

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Music Event Management

Martina Machová

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DIPLOMA THESIS ASSIGNMENT

Martina Machová

Economics and Management

Thesis title

Music Event Management

Objectives of thesis

This final thesis deals with music event management and is divided into two parts. The first part is focused on theoretical background of event management theory and its relation to the music industry. It defines the terms related to event management, music industry, public relations and promotion channels used within this industry as well as description of all the stages of the process of planning and realization of this type of event. The main objective of this thesis is to demonstrate the implementation of the theoretical background on the organisation of a specific music event. The practical part of this thesis introduces the characteristics of the selected event and is based on direct observation during the whole process of preparation and realization.

Methodology

The methodologies used when writing this thesis consist of literature review which aims to describe the theory of event management and its position in the music industry nowadays as well as the practical part of the thesis which deals with the management practices used when organising a particular music event. It introduces the characteristics of the researched event and explains all the phases of its preparation as well as all the steps taken prior its implementation. These are compared with the theoretical framework introduced in the first part of the thesis. This procedure is based on direct observation during the whole process of the event's preparation and realization. Marketing research was conducted in order to evaluate whether the realization of the event was successful and whether the goals of this event were achieved. In order to identify the main obstacles and issues the organization team had to deal with, the open interviews with organizers were held. The proposals for improvement are based on the output of the research.

The proposed extent of the thesis

Approx 60 pages

Keywords

event, management, music festival, public relations, planning

Recommended information sources

CARTER, L. Event Planning. Bloomington: AuthorHouse 2007. ISBN 978-1-4343-4133-4

KOTLER, Philip a Kevin Lane KELLER. Marketing a management. Praha: Grada Publishing, 2007, ISBN 978-80-247-1359-5

SVOBODA, V. Public relations – moderně a účinně. Praha: Grada 2009. ISBN 978-80-247-2866-7

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The Diploma Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 28. 10. 2015

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 11. 11. 2015

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 29. 11. 2016

Declaration

I declare that I have worked on my diploma thesis titled "Music Event Management" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any third person.

In Prague on 30.11.2016

Martina Machová

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Event Management v hudbě

Music Event Management

Souhrn

Tato diplomová práce se zabývá konceptem event managementu. Konkrétně je tato práce zaměřena na popis organizace pražského koncertu rockové kapely Wohnout. Hlavním účelem této práce je vyhodnotit, zda se organizace koncertu povedla a na základě tohoto vyhodnocení je cílem doporučit konkrétní návrhy na zlepšení organizace. Tato práce je rozdělena do dvou částí – teoretické a praktické. Teoretická část se zabývá definicemi event managementu a jeho jednotlivých fází. Praktická část demonstruje využití těchto znalostí v praxi. Její vyhodnocení je založeno na dotazníkovém šetření a strukturovaném rozhovoru s manažerkou kapely Wohnout.

Klíčová slova: event management, hudba, propagace, vztahy s veřejností, plánování, manažer, sponzoři, partnerství, cílová skupina, koncert, tisková zpráva

Summary

This diploma thesis focuses on the concept of event management. It specifically focuses on realisation of Prague concert of rock music band Wohnout. The main aim of this thesis is evaluation of the event management processes and based on this evaluation providing specific suggestions for its future improvement. This thesis consists of two parts – theoretical and practical. The theoretical part introduces the theoretical framework of event management and all of its phases. The practical part demonstrates its application in practice. The evaluation is based on post-event survey evaluation as well as on semi-structured interview with the manager of music band Wohnout.

Keywords: event management, music, promotion, public relations, planning, manager, sponsors, partners, target group, concert, press release

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1 Introduction

The most successful event is the one that achieves your goals and exceeds your expectation. [12]

Feelings and emotions bring a new dimension to the modern industries. Concept of event contains excitement, tension, drama, theatre game and evolution. Events create a space for implementing new ideas and to develop managerial skills of event managers. It is extremely important to keep all targets within the selected budget and keep the time schedule. That creates a big challenge for each individual who participates on managing and preparing events.

The interest in event management has been constantly growing as many authors dealing with event management stated in their books and academic articles. Many companies started using event management as a marketing tool to increase their growth, as they believe that personal feelings and experiences can sell more.

The theoretical part of this diploma thesis describes and defines event management as an industry. It illustrates the main aspects of event management, objectives, planning, monitoring and organizing, duties and must-have skills of potential event managers especially in music and entertainment. It also defines marketing, financial part and sponsorship in relation to event management.

The main reason why I have decided to write about music event management is my passion for music and organising. I have worked in music industry for many years and I have particularly enjoyed working as a production assistant and helping out with organising various music events. Thanks to working on this thesis I developed a deeper knowledge and understanding of how to run a successful music event.

In the practical part I will describe how the event management theory can be implemented in practice - particularly on a real concert of the music band Wohnout.

2 Objectives and Methodology

2.1 Objectives

The main objective of this work is the evaluation of music event organisation processes implemented on a chosen event. Moreover, based on the event's key performance indicators - the author will identify the main strengths and weaknesses of the researched event. The author will then provide with some suggestions and ideas on how to improve its weaknesses. These suggestions will be taken into consideration when planning the next year's event.

2.2 Methodology

This diploma thesis consists of two parts – theoretical and practical. The theoretical part introduces the theoretical framework of event management and is based on the study of secondary sources, namely studying the scientific literature as well as relevant internet resources. This part aims to develop a deeper understanding of areas that are crucial for planning and managing events.

The practical part aims to demonstrate the use of theoretical background in practice, namely on a specific music event – the annual concert of Czech rock music band Wahnout. This part introduced the selected event and all of its phases in to the detail. The information used in this part is based primarily on the observations and personal experience of the author who worked as an external member of the organisation team. The author chose both – quantitative as well as qualitative methods of evaluation. As a qualitative method the author decided to implement a semi-structured interview with the main event manager. The selected method of quantitative research was a short questionnaire survey, which was distributed among the visitors in order to evaluate the overall satisfaction of the audience. The questionnaire was in Czech and consisted of both – closed and open questions.

3 Theoretical Basis

3.1 Historical Evolution of Event Management

Events, a terms that stands for organized activities and performances, have their beginnings in ancient history. Every happening e.g. events and festivals were well documented in the historical period before the Western Roman Empire has fallen. We have to understand that they have a significant function within society, including participants with the opportunity to claim their identities and to share observances and hospitality with further audience.

The orthodox special religious holy days have been glorified especially Christmas and Easter. Sovereign has set rules which everybody has followed, especially other leaders have often organised events as a way of public influence as they wished. That was the case in seventeenth and eighteenth centuries. We can say events during that time were one of the most important tools used by nobles. [13]

In ancient Roma emperor Nero attracted mass of people by gladiatorial fight and through those turned on massive emotions and experiences of the public. Another example would be William Shakespeare from the sixteenth century. He became famous by handwriting of the theatre games. His main intention was interest and evoking emotions of the spectators, and not only fabulous impression of each reader of his books. Shakespeare got very well-paid for his inscenation. We can see that entertainment had its own value in the past.

