

## Planning and Management of Meetings, Expositions, Events, and Conventions

George G. Fenich

ALWAYS LEARNING PEARSON

# PLANNING AND MANAGEMENT OF MEETINGS, EXPOSITIONS, EVENTS, AND CONVENTIONS

### Planning and Management of Meetings, Expositions, Events and Conventions, Global Edition

### **Table of Contents**

Cover
Hafltitle
Title

Copyright

Contents

Preface

Acknowledgments

About the Author

- 1 Introduction
  - 1.1 Planning and Management of Meetings, Expositions, Events, and Conventions
  - 1.2 The MEEC Industry
    - 1.2.1 Components or Elements
    - 1.2.2 Definitions
    - 1.2.3 Magnitude of the MEEC Industry
    - 1.2.4 Trends in MEEC
    - 1.2.5 Evolution and Maturation of the MEEC Industry
    - 1.2.6 MBECS
    - 1.2.7 Uses of the Standards
    - 1.2.8 Uses for Meetings/Events Professionals
    - 1.2.9 Uses for the Academic Community
    - 1.2.10 Uses for Associations
    - 1.2.11 Translating MBECS into Educational Content
  - 1.3 Planning and Managing Meetings, Expositions, Events, and Conventions

Summary

**Key Words** 

**Review Questions** 

References



About the Chapter Contributor

- 2 Strategic Planning in Meetings, Expositions, Events, and Conventions
  - 2.1 Introduction to Strategic Planning
  - 2.2 What is Strategic Planning?
    - 2.2.1 Strategic Planning Process
  - 2.3 STEP 1: Where are we now? Situation and Feasibility Analysis
    - 2.3.1 SWOT AnalysisRevealing Organizational Performance
    - 2.3.2 PESTELI Trends Analysis
    - 2.3.3 Benchmarking
    - 2.3.4 Scenario Planning
  - 2.4 STEP 2: Where we want to get to? Future Direction
    - 2.4.1 Goals
    - 2.4.2 Objectives
  - 2.5 STEP 3: How are we going to get there? Concept Development
    - 2.5.1 Potential Risks
    - 2.5.2 Resource Allocation
    - 2.5.3 Planning Cycle
    - 2.5.4 Marketing Plan
  - 2.6 STEP 4: How will we know when we have gotten there? Monitoring and Measuring Value or Success of Meeting/Event

Summary

Key Words, Acronyms, and Phrases

**Discussion Questions** 

Reference

About the Chapter Contributor

- 3 Meetings and Events as Complex Projects
  - 3.1 Introduction to Project Management
    - 3.1.1 Historical Perspective
    - 3.1.2 Applying PM
    - 3.1.3 PM Life cycle
    - 3.1.4 PM Techniques and Processes

Summary

Key Words and Terms

**Review and Discussion Questions** 

References



About the Chapter Contributors

Links

- 4 Risk Management for Meetings, Expositions, Events, and Conventions
  - 4.1 Risk Management Defined
  - 4.2 Risk Planning
  - 4.3 Creating a Risk Team
    - 4.3.1 Risk Team
  - 4.4 Risk Assessment
    - 4.4.1 Identifying Possible Risks
    - 4.4.2 Risk AnalysisWhich Risks Must We Plan For?
  - 4.5 Developing a Risk Management Plan
  - 4.6 Risk Mitigation (or Management)
    - 4.6.1 Contingency Plans
    - 4.6.2 Insurance and Contracts
  - 4.7 Security
  - 4.8 Implementing the Risk Plan

Summary

Key Words and Terms

**Review and Discussion Questions** 

References

About the Chapter Contributor

- 5 Stakeholder Management
  - 5.1 Identifying your Stakeholders
    - 5.1.1 What is a Stakeholder?
    - 5.1.2 Internal and External Stakeholders
    - 5.1.3 Stakeholders Interest in Event Planning
    - 5.1.4 Opportunities and Challenges Stakeholders Present
  - 5.2 Determining Potential Impacts of Stakeholders
    - 5.2.1 Legitimacy
    - 5.2.2 Power
    - 5.2.3 Stakeholder Roles, Desired Support, and Resulting Obligations
    - 5.2.4 Sponsors
    - 5.2.5 Vendors
    - 5.2.6 Attendees
    - 5.2.7 Developing Plans for Alliances



