This Egyptian-themed fashion show event, staged in North America, is an example of the increased globalization of the event management industry. Photograph courtesy of Monica Vidal.
Welcome to Twenty-First-Century Global Event Management
IN THIS CHAPTER YOU WILL LEARN HOW TO:

- Recognize and understand the demographic changes affecting global event management growth
- Utilize the psychographic changes affecting event length, purpose, and outcomes to improve performance
- Identify new and emerging career opportunities
- Understand why education has become the most important factor in event management growth
- Identify industry certification programs
- Advance your career throughout the twenty-first century

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

- Benvenuto! (Italian)
- Bienvenidos! (Spanish)
- Bien venue! (French)
- Dobro pozhalovat! (Russian)
- Fun ying! (Cantonese Chinese)
- G’day! (Australian English)
- Hos geldin! (Turkish)
- Huan ying! (Mandarin Chinese)
- Kali meta! (Greek)
- Kwaribu! (Swahili)
- Laipni ludzam! (Latvian)
- Sabah al kher! (Arabic)
- Shalom! (Hebrew)
- Urseo oh se yo! (Korean)
- Velkomst! (Danish)
- Willkommen! (German)
- Youkoso! (Japanese)

With the rapid development of the Internet, the world as we once knew it vanished quickly. The local or regional nature of the event management business was replaced with lightning speed by global connections throughout the world. I discovered this while seated at my home computer receiving e-mail messages from distant lands. “Thanks for your excellent book—it changed my perspective about the profession,” wrote one industry member from the Far East. These types of messages were quickly followed by requests for information and ultimately, offers to fly me to lands that I had only read about prior to the development of the Internet. Indeed, the Internet has had the same (or perhaps a greater) influence as that of Gutenberg’s printing press. The World Wide Web has woven the event management 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.

During the past decade (since the first edition of *Special Events*) the field of event management has seen numerous changes, and Table 1-1 summarizes
these paradigm shifts. These six aspects of the profession reflect how the event management field has experienced sweeping change in the past decade. The letters above the massive doors to the National Archives in Washington, DC announce “Where past is prologue.” And so it is with our profession of event management. To go forward, we must first reflect on the historical roots of a field of study.

From Special Events to Event Management

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

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

One of the members of the media turned to Robert Jani during the early days of the Main Street Electric Parade and asked, “What do you call that

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Table 1-1  A Decade of Change
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 of a *special event*: 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 BEGINNINGS

Some 35 years later in the first edition of this book, I defined *special events* as a unique moment in time celebrated with ceremony and ritual to satisfy specific needs. My definition emerged from that of anthropologist Victor Turner, who wrote: “Every human society celebrates with ceremony and ritual its joys, sorrows, and triumphs.” According to Turner and other researchers who I had studied in my exploration of anthropology, ceremony and ritual were important factors in the design, planning, management, and coordination of special events.

Five years later, after interviewing nearly 150 experts in special event management for my first book, I discovered that while special events represents many professions, one person is always at the helm of this large vessel. That person is the *event manager*.

Growth Opportunities

Only four 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, president 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 Bellvue-Stratford, the client asked that he provide 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 to make this huge ballroom “lovely” might require an investment of five figures. With inflation, the cost of such an undertaking today would well exceed six figures. But Lanin was fortunate to have earned his client’s total trust. Without further discussion, the orchestra leader and decorator went to
work. Few clients of any era would offer such an unlimited budget. But more and more often, special events professionals such as the Lanins are being asked to provide more diversified services. And although orchestra leaders may have been comfortable recommending decorations and other services and products for social events three decades ago, they and others with specific areas of expertise found that when it came to events designed for advertising and public relations opportunities, they required specialized assistance.

Public relations is a proud ancestor of the celebrations industry. Less than 50 years ago, the modern profession of public relations and advertising became an accepted tool in American commerce. When a corporation wished to introduce a new product, increase sales, or motivate its employees, its corporate leaders turned to public relations and advertising professionals to design a plan. Today, the celebrations industry includes tens of thousands of hard-working 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 management in the public relations field, consider this comment from the first person in the United States to receive a master’s degree in public relations, Carol Hills of Boston University: “My students are extremely interested in events. They recognize that public relations and events are inseparable. Event management is certainly a growth area in public relations practice.”

