

Glossary

- analysis:** studying a subject by breaking it into its component parts, with the aim of identifying the relationships between the parts
- attendee:** any person at an event other than staff or suppliers; may be referred to as a spectator, competitor or audience
- Australia's Bicentenary:** the 200th anniversary of the arrival of the First Fleet in Sydney on 26 January 1788, marking the beginning of European settlement in Australia
- below-the-line promotion:** all promotional activities besides advertising in the media
- benchmarks:** identifiable points in the management of an event at which a high standard is achieved
- bicentenary:** *see* Australia's Bicentenary
- bicentennial:** *see* Australia's Bicentenary
- bidding:** the process of formally applying (often in competition with other organisations/destinations) to an organisation responsible for a specific event to host/conduct it at a future date
- brainstorm:** the process of exploring issues or ideas in a group with the aim of identifying original and creative concepts and solutions
- brand:** the persona or image that an event's logo or name has in the perceptions of its target market
- business events:** *see* the MICE industry
- communication mix:** another way of saying promotional mix
- communication plot:** a table showing the various types of communication at an event, and the contact details of the staff and suppliers
- community events:** *see* local or community events
- community sector:** that section of a population or society that includes primarily non-profit organisations formed on the basis of common interests and motivated by social/community goals and objectives
- competitive parity:** ensuring that an event is equal in terms of value to a competitive event
- consumer research:** a synonym for market research
- consumer satisfaction:** occurs when consumers' perception of the event experience matches their expectations
- consumer:** a person who consumes an event experience
- content theories:** concerned with identifying human needs and their relative strengths, and the goals people pursue in order to satisfy these needs
- corporate sector:** that section of a population or society involved in the production, marketing and distribution of goods and services for profit; includes small businesses, companies and corporations
- cost centres:** groupings of event costs that are used for better cost management. They generally reflect the functional areas of event management such as operations, publicity and administration.
- cost:** the amount of money expended by an event organisation on the various components that make up an event
- critical path:** the series of tasks (called critical tasks) that must be completed on time for an event to proceed

crowd management: the process of planning, directing and monitoring how event spectators enter, leave and move around an event site

cultural policy: a document formed and adopted by a government organisation that outlines the role of culture in a given geographical area or community, and the activities and strategies that it will pursue in order to achieve stated cultural goals and objectives

customer: either a synonym for consumer or a person who has contact with an event organisation (a supplier, for example) and who is therefore served by the event organisation

de-brief meeting: structured gathering of key staff and/or stakeholders held after the event with the specific purpose of providing feedback and identifying issues arising from the event

demographic segmentation: market divided or segmented by a demographic characteristic such as gender, age, education

destination brand: the overall impression, association or feeling that a location's name and associated symbols generate in the minds of consumers

direct expenditure: the amount expended by an event on the purchase of goods and services in relation to staging the event

direct selling: bypassing distribution intermediaries by selling direct to the public by using the Internet or by selling tickets at the door of the event

distribution: another word for place; methods of getting tickets into the hands of event consumers

diversification: producing a new event product for a new target market

economic impact study: the collection, analysis and reporting of all relevant data relating to the expenditure of an event

economic impacts: the impacts on local, state or national economies generated by events

employment multipliers: an expression of full-time equivalent job opportunities available in a community as a result of event and visitor expenditure

environmental impact assessment: an investigation and report on the likely effects of an event on the natural and built environment.

environmental scanning: the process of considering and reviewing the nature of the context in which an event will take place, including the identification of trends and issues that are likely to affect the conduct and outcomes of the event

event enhancement: enriching, adding to or enlarging the event experience and adding complementary activities in order to improve the profile and outcomes of the event

event evaluation: the process of critically observing, measuring and monitoring the implementation of an event in order to assess its outcomes accurately

event industry suppliers: businesses whose main purpose is to provide goods and services to the event industry

event management companies: businesses established in order to stage events, either on an entrepreneurial basis or on a contract basis on behalf of clients

event management cycle: the stages in the event management process, including research, planning, implementation and evaluation

event monitoring: the process of tracking the progress of an event through the various stages of implementation, enabling factors governing the event to be adjusted

event organisations: bodies formed in order to stage a particular event or series of events

event product: what is on at the event. For large events this may be treated as a number of products or a product portfolio.

