, ability to develop and lead leisure activities such as seminars, games, dances, and other recreational activities to create events on cruise vessels
Digital event leader	Understanding the principles of delivery of digital experience, online learning behaviors, digital event format, and digital event technology
Education event manager	Understanding the principles of adult learning and curriculum development, marketing, finance, organization, volunteer coordination
Event curator	Understanding the principles of museum or collection curatorial processes and incorporating live events to animate these attractions
Family reunion manager	Human relations, marketing, financial, organization, supervisory, negotiation
Festival event director	Organization, financial, marketing, volunteer coordination, supervisory, entertainment, cultural arts, negotiation
Fitness event director	Strong background in physical fitness and sports, interest in and knowledge of general nutrition, ability to use events to promote physical fitness through walking, running, and other fitness activities
Fundraising event director	Research, fundraising, proposal writing, marketing, human relations, volunteer coordination, financial

FIGURE 1.3 Planned event positions and background and experience typically required.

Event Management Position	Background and Experience Typically Required
Health/Wellness event manager	Strong background in health and physical fitness as well as nutrition, ability to organize events that produce healthy outcomes such as health fairs and exhibitions
Leisure event manager	Strong background in leisure and recreation, ability to develop events for leisure purposes
Meeting director	Organization, education, marketing, volunteer coordination, financial
Political event director	Affiliation with a cause or political party, volunteer coordination, financial, marketing, human relations, fundraising
Public relations event director	Writing, organization, research, financial, marketing, human relations, public relations, logistical, negotiation
Public recreation event director	Strong understanding of principles of youth and adult recreation, strong human relations skills, good physical condition, ability to coach and mentor others
Retail event director	Marketing, advertising, organization, financial, human relations, logistical, negotiation
School reunion event manager	Research, organization, financial, marketing, negotiation, volunteer coordination
Senior or mature commercial recreation event director	Strong understanding of principles of aging, skilled in commercial recreation methods, respect for and dedication to working with older adults, ability to anticipate, market, engage, and satisfy needs of this population
Social life-cycle event director	Human relations, counseling, organization, financial, negotiation
Sport event director	General knowledge of sport, organization, financial, marketing, negotiation, volunteer coordination, supervisory
Technology industry event director	Develops technology user conferences and exhibitions, produces new product launch events
Tourism event manager	Organization, political savvy, financial, marketing, research
University/college event director	Organization, financial, supervisory, marketing, logistical, human relations, negotiation

FIGURE 1.3 (Continued)

The aging population in North America and Europe will certainly require a strong healthcare system to provide a comfortable lifestyle. This growth in the field of healthcare will inevitably create new positions for event professionals in tourism, recreation, leisure, and education related directly to serving older people with programs tailored to their physical abilities and personal interests. When our students ask us what will be the hottest jobs of the future, we always respond, “Anything that helps old people feel better.” When they look at us quizzically, we remind them that there will be a lot of old people in the future due to the aging of the population throughout the world, and they need to be prepared to distract, entertain, improve, and engage these people through events.

Technology will also offer many interesting vocational pursuits for event leaders of the next frontier. The rapid technological development we have experienced in the past decades will continue and even accelerate. 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 1 year from today, much less than 5 years from this moment, we must be prepared by accepting responsibility for harnessing new technologies that best serve event guests.

Gender Opportunities

Meeting planners' compensation has been increasing in the past years. According to M&C 2018 Salary Survey, an average salary of meeting planners has increased by 8 percent since its 2016 study, especially corporate planners to \$93,492 (an 18 percent increase from 2016). Association planners have a modest 2 percent increase from 2016, and its average salary is \$74,628 in 2018. Although the gender pay gap still exists, but it is narrowing. Female planners earn 89 percent on the male dollar in 2018, up from 75 percent in 2016 (M&C 2018).

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 planning 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, Joe identified 30 to 40 colleges and universities that offered courses, degrees, and certificates in

TECH/APPVIEW

Will the rapid use of the smartphone and mobile apps enable event leaders to conduct research, source, request proposals, contract vendor partners, develop timelines and production schedules, manage on-site operations, and even evaluate the event in real time during the event itself?