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

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

The Event Management Profession

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

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

Let us explore further the definition of event management. The term public assembly means events managed by professionals who typically bring people together for a purpose. Although one person can certainly hold an event by himself 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 manager.

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 managers begin with a specific purpose in mind and direct all activities toward achieving this purpose. Event managers are purposeful about their work.

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

CELEBRATION

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

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

EDUCATION

From the first event in kindergarten or preschool to meetings and conferences where many adults receive continuing education throughout their entire adult life, 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 public assembly is either primarily or secondarily educationally related.

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

**MARKETING**

Event marketing, according to *Advertising Age*, is now an intrinsic part of any marketing plan. Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services. These events may be private, such as the launch of a new automobile before dealers or the public, as in Microsoft’s Windows 95 program. Retailers have historically used events to drive sales, and now other types of businesses are realizing that face-to-face events are an effective way to satisfy sales goals. The appearance of soap opera stars at a shopping center is an example of many types of promotions used to attract customers to promote sales.

**REUNION**

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

**Event Management Subfields**

The desire and need to celebrate are unique characteristics that make us human. The humorist Will Rogers is reported to have said: “Man is the only animal that blushes . . . or needs to!” Human beings are the only animals that celebrate, and this not only separates us from the lower forms but perhaps raises us to a transcendent or even spiritual level. The growth of event management subfields certainly reflects this extraordinary capability of celebration to transform humans and entire industries.
As noted earlier, anthropology historically has recognized a four-field approach to this established discipline. However, the profession of event management is encompassed by many specialized fields: advertising, attractions, broadcasting, civic, corporate, exposition, fairs, festivals, government, hospitality, meetings, museums, retail, and tourism. Event managers may specialize in any of these fields; however, rarely is an event manager expert in more than a few of these specializations. For example, a director of event management for a zoological society may plan events for the zoo, and some of those events may involve retail promotions. Therefore, a knowledge of education and marketing as well as administration and risk management is important.

These subfields are not scientifically categorized—there are many linkages between them. However, the following list provides an overview into the possibilities for event managers as they seek to chart their future course of study. Once trained in the fundamentals of event management, event managers must specialize or concentrate their studies in one or two event subfields. By concentrating in two areas, event managers are further protected from a downturn in a specific market segment, as they have been trained in two different subfields. For example, if association meeting planners suddenly realized that they were no longer in demand, due to outsourcing, cross-training in corporate event management may allow them to make a smooth transition to this new field. Use the following descriptions of subfields as a guide to focus your market or future employment options.

CIVIC EVENTS

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

EXPOSITIONS

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

**FAIRS AND FESTIVALS**

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

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

**HALLMARK EVENTS**

The growth of the Olympic Games is but one example of how hallmark events have grown in both size and volume during the past decade. From America’s Cup to Hands Across America to the centennial celebration of the Statue of Liberty, the 1980s were a period of sustained growth for such mega-events. Although television certainly helped propel this growth, the positive impact of tourism dollars has largely driven the development of these events. Ironically, the world’s fair movement appears to have ebbed, perhaps due to the fact that the inventions that previous world’s fairs showcased (space travel, computers, teleconferencing) have become commonplace and there is no need to offer further predictions because these supposedly future happenings actually occurred before the fairs opened. This provides an opportunity to reinvent, revive, and perhaps sustain this hallmark event.

**HOSPITALITY**

In the hospitality industry, hotels throughout the world are expanding their business interests from merely renting rooms and selling food and beverages to actually planning events. Nashville’s Opryland Hotel may have been the
first to create a department for special events as a profit center for the corporation. They were 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.

**MEETINGS AND CONFERENCES**

The Convention Industry Council, an organization that represents over two dozen organizations in the meeting, conference, and exposition industries, states that the annual contribution to the U.S. economy by these industries is over $80 billion. Since widespread use of the jet airplane in the 1950s, meetings and conferences have multiplied by the thousands as attendees jet in and out of cities for three- and four-day events. These events are primarily educational seminars that provide networking opportunities for both association members and corporate employees. Whether a corporate or association event, the globalization of the economy has produced significant growth in international meetings, and as a result, event managers are now traveling constantly both domestically and internationally.