event strategy: a dynamic policy document that outlines the role of events in a government or organisational context and which defines how the organisation will manage, conduct, support, promote and fund both an events program and individual events

event tourism: a strategic process involving decisions to bid for, create, or use existing events in order to develop tourism to a location

exclusivity: a principle of sponsorship in which each sponsor is promised that they will be the only product or service sponsor in that category

exhibition: event that brings suppliers and buyers in a particular industry sector together to facilitate the display, promotion and sale of industry-related goods and services

feasibility study: the systematic analysis of significant factors that affect the viability of a project such as an event

festival: event created with the primary purpose of celebration, be it of a specific occasion, place, art form or tradition, or the commemoration of a particular person or historical event

fixed costs: those costs that do not vary when the number of consumers change, for example venue hire

functional organisational structure: organisational structure that divides the work associated with delivering an event into groups. This process is described as the departmentalisation of specific tasks or groups of tasks.

Gantt chart: a graphic representation of the tasks that need to be undertaken in order to stage an event and their respective timelines

gap analysis: comparison of the event plan with best practice in the event industry so as to identify anything that is missing from the plan

geographic segmentation: market segmented by where the consumers live

goals: broad statements, flowing from the components of an event's mission statement, which seek to provide direction to those engaged in organising an event

government sector: that section of a population or society involved in local, state or national government organisations, departments or programs

hallmark events: events that are identified with their host cities and which, by their significance, provide a competitive tourism and marketing advantage

hospitality services: part of a sponsorship package where guests or employees of the sponsor are given preferred seating and food and beverages at the event

host community: the community in and around an area where an event is being held

house seats: seats in a venue that are set aside and reserved for the use of the venue management

human resource management: the planning, leading, organising and controlling of the human resources of an event to ensure event objectives are met efficiently

human resource planning: a process involving a series of sequential interrelated processes and practices designed to ensure the right number and mix of event staff, volunteers and contractors (in terms of knowledge and skills) are available through the creation, delivery and shutdown cycles of an event

human resource strategy: a course of action undertaken with any aspect of human resources that helps achieve the objectives of an event. An example is the actions undertaken used to attract and retain volunteers.

incentive travel: a management tool that uses an exceptional travel experience to motivate and recognise participants for increased levels of performance in support of organisational goals

indirect expenditure: the flow-on effect in the economy as the result of the direct expenditure of an event

induced expenditure: additional activity in an economy as the result of increased wages and consumer spending

induction: the process of introducing new staff to an organisation to ensure that they are fully aware of the objectives of the organisation and their role in achieving these

industry association: organisation set up by members of a particular industry segment or profession in order to further the interests of that business segment or profession and to represent and service their members

infrastructure: the physical and organisational services required to stage an event, including venues, facilities, communication and transport systems

in-scope visitors: visitors or tourists whose visit to a destination or city is motivated primarily by attendance at an event

intangible impacts: the somewhat abstract mental, psychological, cultural or social effects of an event, which may be difficult to quantify

job analysis: the process of defining a specific job in terms of tasks and responsibilities, and identifying the abilities, skills and qualifications needed to perform them successfully

job description: a statement identifying why a job has come into existence, what the holder of the job will do, and under what conditions the job is to be conducted

job specification: identifies the experience, qualifications, skills, abilities, knowledge and personal characteristics needed to perform a given job

legacy: the long-term residue of effects generated by an action or event

letter of agreement: a document that briefly sets out the agreement between two parties

local or community events: events created to serve community needs and aimed primarily at a local audience. They often have a strong volunteer component, and are organised by community organisations, sometimes with the involvement and support of local government agencies.

look of the event: the visual aspects of the event, usually designed so that there is a common theme

major event: event that, by its scale and media interest, is capable of attracting significant visitor numbers, media coverage and economic benefits

market analysis: action taken to better understand the market for an event by establishing demographic and psychographic information of the market for this and similar events

market development: promoting an existing event product in a new market

market penetration: a strategy to increase market share in a particular market by product development, increased promotion or price manipulation

market research: research undertaken to better understand the number, demographics, socio-economic status, psychographics and satisfaction levels of event consumers

market segmentation: the division of an event's market into segments with homogenous characteristics — usually demographic, psychographic or socio-economic

marketing mix: the four basic elements of marketing — product, price, promotion, place — that a marketer manipulates to achieve an event's marketing objectives: usually revenue, ticket sales, market share or attendance

marketing plan: a written document that lays out the marketing objectives of an event and the strategies used to achieve them

marketing: managerial activities that seek to accomplish an organisation's objectives by anticipating customer needs and directing a flow of need-satisfying services from producer to customer

meetings: gatherings of people for the prime purpose of sharing information. They can include conventions, congresses, conferences, seminars, workshops and symposiums.