Current modern society, within all its modern perceptions might be argued that modest religious and national festivals are not anymore considered for community celebrations. In fact, modern society of 21st century instead tends to focus on events which aim to celebrate individual milestones, anniversaries and self-achievements. Birthday, wedding and house opening parties are events becoming always where we gather. [13]

In comparison to the other industries' event management is entirely new environment with fast growing potential.

Academic research started approximately twenty years ago. Economic, cultural and social growth encouraged countries organize huge events and through them attract tourism.

Gradually, bigger events and festivals are not organized to address the social and cultural needs of any minor group but instead are very often organized due to the economic benefits which aim to increase tourism.

That kind of festivals and events are organized for local, regional and foreign attendees and thus may help to change links with the global community. Events and festivals organized by local communities have generally been considered and known as very important piece for local society development.

We can say that local festivals develop entertainment for local and foreign visitors, but also add to a sense of local community, building bridges between multinational communities and giving them an opportunity to gather and celebrate their history and the place they live in. Many events became a tradition and developed strong feelings of the public. The greatest part of events is an opportunity to create a history in cooperation with community in order that may specify organizational, social or national mutual target. As an example we can demonstrate mega event such as Olympic Games which connect the nationals with one main goal as follows, according to official Olympic website.

The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised without discrimination of any kind, in a spirit of friendship, solidarity and fair play.

3.2 Event Management

Events are a social occasion which gathers people for a certain purpose. They are occasion which bring opportunities to celebrate and inspire people. Also we can say that every event is defined by certain place and certain purpose at certain time.

There are many types of purposes that can be to promote knowledge, to showcase excellence, to entertain, to complete, to inspire community pride, celebrate culture and enhance social cohesion. Events have positive and negative impact to society and economy and environment. There are some measurable evaluation tools which could measure whether event brought more advantages instead of disadvantages.

It is not important what kind of event – conference, sport events, exhibitions or community celebrations – or if event is conducted inside buildings, or on the streets, central parks or sports stadiums – it is always up to project team to develop every event outputs sustainable.

[14]

The industry should take into consideration reliable resources to protect climate and ensure earths abundance for future generations.

Considering the size of events arranged as an industry in global manners, considering all the millions upon millions of people who attend events each year, the industry and especially all people working within it have a responsibility to delivery every event sustainable towards to desired outputs.

3.2.1 Event Management Definition

Event planning or event management contributes to development of the society. Each event is unique and has its own origin, is connected to the strong experience, requires personal presence, list of planning activities, selected time and place, has its schedule and budgeting. Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony, (link is external) team building activity, party, or convention.

Event planning includes budgeting, establishing timelines, selecting and reserving the event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging the activities, selecting speakers and keynotes, arranging the equipment and facilities, managing risk, and developing potential plans.

„Event management is the process of using business management and organizational skills to envision, plan and execute social and business events. People who specialize in event management work with budgets, schedules, and vendors to create the best possible events for their clients.“ [1]

According to event management institute, planning phase of event procedure should be covered by every detail of meeting and agreements, from event performers and meeting location to arranging the printed materials and audio-visual equipment. The event planning phase should be started by determining the event targets that the all engaged organizations wants to achieve including sponsoring organizations and project team.

The project team and especially organisation part for planning are responsible to choose performers, entertainment, and of course event content within the program in order to capture all event aspects including information of the organization's in the way to keep cost under control.

The event project manager should be responsible for choosing all event sites, that have to be arranged in wider perspective including all attendees and also the project manager is responsible for arranging specific conditions with the performers. [6]

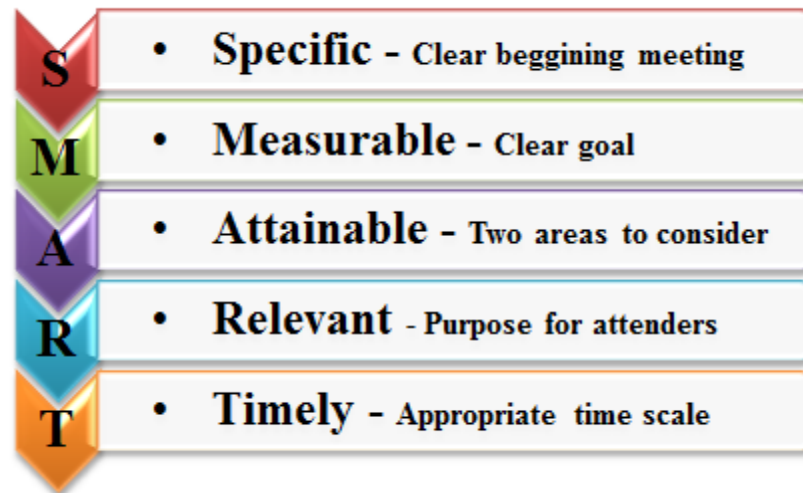
3.2.2 Objectives of the Events

To organize an event can be discouraging from time to time. However particular assignment would be obvious if individual has clear idea of what to do list. The composition SMART is usually used in a business to help remember and fulfil goals. According to Laura Capell SMART symbolize:

- **Specific** – Regularly client has an idea of the output how the event is supposed to be run. However perfect is the offer if it does not match the client’s expectations they will not be happy. The clearer the initial meeting is, the better response the event manager will be able to provide.
- **Measurable** – Determine clear goals. Event managers may ask client what they want to obtain and find the solution of how to measure it.
- **Attainable** – Event manager has two areas to think about: One, if the clients expectations are reachable within the budget, and two, if it is event that everybody wants to attend - event is being promoted by marketing activities.
- **Relevant** – Event manager and client plan to organise the event in specific style. Both consider this style as a great surprise and source of fun for guests. But will it be relevant for attendees?
- **Timely** – Ensure that time scale of the event is appropriate for clients and those who attend it. Be careful about the seasonal habits of different countries and religions in different countries.

The most important part of event management is to come up and create unique experience for a targeted audience, keeping in mind the resource sustainability. We can say that every successful event requires comprehensive attitude of creativity and commercial goals. In a global environment, these targets are developed as stakeholders may be distinguished geographically, which makes communication and coordination difficult, but all those projected frontiers are eliminated by modern information technologies. We need to bear in mind if we want to meet the performance and accountability demand of the global environment; formal mechanisms are needed to support the event development and delivery procedures. As far as projects and events share some similar characteristics, the project management discipline may provide some useful tools. However, the tools have to be implemented in reasonable manners to meet the unique characteristics of the event management. [15]

Picture 1 SMART



Source: Own processing

3.3 Event Manager

„Someone needs to be in charge.“[2]

Event manager is the one who takes the initiation, is in charge of planning, organizing, leading and controlling of the event. It may be considered as a project that needs to start and finish successfully with satisfactions of all parties. Event manager is responsible for whole project and put under control all of its details. Manager does not need to be aware of how to do everything, instead of that he needs to know where to find particular information or whom he can delegate work to.