**RETAIL EVENTS**

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

**SOCIAL LIFE-CYCLE EVENTS**

Bar and bas mitzvahs, weddings, golden wedding anniversaries, and other events that mark the passage of time with a milestone celebration are growing for two important reasons. As the age of Americans rises due to improvements in health care, there will be many more opportunities to celebrate. Only a few years ago a fiftieth wedding anniversary was a rare event. Today, most retail greeting card stores sell golden anniversary greeting cards as but just one symbol of the growth of these events.
In the wedding industry it is not uncommon to host an event that lasts three or more days, including the actual ceremony. This is due to the great distances that families must travel to get together for these celebrations. It may also be due to the fast-paced world in which we live, and that often prevents families and friends from uniting for these milestones. Whatever the reason, social life-cycle events are growing in both length of days and size of budgets.

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

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

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

SPORT 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.
TOURISM

Since the U.S. bicentennial in 1976, when literally thousands of communities throughout the United States created celebrations, event tourism has become an important phenomenon. According to a study I conducted in 1994, those communities that do not have the facilities to attract the largest conventions are turning increasingly to event tourism as a means of putting heads in beds during the off-season and weekends. Whether it is in the form of arts and crafts shows, historical reenactments, music festivals, or other events that last anywhere from 1 to 10 days, Americans are celebrating more than ever before and profiting from event tourism. From taxpayers to political leaders to business leaders, more and more stakeholders are becoming invested in event tourism. According to a 1999 study by the Travel Industry Association of America, one-fifth of adults visited a special event (fair, festival, other) while on vacation.

Stakeholders

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

The Event Management Professional Model

From defining the profession, to identifying the principal activities conducted within this profession, to listing some of the subfields where event managers work, this is not intended to be a comprehensive analysis. Rather, it is a framework within which you can begin to see a pattern emerge. This pattern is reflected in Figure 1-1, a model that depicts the linkages between the definition, activities, subfields, and stakeholders. It will be useful to you as you begin or continue your studies in event management, as it provides a theoretical framework supporting the organization of this profession.
A six-year study entitled *The Profile of Event Management* (Chicago, Illinois: International Special Events Society, 1999) has identified many significant changes in the event management profession. Many of these shifts were identified in Table 1-1; now let’s explore these changes further and see how they may affect your career.

## DEMOGRAPHIC CHANGE

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

PSYCHOGRAPHIC CHANGE

Tourism researchers have identified the adventurist or allocentric tourist as the fastest-growing market in leisure travel. This projection is further evidenced by the rapid growth in ecotourism programs throughout the world. In both developed and developing countries, event managers 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 managers may in fact have greater opportunities for maximizing the outcomes that guests desire.

CAREER OPPORTUNITIES

Table 1-2 lists 15 established event management careers. No one can determine accurately how many more careers may be added to this list in the near-, mid-, or long-term future. However, using the demographic and psychographic cues identified in this chapter, the event manager may begin to imagine what is most likely to develop in terms of future careers.

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

The rapid technological development we have experienced in the past decade will probably continue and even accelerate. Therefore, professional event managers must meet the technological challenges of the twenty-first century through a commitment to continuing education. As these new technology platforms emerge, event managers 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 the guest to achieve high levels of customization, speed, and service through appropriate technology and greater emphasis on satisfying the personal needs of each person? Although
we cannot predict with total accuracy what will occur one year from today, much less five years from this moment, we must be prepared by accepting responsibility for harnessing the new technologies to best serve event guests.

**GENDER OPPORTUNITIES**

Although studies of gender in event management consistently indicate that females outnumber men in this profession, recent studies (*Profile of Event Management*) also indicate that more men are beginning to enter the profession. For a variety of reasons, it is essential that the profession attract both men and women.
In those fields where females have dominated (e.g., teaching, nursing) salaries have flattened. Historically, females have been significantly undervalued in the world of work as compared to male workers. In fact, in the meeting planning profession, females, according to the annual salary study of the American Society of Association Executives continue to earn 15% less than their male counterparts, despite the fact that they significantly outnumber males in the profession.