The cloud-based technologies have become a standard in many event technologies and allow less concern

on maintenance and technical problem-solving to event leaders. Some of the early leaders in this field are the firm CVENT, SocialTables, and EventMobi. They offer a cloud-based event planning technologies (diagram, event site search, electronic request for proposal, and event mobile app design), and they also offer free student training programs resulting in online certification.

event-related studies. In a recent search of event management degree programs, the authors identified 218 colleges/universities that offer educational opportunities related to meetings, conventions, and special events. This number is a significant increase from over 140 institutions of higher education that was identified in 1999. More emerge annually around the world, such as The Queen Margaret University International Centre for Planned Events, the UK Centre for Events Management at Leeds Metropolitan University, and many others. In addition, well-developed and effective distance learning tools are removing a physical barrier to take world-renowned event management education, and the fastest growth in event management education has been in the development and delivery of distance learning programs. At the George Washington University in Washington, D.C., hundreds of registrations are received annually for their highly successful distance learning event certificate program.

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.

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 demonstrates the ability to regulate itself effectively, government may be less likely to interfere. The profession first addressed the issue of certification in 1985 with the delivery of the first Certified Meeting Professional (CMP) examination. Next, in 1988, the International Special Events Society (ISES, now known as International Live Events Association) announced formation of the Certified Special Events Professional (CSEP) task force to develop a certification that would encompass a broader range of event competencies in addition to meetings and conventions. ISES studied a wide variety of certification programs, including the CMP, to identify models for the rapidly emerging event profession. Ultimately, the Canadian government model (Certified Event Coordinator and Certified Event Manager) emerged as the best template at that time from which to construct the CSEP program. In 2007, ISES revised and improved this program. Current information regarding the CSEP program is available at www.ises.com.

The most recent development in terms of certification is the 2012 Canadian Tourism and Human Resource Council (CTHRC) program, called International Event Management Standards (IEMS), which resulted in the final development of the Event Management International Competency Standards (EMICS), created in conjunction with Meeting Professionals International (MPI). Through MPI, a standard entitled *Meeting and Business Event Competency Standards* (MBECS) was adopted and adapted. This program is the first attempt to create a global standard for the development of education and certification in the field of meetings and events. This emerging global standard first developed through a meeting hosted by Janet Landey in South Africa to begin to identify a global standard for event managers. The Event Management Body of Knowledge project was adapted from The Project Management Body of Knowledge and later through the efforts of

international education leaders such as Janet Landey, Julia Rutherford Silvers, Glenn Bowdin, William O’Toole, Matthew Gonzalez, Jane Spowart, Kathy Nelson, Philip Mondor, and Professor Joe Goldblatt. This international standard is finally being accepted by many organizations in countries throughout the world.

Developing Your Career

Now that event planning has finally 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 professionals encounter are time, finance, technology, and human resources. They are the four pillars upon which you will 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 personal 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 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 semi-regular schedule. Association

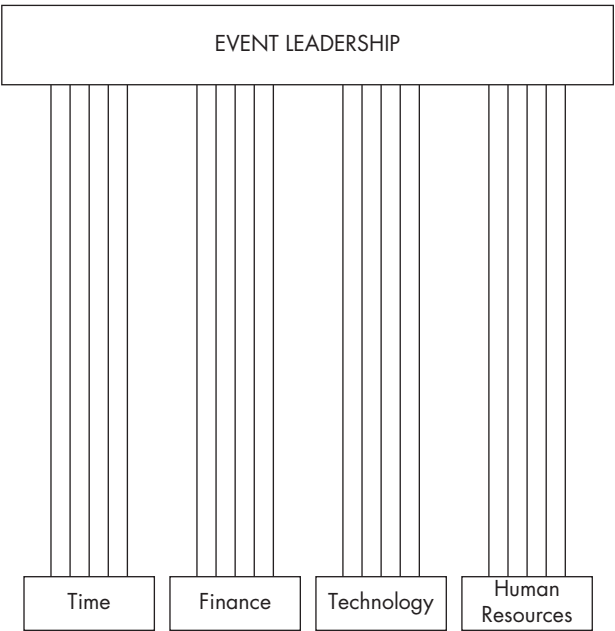


FIGURE 1.4 Four-pillar approach: Foundation for success.