### 5.3 Stakeholders Relationships

- 5.3.1 Power
- 5.3.2 Influence
- 5.3.3 Interest

### 5.4 Planning Stakeholders Programs and Activities

- 5.4.1 Be Aware of Varied Interests and Goals of Stakeholders
- 5.4.2 Plan Activities that Meet the Needs of Stakeholders
- 5.4.3 Develop Plans for Dealing with Stakeholder Concerns
- 5.4.4 Protocols
- 5.4.5 Plan Sequence and Flow of Stakeholder Activities
- 5.4.6 Interaction with Stakeholders

### 5.5 Managing Stakeholders Relationships

Summary

Key Words and Terms

**Review Questions** 

References

About the Chapter Contributor

### 6 Accounting and Financial Planning

### 6.1 Introduction to Accounting and Finance Essentials

- 6.1.1 Essential Terminology
- 6.1.2 Undertake Financial Management
- 6.1.3 Allocate Expenses for Meetings, Conventions, and Other Events

### 6.2 Developing the Budget: What to Include

- 6.2.1 Factors Affecting Budgets
- 6.2.2 Projecting Revenue
- 6.2.3 Setting Registration and Exhibit Fees
- 6.2.4 Calculating the Attendee Registration Fee
- 6.2.5 Calculating Exhibit Space Fees
- 6.2.6 Establishing Sponsorship, Advertising, and Promotional Fees
- 6.3 Types of Budgets
- 6.4 Budget Approval Process
  - 6.4.1 Monitoring the Budget
- 6.5 Evaluation
  - 6.5.1 Return on Investment
  - 6.5.2 Return on Equity



- 6.6 Policies and Procedures
- 6.7 The Master Account and Establishing Credit
  - 6.7.1 Payment Reconciliations
  - 6.7.2 Managing and Controlling Cash
- 6.8 Payment Methods and Currency Considerations
- 6.9 Managing Cash Flow

Summary

Key Words and Terms

Review and Discussion Questions

Reference

About the Chapter Contributor

Activities: Financial Planning Chapter

### 7 Event Program Planning

Section 1

- 7.1 Plan Program Components and Elements
  - 7.1.1 Pre-Event Research
  - 7.1.2 Innovating Events
  - 7.1.3 Legal Aspects of Events

Section 2

- 7.2 Event Program
- 7.3 Integration of Additional Marketing Activities Within the Event

Summary

Key Words and Terms

Review and Discussion Questions

References and Online Resources

**About the Chapter Contributors** 

- 8 Planning and Designing the Environment
  - 8.1 Introduction
  - 8.2 The Event Requirements
  - 8.3 The Event Location
  - 8.4 Determining Speakers
  - 8.5 Contracts and Agreements
  - 8.6 Staging and Technical Requirements



- 8.7 Crowd Management Strategies
- 8.8 Managing Event Risk

Summary

Keywords and Terms

**Review and Discussion Questions** 

References

About the Chapter Contributor

### 9 Site Planning and Management

- 9.1 Introduction
- 9.2 Site Specifications
  - 9.2.1 Budget
  - 9.2.2 Profile and Image
  - 9.2.3 Facilities
  - 9.2.4 Licensing
  - 9.2.5 Expected Attendance
  - 9.2.6 Site Flexibility
  - 9.2.7 Accessibility
- 9.3 Identify Sites
  - 9.3.1 Develop Site Selection Criteria
  - 9.3.2 Conduct Site Inspections
  - 9.3.3 Evaluate Potential Sites
  - 9.3.4 Select the Site
- 9.4 Design Site Layout
  - 9.4.1 Space
  - 9.4.2 Structures
  - 9.4.3 Utilities
  - 9.4.4 Parking
  - 9.4.5 Communication
  - 9.4.6 Safety, First Aid
  - 9.4.7 Legal Requirements
  - 9.4.8 Signage
  - 9.4.9 Service Contractors