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 established. 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 management 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 managers will continue to seek new employment and take with them the institutional memory and experience they have gained while working for your firm.

EDUCATIONAL OPPORTUNITIES

When the second edition of Special Events was written in 1996, I identified 30 to 40 colleges and universities that offered courses, degrees, and certificates in event management–related studies. In a study commissioned in 1999 by the Council for Hospitality, Restaurant, and Institutional Education (CHRIE), I identified over 140 institutions of higher education that offer educational opportunities related to event management.

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 manager must embrace the global market as an opportunity rather than a challenge. Through research, focus, and sensitivity to cultural differences, the professional event manager will be able to reap infinite benefits from the new global economy. In this book, we provide a strategic plan for learning how to identify and conquer these markets to ensure further long-term personal and professional growth. Perhaps the fastest growth has been in the development and delivery of distance learning programs. At George Washington University, over 4000 annual registrations are received for the certificate program; however, the fastest-growing delivery system is for distance learning students in 24 countries throughout the world.

CERTIFICATION

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

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

This book is based on the CSEP certification program and provides an excellent study manual for the CSEP certification program. This book and the *International Dictionary of Event Management, 2nd ed.* (Wiley, NY, NY, 2000) are the major texts required to study successfully for the CSEP examination.

**Developing Your Career**

Now that event management is emerging 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 medicine, law, or event management. Identifying these challenges and developing a strategic plan to address these challenges is the most effective way to build long-term success. The four primary challenges that professional event managers encounter are time, finance, technology, and human resources. They are the four pillars upon which you will reconstruct or construct a successful career (see Figure 1-2). This chapter will help you transform these challenges into opportunities for professional growth as well as 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. This involves making choices. For example, you may want to spend more time with your family, and that will
determine in what field of event management you elect to specialize. Certain fields will rob you of time with your family and friends, especially as you are building your career; others will allow you to work a semiregular schedule. Association or corporate meeting planning may require that you work 9:00 A.M. to 5:00 P.M. for 40 weeks of the year and 7:00 A.M. to 10:00 P.M. or later during convention preparation and production. Hospitality event management positions, by contrast, may require long hours every day for weeks on end. After all, the primary resource of the event manager is time. It is the one commodity that once invested, is gone forever. Setting personal and professional goals has a direct correlation with the type of work you will perform as an event manager. Hopefully, the fruits of your labors will represent an excellent return on your investment.

**MASTERING TIME MANAGEMENT**

One key element in effective time management is the ability to use your time effectively by distinguishing between what is urgent and what is important. Urgency is often the result of poor research and planning. Importance, however, results from a knowledge of priorities of time, resources, and the overarching goals of the event. I recognized this principle upon selling my business, when for the first time in my adult life I was able to distinguish between my personal and professional time. Too often, the event manager—one who usually loves what he or she is doing for a living (thereby distinguishing this person from most of the working population of the world)—combines personal and professional time to his or her detriment. In my own experience, I carefully analyzed

![Diagram: Four-Pillar Approach: Foundation for Success](image)
the capacity for personal and professional time each week and learned that only 168 hours are available. Of these hours, 56 are invested in sleeping and 21 in eating, leaving 91 hours for work and personal commitments. For nearly 15 years I had used between 70 and 80 of these valuable hours for work-related activities, leaving only 10 or so per week for my family and myself. With this analysis complete, I set about matching my time to my new goals.

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

Effective time management must begin with setting personal and professional priorities, especially as this profession is one with a high degree of burnout. Finding a healthy balance between the worlds of work, family, leisure, recreation, and spiritual pursuits is essential to your long-term success as an event manager. 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 management 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 following 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 it near your telephone and 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 all telephone calls to be made in this list 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. Uncompleted tasks should be moved to the next day’s list.

4. Determine whether meetings are essential and the best method for communicating information. Many meetings may be conducted via telephone conference call rather than in person. Other meetings may be canceled and the information communicated through memoranda, newsletters, or even video or audio recordings.