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 planning 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. 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 knowledge of priorities of time, resources, and the overarching goals of the event. To prevent too many urgent tasks it is important to apply a good project management strategy to keep important tasks on top of a priority list. In addition, it is advised to develop a “time-difference and location-difference proof” approach in any global collaboration on a project.

When we decided to produce the Eighth Edition of *Special Events*, we had to come up with a great time management strategy as we are based in Scotland and the United States with a 5-hour time difference. We agreed to use the “SMART system” to manage our time. We set **S**trategic goals, **M**easured our success by goal attainment, **A**chieved our goals, **R**ealistically set a time schedule for delivery, and **T**imely targets were used to produce the final outputs.

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 + 1 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, e-mail, 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 ILEA or IFEA websites. Tell them that if they have additional questions, you will be pleased to answer them after they contact ILEA or IFEA.
6. *Upon opening e-mail, 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 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. Place a message on your outgoing voice and e-mail letting your clients and others know how soon you will respond to their query.
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 and not miss important opportunities.
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 and a personal digital assistant to consolidate and 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.
11. *Use technology to automate and expedite your activities.* Utilize mobile computing, smartphones, texting, event software, and other technologies to simplify and ensure greater accuracy for your program of work.

Mastering Finance

Becoming a wise and disciplined money manager is another pillar upon which you can construct a long-term career. During your event planning career, you will be required to read and interpret spreadsheets filled with financial data. When interviewing students for admission to university programs, we have found that over 90 percent are not comfortable with their financial or accounting skills and do not have a personal budget. However, 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.

Sharon Siegel, president and sole owner of Deco Productions in Miami, Florida, has owned her company for over 25 years and understands 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 also 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 with 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 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 Modern Technology

New advances ranging from smartphones, smartwatches, tablet computers, and radio-frequency identification (RFID) to the broadband capability of the Internet itself (social media such as Facebook, Twitter, Pinterest, Instagram, LinkedIn, and other services) have transformed the way in which we conduct business. As an example, most résumés and curriculum vitae that we 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 address 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 you 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. Considering that there are still a number of small and individually owned event businesses, a comprehensive skill set of using Excel spreadsheets can be a very useful technology skill. We interview students after their practicum or internship with event firms and they share that Excel is still being used as a main database management for their sites.

Financial spreadsheet software allows you to process quickly, efficiently, and accurately hundreds of monthly journal entries and determines 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 importantly, the use of electronic financial management tools will enable you to determine instantly your cash flow to further ensure that at the end of the month, you have enough income to cover bills and produce retained earnings for your organization.

TECH/APPVIEW

In 2010, Queen Margaret University in Edinburgh, Scotland, received a significant grant from MeetingMatrix International to develop the world's first curriculum in meeting and event technology for undergraduate students in higher education. This curriculum was developed in collaboration with an expert panel of 15 meeting and event industry leaders as well as faculty members in meeting and event technology. The next phase of this program

is the development of a global curriculum throughout the world. This 15-week curricular program has now been adopted by six universities, and over 1,000 students are benefitting from learning new skills in meeting and event technology. The next step is the development of a certification program for students and professionals in the field of meeting and event technology (Lin 2012).

Learning to use these systems is relatively simple, and most event leaders report that they are impressed with the ease of use and efficiency of this technology compared to the days of making pencil or pen entries in financial journals. There are numerous brand name products available for purchase, and we 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 vendors to prospective clients to guest lists, and organize this information for easy retrieval. Event professionals 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 difference between an average organization soon in decline and 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 your needs systematically on a quarterly basis and adapt/adopt new technologies as required.

Mastering Human Resource Skills

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 planning organizations 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 managers at the executive level.

As professionals 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 these continuously improving professionals, as they master and exhibit the skills needed to manage a complex competitive environment by working smarter rather than harder.

One of the benefits of mastering skills in event planning 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 planning 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 International Telephone and Telegraph (ITT), would invoke the most sacred of all event planning business principles: “There is no substitute for performance.” Four pillars of long-term success in event planning—time, finance, 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 planning. 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 may find that it can 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 their capabilities 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, a manager, or an employee, maintaining a competitive advantage in event planning 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 emerging trends.

Relationship marketing has become 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 such a 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. 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. Event professionals 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 website and Facebook pages, consumers will be increasingly exposed 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 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. Use cloud-based electronic tools such as Survey Monkey and MeetingMetrics to collect and analyze your data.
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 customers' 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 high-quality, dependable, and reliable resources for your customers.