„One of the most exciting aspects of event management is the requirement to produce a team effort. The event needs a facilitator to guide the process of sharing of knowledge between members. In addition, the event manager is responsible for facilitating event process. These are the processes that are found within the collaborative effort of planning and implementing an event, where all members of the group need to fill equally part of the team effort.“[3]

Event management is strong industry where things that have never been seen before come in the next event. Event manager has to have a common sense, and recognize the visible facts whether things go well or not. According to Laura Capell skills for event manager are as follows:

Passion – Profession of event management is advantageous but on the other hand manager gets exhausted due to never ending duties in a diary. Constant requirements and full diary

may bring doubts to event manager. Only passion and strong conviction in events can bring true satisfaction in this industry.

People skills – Every single step in event planning requires cooperation with people and their involvement in the process. Event manager enjoys the time spent with people that allow him to think of them as of target market.

Communication skills – Manager needs to communicate before, during and after an event. Some of them communicate via email but face to face communication is more effective in order to achieve targets. Even phone call is more effective than emails except the situations of sending important emails.

Skills for a problem solving – Bring solution to what sometimes looks like impossible inquiry. It could be very helpful to forecast situation that may happen, for example bad traffic on the motorway, car accident during the event and so on. This role is called contingency planning.

Attention to detail – Triple check and attention to detail can make a difference in all events. Designing experiences that will be impressive is an art.

Time management – It is important element not only at the day of event when all activities must be perfect. Fixed deadlines are the key to event day.

Resourcefulness – It is related to problem solving skills, when event manager prepares all details about the possible solution, he still needs to put that skill into action.

Organization – Bear in mind all tasks that need to be done on the event are in cooperation with status report and timing plans - this is necessary.

Negotiation skills – Be able to get maximum for clients' money, budget could be constantly higher. Negotiation is a skill that can be developed, some people are great negotiators.

Responsibility – A responsible way to budget management helps to keep an event under control. Event manager has responsibility of his team, of the guests as well as environment. Consider what impact event has on local facilities, tourism and residents.

Respectfulness – Respect client, do not argue with client and make sure he is happy as the event is planned for perfectionism. Client is the one who pays for an event. To make positive atmosphere at the work place manager has to support his team and respect their ideas and suggestions for improvements.

Delegation – Choose a person from the team who is able to cover selected work and delegate.

Flexibility – Event manager needs to be in control nevertheless being flexible for seeking new opportunities can save money and time and achieve success.

Efficiency – Event manager is very busy and has only limited time to complete all tasks in the day. Knowing what needs to be done and do it immediately.

Endurance – The more enthusiasm the more manager strives for perfection. Plenty things to do can extend time spent at work until late night. Good motivation of the team usually brings desired outcome. [4]

3.4 Event Assessing, Planning and Monitoring

Evaluation of the event is considered as demanding function of the management offering planning and implementing of event in dynamic situations. Event planners do not focus only on one aspect of the event, such as budget, facility solutions or head counts to decide whether event reached its target or not. They need to take into consideration whole process of the planning. Experience confirmed that event management must understand, determine and analyse the nature, achievement, relevance and impact of event to measure wide variety of main success makers.

In principle, sufficient use depends on its integration through the project of the event, from planning through executing to finish. Evaluation may encourage managers to take complex path that could allow them to make careful decision at all stage of event progress and culture. Once implemented strong, evaluation of the event provides a stable guideline for upgrade and allows event managers to give an exact explanation of all aspects of the event to its stakeholders.

The most recognizable purpose of the event is the profit which influences economy, employment and investments in region. It tends to increase tourism, raise awareness, media visibility and recognition of presenter's destination. Enormous event has a great economy impact on different industries such as tourism, commerce and transport. These impacts may affect value of economic activity in a selected period in GDP (Gross Domestic Product).

It is important to remember that a not only purchasing goods and services in the industry helps economy, but following activities can increase economy too.

Ian Yeoman – et.al. Define “*Event evaluation is the process of critically observing, measuring and monitoring the implementation of the event in order to assess its outcomes accurately.*” [5]

According to Yeoman in the definition we can see key words:

Event – provides entertainment which is customized to achieve social or economic target.

Evaluation – a practice of some profit or social planned outcome.

Process – is constant and organised that is taken systematically in a structure.

Critically – event evaluation must be a channel by which event managers gain to improve events they organize. In accordance with improvements planners, they should have critical approach to making outcomes.

Observing, measuring and monitoring – there are couple of aspects to control event evaluation. Monitoring may control budgeting, tickets, security, facility and any other activities. Components may be measured by research, social behaviour satisfaction and demographic statistics.

However, observation is a direct presence on the event and solving problems on site, for example service failure, discomfort and many others.

Outcomes – in most cases main target of event evaluation is an outcome. It is measured by financial, social and tourism aims.

3.4.1 Observation Techniques

Observation may take place in two different stages as participant or non-participant. Participant attends an event and monitors all aspects that need to be viewed and evaluated. Professional participant could be employed by event Management Company to monitor all different aspects of the event. Non-participant is usually a person from member of staff or volunteer that has been selected to record actions in the event. Actions recorded by participant observation are as follows:

Initial impression of the event – parking, other entry, directions, information and access.

Viewing the event or performance – quality of the sound and audio-visual quality, temperature in interior, exterior place, seating, space for standing and so on.

Atmosphere and excitement – expectations, emotions, happiness, joyfulness.

Facilities and amenities – rest rooms, bins, showers, canteen, changing nappies place, special needs for disabled people.

Catering – spaces in areas where food is serving, cleanliness of the place, quality of the food, temperature of the food, quantity of the food.

Merchandising – character and accessibility of the Merchandise.

Crowding and congestion points – place and time of crowding, complains, unpleasantness, Exciting – issues with moving, bad traffic, pedestrians. [5]

Observation activities may record guests and their feelings, excitements, joyfulness in which observed participant can define irritation or calmness a different stage of the event. It will help event managers to organize superb events and avoid inconvenience, disappointment and create glamorous celebrations on high level.

3.5 Event Planning and Monitoring

Event planning is a long process of managing, planning, organizing, arranging, budgeting and choosing space for guests and all attendees of the event. It is a stressful process that takes couple of months, lots of preparations and hard work to achieve glamorous event. To ensure, that everything goes according to the plan all team members work closely together with attention to the detail. Precise proposal of a plan and team work is a must to gain the targets. Literature and modern technologies offer plenty definitions of planning the event, we will mention some of them.