### Summary

Key Words and Concepts

Review and Discussion Questions



References and Internet Sites

About the Chapter Contributor

### 10 Food and Beverage Planning

- 10.1 Introduction
- 10.2 Specifications and Guidelines
- 10.3 Labor
- 10.4 Labor Laws
- 10.5 Staffing
- 10.6 Banquet Event Order
- 10.7 Regulations and Legislation
  - 10.7.1 Liquor Laws
  - 10.7.2 Public Health
- 10.8 Menu Planning
  - 10.8.1 Special Diets
  - 10.8.2 Planning the Menu
- 10.9 Food Cost
  - 10.9.1 The Formula
- 10.10 Receptions
- 10.11 Determining Quantities of Food and Beverage
- 10.12 Beverages
- 10.13 Styles of Table Service
- 10.14 Room Setups
  - 10.14.1 Space Planning
  - 10.14.2 Tabletop

Summary

Key Words and Terms

**Review and Discussion Questions** 

Web Resources

About the Chapter Contributor

- 11 Marketing of Meetings, Expositions, Events, and Conventions
  - 11.1 Introduction
  - 11.2 What Is Marketing?
  - 11.3 Identifying Target Markets
    - 11.3.1 Demographics of Stakeholders



- 11.3.2 Psychographics
- 11.3.3 Desired Outcomes
- 11.4 Locating the Target Market
- 11.5 Reaching Your Target Audience
- 11.6 Types of Marketing for Events
  - 11.6.1 Direct Marketing
  - 11.6.2 Indirect Marketing
- 11.7 Effective Marketing Communications
  - 11.7.1 The Brochure or Invitation
  - 11.7.2 Using Photographs in Marketing Materials
  - 11.7.3 Photograph Resolution and Printing
- 11.8 Event Marketing Strategy
  - 11.8.1 Marketing Assessment
  - 11.8.2 Key Performance Indicator
  - 11.8.3 Web Analytics in Marketing
  - 11.8.4 Other Types of Tracking Analytics

### Summary

Key Words and Terms

Reference

Review and Discussion Questions

About the Chapter Contributor

### 12 Promotions Planning

- 12.1 Promotions
  - 12.1.1 Size of Target Markets
  - 12.1.2 Message Objectives
  - 12.1.3 Promotional Activity Budget
  - 12.1.4 Promotion Plan
  - 12.1.5 Strategies to Stimulate Action: Urgency to Buy
  - 12.1.6 Cross-Promotions
  - 12.1.7 Sponsorship
  - 12.1.8 Partnership Opportunities
  - 12.1.9 Invitation Letters
  - 12.1.10 Consumer Decision-Making
- 12.2 Sales Promotions
- 12.3 Advertising



12.3.1 Direct Selling

12.3.2 Social Media Outlets

12.3.3 Advertising Effectiveness

12.4 Public Relations (PR)

Summary

**Develop Sequence of Event Activities** 

Key Words and Terms

**Review and Discussion Questions** 

About the Chapter Contributors

### 13 Sales Initiatives in the Meetings and Events Industry

13.1 Two Types of Sales Initiatives

13.1.1 Primary Sales Initiatives

13.1.2 Secondary Sales Initiatives

Summary

Key Words and Terms

Review and Discussion Questions

Resources

**Trade Publications** 

About the Chapter Contributors

### 14 Epilogue

14.1 Introduction

14.2 Content Areas in This Book

14.2.1 MBECS

Summary

Key Words, Acronyms, and Phrases

**Discussion Questions** 

About the Chapter Contributor

Index