Lifelong Learning: A User's Guide

If the twentieth century represented the age of innocence in event planning, the twenty-first century may be described as “the renaissance or even second enlightenment.” You are part of an era of unprecedented learning and expansion of knowledge in the field of event planning. This book will serve as your primer to direct you to additional resources to ensure that you stay ahead of rather than lag 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 appendices) 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. This may often cost you nothing with the thousands of free online resources that are now available.
2. Require or encourage your employees to engage in continuous event planning 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. Participate in webinars and 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 also 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 ILEA 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 macro-profession 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, creativity, innovation, 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 planning 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, which 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 the authors. 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 New York Times* (USA) or *The Guardian* (UK). 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 must be the goal of every successful person. This 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 over 30 years of study of successful individuals and organizations in the profession of Event Leadership. Who knows, perhaps you may be one of the successful persons we study in the future.

EcoLogic

Throughout each chapter, we have provided you with examples of environmental sustainable practices to further develop and sustain your career. Use each of these EcoLogic mini case studies to ensure that each and every event you plan is one that reflects the best sustainable practices through the careful stewardship of the environment to improve the overall quality of your event.

TECH/APPVIEWS and SECUREVIEWS

TECH/APPVIEWS recommends mobile apps that support the chapter content and the adoption of technologically proficient methods to improve your events. SECUREVIEWS to recommend health, safety, and security considerations related to the content.

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

Insights from Global Event Leaders

This edition provides a series of profiles of distinguished event thought leaders. The concept of the thought leader was first developed through high-level and widely viewed conferences such as the Technology, Education and Design conference (TED). This edition of *Special Events* for the first time introduces you to a recognized international thought leader or leaders in each chapter to help you understand through experience and aspiration the infinite opportunities that await you in this rapidly expanding field. This edition includes interviews with event industry visionaries and international past presidents of the world's largest association of event professionals, the ILEA. These thought leaders were selected because of their

extensive experience, professionalism, and talent. Even more importantly, they will inspire you with their devotion to the field of special events leadership.

Appendices

The numerous appendices 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 planning is an emerging discipline and rapidly expanding profession, you may notice gaps in the appendices that you may fill. Send us your ideas and resources to slz@gmu.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 study, entitled by Getz, as event studies (Getz 2007). The scope of its task is to provide concrete techniques to immediately improve your practice. 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 planned events, 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 planned events, 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. We 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. We 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.

Like you, we are perpetual students of this growing profession. There are new learning opportunities every hour of every day. Nearly three decades ago, Joe stood outside a hospital nursery window, gazing lovingly on his newborn son, Sam. Only a few hours earlier, he had telephoned his cousin Carola in New Orleans to announce the birth and, choking back tears, to tell her and the family that he would be named for his beloved Uncle Sam, her father, who had recently died. Celebrating this new life together, they laughed out loud about the "curse" that might come with his son's name. Would he be as funny, charming, irascible, and generous as Uncle Sam? His potential was limitless. Today, Sam has earned his master's degree in festival management, produces the annual Edinburgh and Glasgow 48 Hour Film Projects, and is the author of his own book *The Complete Guide to Greener Meetings and Events* (Wiley 2011).

The father of organic architecture, Frank Lloyd Wright, without actually realizing it, may have also influenced the development of the postmodern field of special events. This, after all, was and is a time when events have grown from a commercial to a deeply personal experience that create milestone memories for human beings throughout the world. Janet Landey of Johannesburg, South Africa, refers to her work as *event architecture*. The postmodern event leader may indeed design and build organic special events that facilitate experiences that positively influence human lives.

INSIGHTS FROM GLOBAL EVENT LEADERS

ARNOLD GUANCO

Deputy Bus System Manager, Technical Officials, London 2012

(Note: To see the complete video interview, visit the Book Companion Site for this book at www.wiley.com/go/goldblatt/specialevents8e.)

Arnold Guanco was born in the Philippines and later earned his master's degree at George Washington University in Washington, D.C. He was one of the first people in the world to earn a postgraduate degree in events management. Upon graduation, he helped plan the annual meeting for the World Bank and later for the Asia Games in Doha, Qatar. He has served as part of the management team for two Olympic Games in Vancouver, Canada, and London, England. Arnold was interviewed directly after the successful conclusion of the London 2012 Olympic Games.