International Institute of Even Management provides official definition:

“Event Planning consists of coordinating every detail of meetings and conventions, from the speakers and meeting location to arranging for printed materials and audio-visual equipment. Event planning begins with determining the objective that the sponsoring organization wants to achieve. Planners choose speakers, entertainment, and content, and arrange the program to present the organization's information in the most effective way. Meeting planners are responsible for selecting meeting sites, prospective attendees and how to get them to the meeting.” [6]

Greg Damster and Dimitri Tassiopoulos define planning as follows:

“Event planning is the process by which we design our events and shape various actions in order to achieve successful events (of a certain type, size financial return, employment impact, and so on). During the planning process we need to continually monitor the existing situation and continually monitor the existing situation and compare it with the plan, so as to ensure that the plan does not become outdated or redundant due to changing circumstances. Amendments to the plan are accordingly made to ensure that it helps us to achieve our objectives. All planning procedure tend to follow a systematic process: identifying a

problem, studying the problem, formulating the proposals to solve the problem, implementing the proposals, waiting and watching to see if the problem is solved, and starting the process again. “[7]

Event management is fast growing industry that requires planning activities. According to Bill Emeott and Event Planning Guide we prepare some basic steps to follow in developing event, as follows.

Find the purpose for an Event – Use five Ws questions – who, what, where, why, how – to answer, see 3.5.2. Many events have no main idea or purpose and do not offer benefits to attendees. It is crucial to be aware of the fact why somebody should take time, spend money and visit the event? What does it give to the attendees? What attracts them?

Select the target audience – Cultural, music, profession and age suitability is useful. It is beneficial to determine target audience to strengthen purpose of visiting the event. Event manager can intensify the importance of the event by approaching selected group of people. Obviously, every event cannot be focused on specific group of people it depends on the situation. Every event is unique and stands for individual approach.

Select aim – every event must have a specific aim.

“If you do not know where you going, you will not know if you get there. “[8]

The same is applicable for events. It is important to establish actual goal and objective. Consider, what would make event as successful, is there supposed number of visitors? It is important to establish actual goal and objective.

Set a date and time – The date might be set by client or event manager can set a time for the event. Event manager takes enough time to plan, usually 4-6 months. Avoid Bank holidays, statutory holidays, school holidays and check date availability of the attendees.

Organize a team – Establish a team to do all duties required, such as event manager, speakers, venue manager, volunteers, entertainment and publicity.

Make a strategy of the event – To make a strategy event manager should consider every step carefully with attention to the detail. Do not be afraid to delegate duties and responsibilities to member of the team, for example marketing, suppliers, activities, drinks, food, entertainment, logistic, activities, presenters/speakers, publicity promotion, event’s calendar, media relation, registration, online registration, payment, tracing and many others.

Make a budget – Be aware of possibilities that may happen and reserve enough funds to cover them if necessary.

Make a timeline – Let the guests know about the timeline to avoid unpleasant behaviour, for example during the introductory speech of company's CEO, guests start dinner in the next room.

Marketing – Classify method of communication individually. Include social media and make sure date is announced in advance.

Evaluation process – How event manager measures success of the event? Does success depend on number of attendees, or amount of money raise for charity? By making a goal event manager considers evaluation process to gain success.

3.5.1 Styles of Planning

By the time different types of planning activities have been discovered and selected to the groups, with aim to select the command of precise needs and goals or planning methodology. The styles of planning according to Greg Damster and Dimitri Tassiopoulos:

Laissez faire – This includes stand-off approach to fix the problem through which planning process is initiated only in case that problem appears.

This style of planning may lead to philosophy if we do nothing the problem may pass away.

Interactive/Incremental – A problem is solving in a pieces, rather like one unit. Irregular planning activities are carried out.

Systematic – Responsive, prudent and rational planning mechanism applied in most activities fits into this planning mechanism.

The discipline and balance has prepared a number of steps that take place in order to achieve a plan which will meet the targets and vision that are specified as the desired output.

Comprehensive – This style of planning is designed to accomplish holistic plan that address every condition of the location which is being planned.

This planning mechanism predicts that event manager is able to make and analyse plan for all components of the environment, thereby being capable of producing complete plan. This mechanism is not effective as expected as comprehensively is limited according to data and ability at the time.

Integrated – In effort to gain interaction of an environment and integrated planning mechanism has been developed.

This style of planning developed the approach to achieve horizontal connection between project factors and to plan integration between sectors rather than independent sectorial explanation, which tends to be detached in nature.

3.5.2 Five Ws Questions

To see whether event is achievable and sustainable event planners may use five Ws questions. Questions are fundamental and obvious, established by clear enquiry. These are the questions that event managers should ask themselves before they start event planning. Providing useful complex on the process of making each step before an event starts. Event managers ask themselves:

Who – who is your crowd?

What - what sort of event?

Where – is this huge?

Why – what is the main thing, purpose?

How – what are the analysis?

Who

Who your audience and target group is? Who do you want to bring to the event? What target group? There can be wide variety of the events for example work camp, music bands festivals, down-town performance, company's events, kid's parties and many others. Make a decision of event format, place and buildings. This helps to determine plenty of things essential for an event.

Who is your sponsor? To make a good event it is necessary to have money from someone. An event manager approaches companies to find sponsors to obtain either money, presents or services.

Usually status of the events depends on donations. Another subject is volunteers, who will help with all duties necessary. Who event managers can rely on?

Growing a successful team is important part of the event management. Each member of the team has its special responsibility to focus on. Advisors provide good ideas of the event details based on experiences.

Huge events such as music band festivals require registration; it is always a big deal with lot of work with that. Many events need a number of volunteers and coordinators to help around,

otherwise events with thousands of visitors would not be able to take a place. To make decisions and manage all unpredictable situations covers the event director. Event documentarian captures all the information from the event, take photos, distribute them and place on social media.

Do little bit of documentarian do writing, make meetings, inform sponsors and pay them proper attention. Another planner focuses to audio and video or a/v, to record all the session. It is constantly good to have a designer to advice on logos and many associated things.

What

What is the purpose for the event? What are we selling? The purpose can be social and depends on type of the event. Educational may find out what is tomorrow's, what is the new training? Networking meetings are a way of gathering new business contacts and discover new technologies. The guests have a great fun and meet a new friend.

Another part of this question is whether food and drinks are served. It is crucial to adjust activities accordingly. What is the size and scope? There are events attended by thousand guests, but some small concert or small company event can be attended by twenty people.

Where

The hardest part of five Ws is venue. The venue is the key asset with the emphasis to the availability to the parking spaces, high street and public transport. Live concert promotion at the prestigious club can pay attention to the great time of the live concert for certain number of people, with the money rising as an extra preference of the participation.

Look for the benefits to promote area, availability of entertainmentt, efficiency to travel in country areas, opportunity to see panoramatic views, centralized activities, entertainment features, at the resorts possibility to the swimming pools, shopping and relaxing areas.

Try to find unique features about the location to interest those guests who would not otherwise attend the program itself. Consider costs for space, insurance, services and services charge. The huge deal is to diverse money raised for charity. Good idea may be to select the charity organisation or more of them to donate before an event.