5. When receiving telephone calls, determine if you are the most appropriate person to respond to the caller. If you are not the most appropriate person, direct the caller to the best source. For example, when
people contact you for information about the event management industry, refer them immediately to the International Special Events Society (1-800-688-ISES). Tell them that if they have additional questions, you will be pleased to answer them after they contact ISES.

6. Upon opening mail or reading facsimiles, handle each item only once. Respond to casual correspondence by writing a note on the document and returning it with your business card. Not only is this efficient but it is also good for the environment. Respond to business documents upon receipt by setting aside a prescribed time of day to handle this important task.

7. Have your mail sent to you through an overnight service when traveling for more than three business days. This allows you to respond in a timely manner.

8. Prepare a written agenda for every meeting, no matter how brief. Distribute the agenda in advance and see that each item includes a time for discussion. When appropriate, ask the meeting participants to prepare a written summary of their contributions and deliver them to you prior to the start of the meeting. This will assist you in better preparing for the contributions of the meeting participants.

9. Establish a comprehensive calendar that includes the contact name, address, and telephone number of people with whom you are meeting. Use computer software contact information programs to take this information on the road with you.

10. Delegate nonessential tasks to capable assistants. The only true way to multiply your creativity is to clone yourself. A well-trained, well-rewarded administrative assistant will enhance your productivity and even allow you occasionally to take some well-deserved time off.

**MASTERING FINANCE**

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

Sharon Siegel, executive vice-president of Deco Productions of Miami, Florida, has owned her company for several years and understands well the importance of prudent financial management. “Watching your overhead is extremely important,” says Sharon, “especially if you are constructing and storing props.” Siegel, former owner of Celebrations, merged her company with an
entertainment firm and provides full-service destination management services, including design and fabrication of decorations. To help control overhead, her firm is located in the building that houses her husband’s large party rental operation. Not only does this protect the bottom line, but it improves gross income through referral business generated through the party rental operation.

Sound financial practices allow savvy event managers to better control future events by collecting and analyzing the right information through which to make wise decisions. In this book we look at many ways in which you may become more comfortable with accounting and as a result help greatly improve your profitability, to ensure a long, prosperous future in this profession. The following techniques for event management financial success will assist you with establishing your own framework for long-term profitability.

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

**MASTERING TECHNOLOGY**

New advances from the fax machine as well as new technologies from integrated systems digital networks (ISDNs) to the Internet (see sidebar) and e-mail are transforming the way in which event managers conduct business. As an example, most résumés that I review describe computer skills and software literacy. Although this is a basic requirement for most administrative jobs, it is surprising that many event managers are still somewhat intimidated by the computer age.

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

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

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

Millions of people are currently using the Internet to satisfy their information, marketing, and other personal and professional needs. It is predicted that this number will soon rise to 1 billion. Will the Internet reduce or eliminate the need for human assembly? On the contrary, futurists such as Alvin Toffler and William Hallal predict that this unprecedented information technology will increase the desire for public assembly, as hundreds of millions of people assemble virtually and find common interests that require public assembly to fully satiate their needs.

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

To use the Internet, you will need to identify a local access server, such as one of the major online subscription services or one of hundreds of local access firms. Once you are admitted to cyber (meaning “to steer”) space, you may easily navigate between thousands of sites (or home pages) using search engines which allow you to search for information that has been indexed.

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

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

ISES members use an electronic bulletin board system not on the Internet to post services they need when developing proposals or researching other destinations. The bulletin board is similar to a chat room in that it allows the participants to communicate asynchronously. By comparison a chat room is a synchronous conversation in real time.

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

Regardless of what service you use, the Internet system is the event manager’s most dynamic tool in transforming tomorrow’s events through unlimited education and research. Get connected, log on, navigate, and surf the event management superhighway to find greater success.
position to further ensure that at the end of the month, you have enough income to cover bills and produce retained earnings for your organization.

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

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

There are numerous software systems available and many that may be customized to fit the individual needs of your organization. However, event managers 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. According to Dan Mummaw, event manager from Lansing, Michigan, effectively using information technology requires commitment from the entire team. "We asked everyone in the office to pitch in and help us build the database. It was difficult at first and some people actually left the organization, but in the final result we are a more effective and profitable organization," says Mummaw.