Q: What motivates you?

A: You must have a goal to go somewhere. Look at me, I came from a small island in the Philippines, and I always had a dream of studying in the United States. Every night I would look out the window and dream about my goal. I did it. I achieved my goal.

Q: What is more important, experience or education?

A: When I began I thought experience was most important. However, now, I believe that education is equally important because by learning from others you may avoid future mistakes and continually improve the future events you plan and produce. Therefore, I think education is really important.

Q: How important is environmental sustainability within the events you have produced?

A: Environmental sustainability is a very important trend. For example, it is important now that the transport for events be as environmentally efficient as possible, so we do not have empty buses running around or idling when stopped.



<http://goo.gl/kFLJSO>

Q: How important is technology today in the planning and production of events?

A: We need a very reliable and stable technology platform for events such as GPS to help our drivers understand their routes from the very first day. I am very supportive of using cloud technology for managing events, but I am also concerned about the challenges

with potential security breaches.

Q: What are the most important skills for an event manager today?

A: A good event manager must also be a good client services manager. You need to be the link between organizations as well as being creative. You must be a thinker.

Q: What do you believe the future of planned events will require from event professionals such as yourself?

A: I want to be a strategist. I do not believe that [what] worked today will work tomorrow. I want to help improve systems as the industry grows.

Q: What will help the special events industry grow and prosper in the future?

A: There has to be more research and understanding of what kind of technology we really need to produce better events. Do we invest the technology money in the planning or in the legacy side or is it consciousness about the climate?

Q: What do event professionals need to know about the future of events?

A: It is not about just producing a show; it is about how you will make this show or event different and better than all others. For example, when London 2012 presented the Olympic Games flag to Rio de Janeiro 2016, they staged a Samba dance. I believe that is what people expected. We must instead also produce the unexpected, so people will remember and tell others what they have experienced.

Confucius declared several thousand years ago that “we are cursed to live in interesting times indeed.” 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 bestseller *Megatrends* (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, knowing that there are millions of new births annually in the world, people are living longer than ever before, and, therefore, there are many more future events for you to lead.

Summary

Chapter 1 provided you with an overview of the professional field of event planning and leadership. It identified key professional models to help you establish and secure your future career. It has identified the key growth areas to help you best focus your career in the near and midterm. Finally, the chapter provided an overview of how you may best use the book to rapidly develop and advance your career in planned events. Here are three key points you should be able to recall from this chapter:

1. Event planning is a growing profession due to aging populations. The field of study is also growing due to the increased risks associated with this highly sophisticated and complex profession.
2. Event leaders are being carefully scrutinized by government and others as a result of the global economic recession of 2008. Therefore, event leaders must justify their roles to many different stakeholders through careful measurement of return on investment and return on objective.
3. One of the most significant advances in modern event planning is the increased use of technology to research, plan, market, deliver, and evaluate events. Event leaders must remain current with all emerging technologies to create greater efficiency and increase overall quality.

Key Terms

Event: A term derived from the Latin term *E-venire*, meaning *outcome*.

Event studies: An emerging academic field of study and research comprising foundational academic research and theorems from anthropology, psychology, sociology, technology, and tourism.

Planned events: Events that are planned in advance to achieve specific outcomes.

Special event: A unique moment in time celebrated with ceremony and ritual to achieve specific outcomes.

Career Connections

Begin to identify your future career interest in special events based upon demand (aging, leisure, technology, and other growth areas of the economy).

Read Gene Columbus’s book *The Complete Guide to Careers in Special Events* (Wiley 2010).

Next Steps

1. Conduct an Internet search and identify five different types of event planning firms in your area and note if they specifically list or promote their sustainability practices regarding the environment. Are these firms practicing EcoLogic?
2. Review *The International Dictionary of Event Management*, Wiley, 2001 and *The Convention Industry Council Glossary of Terms*, Apex, 2011 and become familiar with the key words and phrases in the profession.
3. List your personal technology strengths and weaknesses and review online to view webinars and tutorials to strengthen your TechnoLogic abilities.

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