Why

What is the main thing? Should someone come to the event? Event manager needs to think of the benefits of attending the event, that could convince attendees outside the routine and transfer those benefits into their most wanted vital and professional enthusiasm. Promotional material encourages guests to attend event.

There is stated time, place, name of the event, company's logo and kind words such as ' You are invited'. Promoter should answer the question that stands for why, in prior to the invitation.

Why should someone come to the event? Why should someone reserve time and spend money on the event? To answer the questions promoter determines reasons for the event itself in convincing terms.

How

When event managers organises the team he makes personal meetings which is pretty helpful in terms of choosing right people to get things done. Using project management tool to save documents, upload files, share information can save time. Also information technologies such as smart phones and computers are essential.

3.6 Types of Event Management and Code of ethic

Event management and event tourism require professional status. It is followed by growing industry, educational programs and professional associations. Along with this movement comes to the cognition that events have to be planned like a business.

There is a trend to make professional events full with staff ,sponsors and venues.

Business ethic can be described as principles of regulation inside of organization that applies to management, employees and their behaviour. A business code of ethic brings principles and support on which we can observe manager's decision making and behaviour on daily basis.

Most of event 's associations are in the process of making professional code of conduct that will bargain issues such as member – supplier and member – customer relationship.

To manage a professional event, it is beneficial to tolerate basic code of conduct. Event manager should show that he is not only professional, but also gentle and structured and unique experience for guests.

According to Holly Barker when planning an event all event managers should bear in mind couple of aspects, as follow: level of expertise, deliver continual consumer service and circumvent professional threats altogether.

Level of expertise – What guests never overlook from any event attended is the level of expertise the event staff delivers. Event managers should lead their team members through a list of do's and don't s in the planning procedure.

It helps to certify that everyone is on the same truck, when it comes to cooperating with sponsors, speakers, guests, or anyone else they might work with.

Event managers should have general sophisticated knowledge regarding any event. As the go-to individual, it's imperative to see everything from terms and numbers of site supervise, to third party merchants event manager could need, as a standby to support at the last minute. The most important thing an event manager should ensure is to keep calm, and stay level-headed. He can never know what may occur, so emphasize the code of expertise again and again, as an own event hymn.

Deliver continual consumer service – Event managers should also tolerate and bring to the place the code of empathy. Event-handed like any other job, client's service constantly drives long path in the awareness and hearts of receivers.

Event manager must be reasonable and express respect to all colleagues he works with on an event. The connections event manager forms from event to event, which will develop his personal growth in event planning profession.

Occasionally these relations transfer into other than just work colleagues, but may finish becoming good friends and family as they help on one another to assist achieve wonderful events.

Think not to take things too personally, and to not differentiate in contradiction of any concepts, worries or recommendations brought. Event manager should be honest to the ethics he works with to maintain event, and not go under persuasion. Everybody has suggestions when event planning starts, however event manager is obligated to stand up for his conviction.

Stay optimistic, accept and be appreciative to all members of the team, even if it is necessary to change ideas from time to time. Event managers compensate the team members when is necessary and show them that they care. Event manager should be answerable and warm-hearted at all times.

Circumvent professional threats – There are numerous areas that can create a risk for event manager. Some of these areas consist of receiving gifts when not suitable, showing a weak approach when overpowered, giving bad replies to colleagues, or taking away private information when not adequate. For event manager it is essential to discuss, listen and be professional at all times.

The last thing event manager wants is to be recognised as the planner who certainly does not retain his calm, or place a talker to the programme as of a bribe.

Event manager ensures that he analysis event ethics with team members and helps them to realize how to handle unethical performance. It is crucial to discover the right matches whom to do business with. Never place professional or individual life at risk no matter what the situation can be. Sustain highest protocol and practise at all times throughout an event. An example may be late night event where guests are getting together and socialize after a long day of conferences.

Event manager thinks of the situation as if he is still at work and does not get too private with guests – always uphold a great level of reliability in these circumstances.

Be the role model and example for team members that he wants his staff to judge his appearance with– reflects how he wants to be perceived as the organiser of an event at all times.

Event manager may establish only a couple of rules for codes of conduct for them and himself.

Generate a proposal of ethics and conduct and start by executing them on a regular basis in planning events. Manager is a leader and team members look at him, his style and routine in which he acts everywhere.

At all times stay professional, have a right approach and be polite to everyone. Take into consideration, it is not always about management – let others excel in duties and step away from the publicity from time to time, with aim to let others support where needed. [16]

3.7 Types of Events

Event management covers many methodologies and functions to produce best possible services to the clients, meet their expectations and make them happy. The process of observation, evaluation, planning and execution may vary in each occasion. Every single event is unique; some of them are glamorous and depend on clients' hopes, wants and theme.

Therefore individual approach is a must and saying what is applicable for one event should not be beneficial for other event is very important in terms of completing all targets at the event. We will mention main types of events as they vary in all aspects, according to Aicher, T. J. – et.al.

3.7.1 Mega Events

Mega events are usually the most difficult concept of event to execute. Due to fact that they are regularly international in nature, frequently involve decades of planning to apply and an effort to achieve the rights to make the event. Because of range and reflectivity of mega-events, they are usually simply distinguishable to the overall public.

Therefore, it is relevant event manager acknowledge all conditions to prevent destructing the brand. In accordance with the character of mega-events, there is often a bid procedure associated in keeping rights to prompt event.

Bidding for the rights to keep an event, contains competition towards other possible host countries or cities and representing possible plan for the event. As an example of the mega-event we can mention Olympics Games and the FIFA World Cup.

These events regularly have full-time staffs dedicated to something that appear once every 4 years. When metropolises getting ready for placing their bid to win the hosting of Olympic Games, their obligation is to address the following 18 themes:

National, regional, and applicant city appearances, legal phases, customs and immigration regulations, environmental safety and climatology, financial reflections, marketing, general sports concept, sports, Paralympic games proposal, medical and health services, security, accommodation, transportation, technology, communication and media services, olympism and culture and finally assurances.

The Olympics association broadcast which metropolis the Games will be taken in years in advance, which make sure those metropolises' planning groups have plenty of time to create unforgettable Olympic Games and emphasise on each of the 18 themes mentioned above in their bid.

3.7.2 Recurring Events

Recurring events occurs very often. They take place constantly that is why they are considered as the most accessible events. Because of accessibility of the events, the staffs are capable to realize all the things of implementing the events.

The advantage of recurring events is that event managers are aware of the quantity of the food, drinks for enterprise stand, the right number of workers and volunteer wanted, the volume of security, the scheduling of the event, and where the advertisement should be placed.

As an example of the recurring event we can mention football game at the village or Peace Marathon. Events may differ in size and the amount of planning.

3.7.3 Traveling Events

Travelling events occurs as a matter of usual practice but in other location every year. The different location brings a challenge to the event manager.