mega-events: events targeted at international tourism and which have extraordinary levels of awareness, media coverage, finance and impacts

merchandising: producing event memorabilia or souvenirs, such as T-shirts and drink bottles, to sell to event consumers

MICE industry: the meetings, incentives, conventions and exhibitions component of the event industry; also referred to as business events

milestone: a key date when an important task has been completed

mission statement: statement that describes the main task set by an event's organisers, the major beneficiaries and customer groups, the broad nature of the event, and the operating philosophy of the event organisers (e.g. the event is to be self-funding)

motivation: the desire to exert levels of effort in order to achieve an organisation's objectives

multiplier: a numerical expression of the flow-on effect of the direct expenditure of an event for a particular industry or industry sector

network organisational structure: an organisational structure that involves the use and coordination by an event organiser of a range of contracting organisations to deliver an event

objectives: quantified statements that allow an event's organisers to measure progress towards an event's stated goals

occupational health and safety: government rules and regulations that govern employees' health and safety while they are at work

operations-oriented strategies: management actions that focus on the event and its production rather than on the consumer

outplacement: a process of helping terminated employees find alternative employment; usually handled by an out-sourced provider that specialises in this function

performance appraisal: a method of appraising the job performance of an individual against set criteria

performance evaluation: measurement of event outcomes against key performance indicators (KPI, e.g. revenue, attendance, adherence to running sheet, consumer satisfaction) in key result areas (KRA: those areas of an event that the event manager believes are essential to the success of the event)

place: either the venue of the event or the method (places) by which tickets for the event can be obtained by the consumer

planning: the process of determining where an organisation is at present, where it is best advised to go in the future, and the strategies and tactics needed to achieve that position

policies: predetermined guidelines for decision making

post-event evaluation: the analysis of data at the conclusion of an event in order to measure its outcomes in relation to its objectives

price: what the consumer of an event pays, either in monetary or other terms (time, comfort, psychological)

pricing strategies: methods used to achieve marketing objectives by manipulating the price of experiencing the event, which usually entails lowering the price for particular market segments, e.g. a family package

process theories: a set of motivational theories that are concerned with what people are thinking about when they decide whether or not to put effort into a particular activity

product development: management activity that changes existing event experiences that make them better able to satisfy existing consumer needs

product lifecycle: the sales cycle of introduction, growth, maturity, stagnation and decline of any product, including an event experience. When plotted on an axis of sales and time, it has an upside-down U shape.

product planning: management activity concerned with matching target market's needs and wants with a product that can satisfy those needs and wants to achieve the event's objectives

product: the total event experience from the perspective of the consumer

professional development: the process of developing staff members by education, mentoring or experience in other departments to enable them to be promoted to more responsible positions in the organisation

program-based matrix organisational structure: an organisational structure that involves treating the various aspects of an event program as separate but related tasks. For example, an event using multiple venues might decide to treat each venue largely as a stand-alone entity responsible for the majority of tasks associated with event delivery at that location.

project management: a methodology for organising projects, originally developed in project-based industries such as civil construction engineering, product development, military and information technology

promotion: marketing communication activities that promote the event experience to the target market segment

promotional mix: the mix of marketing communications such as advertising, publicity, public relations, sales promotion and personal selling used by an event to promote it to a target market

psychic benefits: event outcomes reflected in a changed state of mind or feeling in attendees or participants

psychographic segmentation: market segmented by the behaviour and lifestyle of consumers

public authorities: organisations with a regulatory or service provision function, e.g. police, fire and ambulance services

public relations: activities by the event organisation that enhance the perception of the event in the minds of the public

publicity: stories generated in the media by the event management that may promote the event

pulsating organisational structure: event organisations that expand and contract in size depending on the event cycle

questionnaire: a series of questions that can be applied verbally or in writing in order to identify facts or opinions regarding an event

ratio analysis: a method of monitoring the progress of the event management by means of indicative ratios, such as income to expenditure