Whether for human, financial, or organizational purposes, information technology is the critical link between an average organization soon in decline or a great event management firm with expansive growth potential. The following procedure for using event management technology provides an approach for acquiring the right technology to match your needs.

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

**MASTERYING HUMAN RESOURCE SKILLS**

Empowering people is one of the most important human resource skills the event manager must master. Thousands of decisions must be made to produce successful events and the event manager cannot make all of them. Instead, he or she must hire the right people and empower them to make a range of important decisions.
The empowerment of event staff and volunteers is contrasted with the primary reason for failure by most event management concerns. According to informal interviews with dozens of event management entrepreneurs, the greatest challenge is not creativity but financial administration. Perhaps this is why in many companies the chief financial officer (CFO) is one of the best compensated at the executive level.

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

Therefore, one of the benefits of mastering skills in event management 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 management consulting practice. Managing your financial affairs requires education, professional counsel, and discipline.

**THERE IS NO SUBSTITUTE FOR PERFORMANCE**

When meeting with his team and listening to their assurances of improving profits, Harold Gineen, former chairman of ITT, would invoke the most sacred of all event management business principles: “There is no substitute for performance.” Four pillars of long-term success in event management—time, financial, technology, and human resource management—must be applied to achieve consistent success. Setting benchmarks to measure your achievements will help you use these pillars to build a rock solid foundation for your event management career. According to Sharon Siegel and many of her colleagues, all event managers 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 management. Each of these challenges is related to the other. The environment in which business is developed, the rapid changes in available resources, and the requirement for continuous education form a dynamic triangle that will either support your climb or entrap you while limiting your success. You will find that your ability to master each of these challenges dramatically affects your success ratio throughout your career.
BUSINESS DEVELOPMENT

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

1. Audit your organization’s unique competitive advantage: quality, product offering, price, location, trained and experienced employees, reputation, safety, and so on.
2. Survey your current and prospective customers to determine their perception of your unique attributes compared to competing organizations.
3. Anonymously call and visit your competitors and take notes on how they compare to your unique competitive advantage.
4. Share this information with your staff and adjust your mission and vision to promote greater business development.
5. Review your position systematically every business quarter to determine how you are doing and adjust your plan when necessary.

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

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

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

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

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

LIFELONG LEARNING: A USER’S GUIDE

If the 1950s were the age of innocence in event management, the 1990s and well into the new millennium may be described as “the renaissance.” You are part of an era of unprecedented learning and expansion of knowledge in the field of event management. This book will serve as your primer to direct you to additional resources to ensure that you stay ahead rather than behind the learning curve in this rapidly changing and expanding profession. One way to do this is to establish learning benchmarks for yourself throughout your career. Attending one or two annual industry conferences, participating in local chapter activities, or setting aside time each day to read relevant literature (see Appendixes 3 and 4) about the profession will certainly help you stay current. Perhaps the best proven way to learn anything is to teach someone else what you have learned. Collecting information that can later be shared with your professional colleagues is an excellent way to develop the habit of lifelong learning. Consider the following techniques for lifelong learning:
1. Budget time and finances to support continuing education on an annual basis.
2. Require or encourage your employees to engage in continuous event management 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 Certified Special Events Professional (CSEP) examination.
4. Set aside a specific time each week for professional reading. Collect relevant information and then highlight, clip, circulate, or file this information at this time.
5. Attend industry conferences and expositions to expose yourself to new ideas on an annual basis. Remember that upon returning to your organization you will be required to teach what you have learned to others. Therefore, become a scholar of your profession.

When you audit the business environment, select resources that demonstrate your quality, dependability, and reliability, and engage in a program of lifelong learning, you will be far ahead of your current and future competitors. This book will help you understand the profession of event management 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 management and an authority in your organization. To maintain your position, you will not only need to return to this book as a central reference but 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 enlarge 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 professions require continuous education to meet licensing or certification standards. Our profession must aspire to this same level of competence. This will occur through your use of this book and commitment to future educational opportunities.