The organizations always changes. This disgusting cast presents a challenge for the organizing group. Nevertheless, the good thing is that since the event arises on a systematic basis the organisers are able to get in touch with the previous hosts site to classify what operated well for them, what they would organize differentially, and what, if any, challenged were existing at the event.

3.7.4 Ancillary Events

Ancillary events occur in combination with other type of event. These events may need as much planning as another category of event, but the biggest variance is they are matching with bigger events.

They can bring further income by the tickets and produce sale, other chance to sell or change the price of funding and occasions to include other target marketplaces.

3.7.5 Community Events

These events are small and typical for some geographic region. Although community events may not need the resources like travelling events, they still call for planning and foresight before they may be implemented.

There are local organizations that hold community to sporting events. At the event's planning process event manager sometimes has freedom to be more original or go for other things as it is not happening on a large balance. [18]

3.8 Event Marketing

“Historians and archaeologists will discover that the advertisements of our time are the richest and most faithful reflections that any society ever made of its entire range of activities. “[9]

Event marketing is a strategy that promotes and implicates face-to-face connection between corporations and their consumers at superior events such as performances, fairs, and sporting events. Trademarks practise event marketing industry (like shows, competitions, or parties) impact costumers through straight hand-to-hand selection or collaborative shows.

A successful event marketing shows offers significance to guests beyond evidence about a product or service. A reduced price of the tickets, free sample, charity arrangement, or enjoyable event will make guests feel like they are getting a benefit and not only appearing a live-action commercial. In distinction to traditional promotion, which influence thousands of consumers with the same universal television, radio or billboard memo, event marketing approach specific group of people? The important thing of event marketing is to show attendees that event brings amazing experiences and impress them.

The key to point on actual event marketing process is to recognize the target spectators properly and create an experience that stays in participants' memories. By discovering an opportunity to interact with the correct group of people – present customers and potential customers – a company can make influence and relationship.

The great, original events create connections that not only reflect completely on the trademark at the time, but produce a memory long after the event is over.

When a business is doable to find and identify their target audience, find a path to communicate directly to the costumers.

Event manager should be able to set appropriate marketing tools in order to deliver aims in time and according to agreed costs. For example, when company do a business on a sporting products field, this company might be able to do market at a sporting event. Additionally, if a company sells technology goods, they can organize a convention event where they promote the latest and greatest technologies.

Therefore, it is not illegal for any company to provide a product as a sample for promotion purposes. We can say that here is no restriction even for pharmaceutical companies or doctor offices for products aren't able to be considered as samples. For example, a company that manufactures a medication for high blood pressure could set up a machine that takes blood pressure readings next to a booth supplying literature on their drug. Event marketing is a progressive tool, and cannot be considered for places of traditional or community marketing, but should be built to both.

If a brand's national commercials feature a well-known mascot, for example, that mascot could make an appearance at an event and pose for photos with attendees.

Event marketing stands for marketing done based on the usage of events. In event marketing, events include communication promotion or branding strategy. Sometimes events are organised a long time in advance.

3.8.1 Event Marketing Strategy

Similar to many definitions in business, strategy is a military term regarding the nature of resources as to store upon the opponent, the location, time, and circumstances for fighting preferred by individual. Considered accurately, this recommends that the management of organized events is kind of front line. In as much as competition exists, competing events may be visible as being hostility to one another. Event markets are flatteringly competitive.

“Using an event as a strategic marketing tool involves planning a unique event or series of events for one or more target groups where people come together, either physically or virtually, at the incitation and imitation of a company/business, government body or non-profit organization.

The client wishes to achieve an emotional added value by means of an experience, to support a predefined objective (communicative or otherwise) that has to be achieved among one or more of the target groups identified. “[9]

A strategy is simple, a transparent and reasonable thing. The option on how to achieve strategic goals is only up to event manager. Although strategy can be a simple, its execution will be typically a complex by nature. For instance, NASA came with a strategy to place men on the moon. It looks like incredible and simple strategy, but it was complicated to enact and execute.

Strategic event marketing is about endeavouring to create a precise conclusion and organizing resources where they are most desired, in the manner most likely to generate positive impressions in event's attendees. Furthermore it is about making these steps better than competition.

The strategy of event management is a task that creating an importance by stimulating, enabling and completing customers' needs.

It happening by construction of the brands, developing innovations, making relationships, doing excellent customer service and communicating benefits. [9]

3.8.2 The Six Ps in Event Marketing

The six Ps consider that company will be customer and research oriented. On that basis company will build a tool kit that basically indicates a limited number of both areas, that event manager will try to make a most positive impression and achieve the best outcomes.

The six Ps provide to every enterprise amazing information how to decide, how to focus on a customer and drive a research markets.

Also it provides the most accurate data that a market will essentially manipulate to create the most positive impression to targeted audience which leads to the most advantageous outcomes.

We provide six Ps to make a successful strategy. It includes product, price, place, promotion, process and people.

Picture 2 The six Ps of Event Management



Source: Own processing

3.8.3 Product

Stands for what it is that you giving? Dominant to this question is the idea of the lengthened product, which is to say accumulation of tangible and intangible forms of the events. What is event really?

Have a look beyond the exact aspects and consider the product in fact what it means to people? Typical marketing philosophy has a brand as presence collection groups of beliefs in the minds of the customers.

How perfect, when we contemplate the nature of experience. The product of the event can be examined on what is on offer, but for customer the product of the event is comparable via thoughts and emotions. The message of the event is the expansion of the offering, and this is what customer purchase into.

It is well-known within the belief of event management that we are in the business of experience and conversion.

What source of experience are we offering and who will be converting from what into what? Event involves many things all together at the same time, and all of them can be adapted by marketer to accomplish sympathy with the desires and wants of guests.

Music events guests may want to see precise things, as well as they want to use toilet, and get kind of excitement, as they may express. Atmosphere is just a component of event product and organisation.

Available online ticket to be purchased and printed at home is a part of product. Also the website is a part of the product too. Event manager needs to be aware of what the event covers and, what is completed of, all pieces of the puzzle.

The good way to consider that every single part of the event symbolize a form of experience, and have liability of controlling that experience and being as much transformational as possible.

3.8.4 Price

Stands for how much money we are asking from customer and how is it costing customers to be charged. The cleverest thing on how to set pricing is to think about covering costs. The price of the event shows the effort of the event manager and all team members and volunteers. Therefore all activities are related to one of the most important thing of event manager

when planning a money complex, as covering costs can establish an obstacle to competitiveness.

Hence there can be differences between the price form an event manager want to accomplish and the real plan on what is possible to cover the costs. Event manager is accountable to examine the costs related to running an event in the direction, to be able to affect its management.

There is an inside observation essential to strategic event management, just in case that too little is given to the costs of running an event it can be underfunded and missing the important elements. In case that event is overfunded, it can have everything necessary to deliver, but the price is exceeding market expectations, but price inflexible events may appear to be at present.

The need of the revenue is another aspect of the event influence upon level of the price.