recruitment: the process of finding and hiring the best people to do a job

recycling: the collection, processing and adaptive reuse of waste materials

regulatory bodies: government organisations responsible for ensuring and monitoring compliance with legislation regarding the conduct of specific actions and activities

reinstatement: process of employing individuals who have previously worked for the event organisation

relational database: a collection of facts (data) that are linked to each other in such a way that changing one or more of them will automatically change others

revenue-oriented strategies: management actions that aim to result in higher revenues for the event

rider: an extra document added to an entertainment contract that sets out the hospitality expected by the artists or speakers further, over and above the fees in the contract

rules: statements governing conduct or action in a particular situation

sales promotion: activities designed to enhance sales of the event experience, such as two for the price of one or free admission to the event hidden in the bottle top of a soft drink

schedule: a time-based list of tasks

scope of work: the complete amount of work needed to organise an event. It is represented by a tree-like graph where the work is successively categorised into finer detail.

signage: the creation and management of the various signs at an event, such as directional signs and warning signs

simple organisational structure: a common organisational structure for small-scale events. It involves few organisational levels, and concentrates decision making in the event manager.

site map: a generic term for the floor plan of a venue or the venue map. It is a bird's-eye view of where the event will be staged.

special events: specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions or achieve particular social, cultural or corporate goals and objectives

spillover effects: benefits produced by events for related industry sectors

sponsorship agreement: agreement between the sponsor and the sponsee that describes in detail what the event manager does in return for money or in-kind reward

sponsorship benefits: benefits that derive from being able to communicate with a target market about a product that is congruent with the market for the event

sponsorship business plan: a written document that describes how the event manager can adhere to requirements of the sponsorship agreement

sponsorship criteria: standards or guidelines laid down by an event manager to establish what types of organisations would be appropriate sponsors for an event

sponsorship package: a collection of marketing benefits that can be offered to a potential sponsor in return for an agreed sum

sponsorship policy: an event's policy on what type of sponsorship it will accept

sponsorship proposal: a written document sent to a potential sponsor by the event organisation, detailing the potential benefits of the sponsorship

sponsorship: an investment of funds or in-kind supplies in an event in exchange for the right to exploit the commercial potential of the event

staffing: the management process of allocating human resources with appropriate skills to various tasks that are done to achieve an event's objectives

stakeholder: any one person or organisation that has a financial or legal interest in the event

standing plans: policies, rules and standard procedures that serve to reduce decision-making time by ensuring similar situations are handled in a predetermined and consistent way

state event corporations: organisations set up or run by state governments in order to bid for, stage and promote major events with perceived social/cultural, economic/tourism, and physical/environmental benefits to their host communities

sub-contractors: generally the suppliers that are contracted to the event management

survey: the systematic questioning, analysis and reporting of the opinions or reactions of a sample group of attendees to an event

SWOT analysis: an analysis of the strengths and weaknesses (internal factors) and opportunities and threats (external factors) faced by an event

tangible impacts: the observable, concrete effects of an event that can be identified and measured

task: a piece of work that needs to be completed

teambuilding: the process of forming a group of individuals and motivating them in order to produce more than the sum of individual outputs

termination: the process of reducing the number of employees in an organisation; also called de-recruitment

ticketing agency: an organisation that for a fee, paid by both the event and the event consumer, sells tickets to a consumer

total quality management: a system of management procedures that are driven by the requirement to increase the quality of the product

tourism destinations: precincts, cities or towns that are consciously promoted to attract tourist visits. These are often the endpoint of a tourist visit, although tourists may include more than one destination in their travel.

tourism: the activities of persons travelling to and staying in places outside their usual environment for short periods for leisure, business and other purposes (such as visiting friends and relatives)

training: the process of giving members of an organisation the skills necessary for them to do their allocated job

variable costs: those costs that alter in proportion to the number of consumers, for example the cost of security staff

vision statement: statements, commonly brief, which identify the ultimate purpose of an event

visitor nights: the total number of nights that visitors stay in overnight accommodation when attending a particular destination or event

volunteers: people who work for no monetary reward before, during and after an event

waste management: the systematic control, collection, recycling and disposal of waste materials so as to minimise the amount of waste generated and the quantity of waste sent to landfill

web enabling: using the Internet as an essential tool to assist in event management

webcast: broadcasting an event over the Internet