Getting Focused

Although ISES has identified nearly two dozens professions within the events industry, you must soon decide how you will focus your studies. After reading the preface and this chapter, you should be able to comprehend the macroprofession of event management 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, festivals, reunions, and social life-cycle
event management. Use the list of event management positions described in Table 1-2 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 organization, negotiation, finance, and marketing. Human relations experience is also essential, as is the related volunteer coordination skill. Increasing in importance is your ability to design, conduct, and analyze research. Throughout the book each skill is discussed in detail. However, you must now begin to focus on how you will apply these skills to your particular career pursuits.

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

How to Use This Book

SELF-EDUCATION: THE READING LOG

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

BENCHMARK CHECKLISTS

Self-improvement is the goal of every successful person. It is a continuous process. To ensure 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
Malcom Baldrige Award for Quality. The principles of benchmarking are simple; however, the application requires commitment and discipline.

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

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

CRITICAL CONNECTIONS FOR CAREER ADVANCEMENT

In addition to the numerous tables, charts, and models in this book, each chapter includes four critical connections to help you rapidly advance. The very nature of special events is to connect people through a shared activity, and 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 ultimately expand your connections in the twenty-first century global event management profession.

THE APPENDICES

This important part of the book is 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 begin to ensure closure. Furthermore, as event management is an emerging discipline and rapidly expanding profession, you may notice gaps in the appendixes that you can fill. Send me your resources at joe.goldblatt@jwv.edu and you will be acknowledged in the next edition.

ROLE AND SCOPE

This book’s role is to expand the knowledge base in the emerging discipline of event management. The scope of its task is to provide concrete techniques to immediately improve your practice as an event manager. Your career needs will ultimately determine how you use this book to improve your business. However, if you are sincerely interested in expanding the knowledge base in event management through your pursuit, your practice will improve in equal proportion to your level of commitment. This is so important that it bears repeating. If you are interested in expanding the body of knowledge in event management, your skills will improve in equal proportion to your level of commitment.
Therefore, as in most profession, the harder you work, the more you will learn. And as is also true in all professions, the more you learn, the more you will earn. I encourage you to become a scholar of this fascinating profession, and as suggested earlier, read this book as though some day, somewhere, you will be requested to teach others. I challenge you to achieve mastery through these pages so that those you will influence will leave this profession even better prepared for those who will follow.

I, like you, am a student of this profession. There are new learning opportunities every day. Over a decade ago, I stood outside a hospital nursery window gazing lovingly on our newborn son, Sammy. Only a few hours earlier, I had telephoned my cousin Carola in New Orleans at one o’clock in the morning to announce his birth and, choking back tears, to tell her and the family that he would be named for my uncle, her father, who had recently died. Celebrating this new life together, we laughed out loud about the “curse” that might come with my son’s name. Would he be as funny, charming, irascible, and generous as my Uncle Sam? His potential was limitless. Confucius declared several thousand years ago that “we are cursed to live in interesting times indeed.” Like Sammy, regardless of what road you take in the infinitely fascinating event management profession, you can be assured of finding opportunity in very interesting times. In the closing lines of his best-seller *Megatrends* (1982, Warner Books) 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 Valery, who wrote: “The trouble with the future is it no longer is what is used to be.” Your future is secure in knowing that overall there are 150 million new births annually in the world and, therefore, just as many events (and many more) to manage.

**Career Advancement Connections**

**GLOBAL CONNECTION**

Connect globally with event managers throughout the world through an Internet list serve such as Event Management, which is managed by Leeds Metropolitan University in Great Britain. World of Events provides a global forum for discussion of event management topics by both researchers, academics, students, and practitioners throughout the world (www.worldofevents.net).

**TECHNOLOGY CONNECTION**

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

**RESOURCE CONNECTION**

The Data on Meetings and Events (DOME) Internet database and search engine lists hundreds of research reports with links to research providers. The DOME staff also designs and conducts original research studies to benefit the events industry. Visit DOME at www.domeresearch.org.

Over 150 colleges and universities throughout the world offer courses, curriculums, degrees, certificates, and other resources. The George Washington University (GW) Event Management Program is the world’s largest and most comprehensive educational program leading to professional certification in event management (12 colleges from Brazil to Barcelona have licensed the GW program). For a free list of these programs, visit www.gwu.edu/emp.

**LEARNING CONNECTION**