The client can borrow funds for the event from friends, bank and being required to achieve uncompetitive prices at the event to pay all costs and interests needed.

The event can be family owned, with no or small level of profit expected, and that is why event manager has flexibility in terms of the profit wanted, and afterwards money spent.

The event can be paid by investor whose return-on-investments demand limit makes a money strategy.

The event can be organised by public company and have essential needs of profit growth that may highlight pricing level.

There may be market strength at the activities that force skill to set price limits. Markets has enormous influence on making price list within them, as there are set price varieties for all types of events that will have turn into expectation by costumer.

To what range are event pricing selections limited by market? What category is the event, in which operates event manager, is held? Are we going to use pricing for as a mean of influencing request?

The event manager can indicate upon the location of the event the category and money spent on it. In occasion that price is incompatible with overall product pricing; customer would not have a positive feeling about it. Volatile pricing is present in numerous business strategies such as hotels, traveling and gastronomy. This may fortify by the spreading of the internet as global form of tourism and business. There is a big differentiation in prices of hotels, flight ticket and so on. The prices may vary from customer to customer; it depends on

the time, place of purchase and many other factors. Event manager may look at the implementing variable pricing organisation in planning of the event using online mechanism in mixture with price differentials.

3.8.5 Place

The factors are fixed to the concept of product for many events. The profit is similar to the concept of the packaging for supermarket brand. Where aspects signify useful an overall details regarding the influence of the location upon event show.

There are some aspects to be considered in advance. Find the reasons why an event should take place at selected venue. There could be a stress on the fact, that event may take a place at the wrong location. Problems with the price may occur very often.

Event managers know that it can be great to make an event in an accurate place, however from time to time they cannot afford it. Therefore event managers have to compromise and of course, there is an issue of availability.

The locations that are selected to make an events, and have evidence that are very good and professional in its management and operations are booked months in advance, according to their reputation. If the time is restricted event manager will try to find a venue that is available, no matter that it is not that perfect.

An event space may add a positive way to the show. The location of an event influence some way of the mind-set, and if an event is targeting to make specific emotions or wanted behaviours, it can be a powerful factor not to be ignored.

Event managers try to deliver most valuable surrounding. Even if what is proceeding in the venue is great, opinion will be made through location influence.

3.8.6 Promotion

Specialize to those activities that brings event to the attentions of the potential attendees. Event manager should affect all aspects of the event he is responsible for, and should be making strategic role in its running. Event manager shapes an event to fulfil client's needs. Event manager establish promotional actions.

The marketing communication emphasis on all actions performs communication about an event. Advertisement has been changed over the years with arrival of modern technologies.

While media was a manufacturer selling time and space and while stays so it has been activated to change something else. A media is only a factor that through something passes. If that something is facts about an event, then normal media stays influential and status-bestowing means of communication.

Provided that event manager uses internet as source of communication, he is applying specific activities to reach people in order to make attendance.

Internet marketing makes openings to promote and perform public relations.

Public relations usually include using the media, as opposite to purchase place for advertising from media. It is sufficient, to consider internet as binging advertisement and public relations, because it supplies a conjunction of paid advertisement such as Facebook and web chances provided by Facebook users.

In fact, what is the benefit of internet, Facebook and Twitter in event marketing? Advertisement will light up an event and let people know what event manager does. Advertisement is helpful in advocacy of thought, meanings, information and amusement. Potential guests of events want to know what the event will do for them, personally or socially, and strive for good emotions. With numerous of media to select from, and available creativity, inventiveness and persuasion, it is obvious that advertisement could be very strong and influential instrument, if it is made professionally. It is normal to believe that event manager will communicate only by expressing words rather than cautiously choosing what to say for maximum effect.

How event manager is able to express when advertising is working for him?

The first part is awareness of what event manager would like to achieve. Advertising will have an explicit role in marketing any exact event. It may be considered as strategically aimed communication. Guests are not submissive receivers of messages from event managers who want to sell their events. Nowadays in the world of modern technologies, costumers have that power to choose what event to take a part at. Strategy of advertisement creates attention, which pointing out into the importance, desire and action, are today negotiate by the idea that costumers do conditions with advertising rather than advertising doing conditions to them.

At majority of advertising event will notify customers of something, guests might want to become involved with, but it is not the advertising itself that will make up their awareness.

Advertising delivers us with repertoire of potential request that other things (for example watching the world around us) decrease to exact demand.

Customers very hardly make straight actions upon watching an advertisement. It is crucial to marketer that something of their message stays in the customer's mind.

Event manager takes into consideration customer acquisition and customer retention when planning an event. What is the advertising for? Is it one thing or another?

These are factors that have an impact on advertising goals. Attentiveness of event advertising is the extension to which it has taken customer attention. This can be hard to achieve in crowded media. As more events are reachable more are advertised.

Event manager should not be worried in keeping that their advertising covers aspects that they are confident and will manage to catch attention. Event manager knows customer base and will have inspected characteristics of potential customer and are in the great status to find out what meanings will gain their attention.

It is the function of creative executioners of advertisement to deliver these meanings into copy and pictures, but input by the event manager is important in creating the meanings in the first place.

Advertising aims to bring customers with information about an event. Possible customer could be unwilling to gain this information, as we filter out that which we feel we do not need.

Present customers are more likely to absorb information situated in event advertising, as they have already been involved. We can mention two explanations of advertising information.

Actual information is realistic – the place and time of the event, the price of the event, what is the benefit for attendees, the headline features, and the web site to purchase a ticket or book getting booking information. Majority of event advertising seen, tend to point out upon this specific explanation of information.

Pseudo information – is recognizable by picture or image.

This is every bit as crucial, as the customer is absorbing the picture the event will offer upon him or her, and afterwards in the picture generated by the advertisement. In case that attendance at prestigious company conference gives certain gravitas, the imagery in the advertisement would bounce this by use of graphic, design, typography and pictures. Some guests at the event are known as countercultural, that is why event manager should offer suitable right cues in advertisement.

This is famous as pseudo information because it does not define an event rather than feelings and experiences.

The modern media channels and publications signify a dominant means of obtaining good news about an event out into the globe.

Effective PR includes study of audience, readership profile. In precisely the same way that marketing takes into consideration target markets, PR considers of audience profiles. Who do we want to achieve?

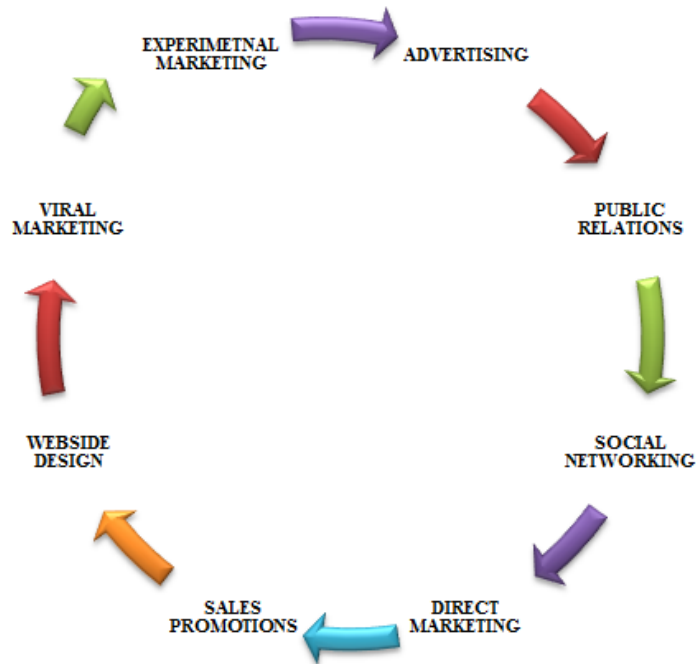
To what extend will media achieve them? Stories of the public relations are always pushed into the media through press release. This is an opportunity for event managers to obtain some attention.

In event marketing there are many activities to be recognized for use in promotional campaign, among them posters, mailing inserts, speeches, postcards, letters, brochures, radio and television, street demonstrations, public service notice, e-mail, e-commerce, bus signets and press kits.

The type of the marketing promotions would be chosen on the basis on how event manager define the event. In adding, the price budgeted to fund the effort will support event manager in creating the decision.

Since the great range the promotional tools would be desirable for event managers, it is crucial to decide which of these tools will be the most cost-effective and make the biggest return on expenditure.

Picture 3 Promotional mix of the Event Management



Source: Own processing

3.8.7 Process

It covers the method of booking and using an event. As most events have internet website the quality and professionalism of the web page is very important in terms of attracting the attendees. If the web page is shiny, premeditated and fresh customer has a good impression not only from the website but from the event itself. If website is dumb and monotonous what potential customer what is he going to thing about event?

Possibly more than advertising, the web page is a chance to show the mechanisms and standards of the event and it can be as creative as event manager makes it.

3.8.8 People

It is applicable for all those who have direct contact with attendees. It is hard to think of anything that affects the impression of experiences more fabulously than the people they meet. As event manager is about customer approaching and usage, agreed the costs of engaging new business, it makes sense to hold as many customers as possible.

The preferable staffs are those who have been trained to recognize what is essential at work in the eyes of customers. Individual pays attention to individual, are willing to be helped or

hindered by others, and are focused to make opinions about an event by the people they encounter.

There is something important to mention about the people factor. The guests communicate about event and they are very powerful and profound conjunction as to what is on offer, so event manager must ensure that promotion and marketing attract the kind of people he wants to be there. Obviously this applies to mega event as well as small community events with an exact flavour or appeal. [9]

3.9 Event Sponsorship

In recent years, there has been significant growth in expenditure on sponsorships, a reflection of the ever-present need for differentiation in increasingly competitive markets. Sponsorship involves investment in an event in order to provide the sponsor with the exposure the benefits of the event.

Even all projects imagine as brands in themselves, and it is this image that sponsors seek to capitalize upon. If an event marketer is to successfully attract sponsors in a competitive market, he or she must be aware of the image factors that his or her event possesses in order to be able to sell that image to potential sponsors.

Moreover, the event marketer needs to be aware of the multiple users to which an event can be put for a sponsoring organization, an aspect of sponsorship that will be discussed in the following section on event practicalities.

To sponsor something could be to add funds to an event, activity, person or it could be also via through the provision of products or services.

A person or institutions who might be a sponsor into many ways but in general outputs from sponsor activity are beneficial to an event outputs.

Sponsorship of events in certain situation could be especially very effective as a marketing tool because it might access a wide range of audience such as decision makers in particular business, international entities, and of course end-users.

We can say that sponsorship might be beneficial in both ways for a requestor and donor, especially corporations that do a business globally because sponsorship do not have any restrictions not even for cultural and language barrier.

The global world and growing number of marketers tend to believe that corporate sponsorship provides more benefits than other methods as far as it provides opportunities to get customer reaction to product immediately.

Especially events allow business owners or executives get direct or straight customer response, while they give customers the opportunity to try out the products of a company first hand. In comparison, marketing tools or methods for example how to identify and engage focus groups are usually costly and might not be very accurate, meaning that it might not hit the right kind of people, while market surveys of questionnaires usually do not provide customer opportunity to try out products.

Also the global media are able to emphasize or raise visibility due to positive publicity approach is another reason corporate sponsorship of events – especially those which can attract large audiences like popular sports events – become very useful and at some point very cheap marketing tool (considering how big audience is able to attract). Every sponsor looks for the widest and the most possible exposure in both ways which are print and electronic.

Companies believe that publicity increases the visibility of their products and services. If we would like to describe sponsorship we need to describe also the work of media that cover the event which usually include the names, and event pictures, of the sponsors. This kind of mass coverage by the media that the sponsor gets is usually unaffordable, if the company were to purchase it.

Therefore, in order to maximize the impact, the company sponsoring the event should augment the media coverage the organizers arrange. In fact, sponsorship often can generate media coverage which may not have been otherwise available.

Organizations that aim to improve their market position intend for the events they sponsor to enhance their image and reputation. The event marketer must therefore prepare materials and presentations that make clear the meaning and perceptions that are associated with the event, as it is at that level that potential sponsors will consider whether to become financially associated with the event. It is not so much the content of an event that is of interest to potential sponsors but what these contents represent in the minds of consumers. Take a medium – sized sporting event, for instance, such as a state level soccer competition for teenagers. The event is wholesome and is associated with sports, families, responsibility, and the good life.

Think what that represents for parents. It is emotional for them, tied up in their parental concerns, their aspirations, and even their dreams, perhaps tinged with a flavour of their disappointments and regrets. That is what the soccer event represents.

These emotional components of the event are what are what are on offer to sponsors, and if sold on that basis they will find a match with organizations and brands that would like to tap into these associations and emotions.

By understanding the buying patterns that are linked to these associations and emotions the event marketer is poised to target the most appropriate sponsors and latch on to their mind set in a manner more immediately vivid than that on offer by competitors.

Event marketers are therefore responsible for the marketing of events to sponsors in such a way as to correspond with their needs, a concept that permeates all marketing thinking.

3.10 Effective Financial Management of the Event Business

The event budget is a conjecture of the income and outcome that the event will spend according to plans and information collected. The phase of budget preparation for an event is essential for every event management or team. It is certainly important that Event financial directors (for bigger organization) are able to provide as most accurate data as possible. It is the time when it is deciding whether the event will result in a profit, a loss or break – even. This might be achieved by Event financial director (Event project manager) experiences or by identifying and costing all expected expenditures and by totalling all expected income (which at this phase is more than rough).

If we have those rough expenditures and revenues, we can apply comparing methods. The outputs from that analysis will show us a forecast the financial outcome of the event.

Planning stage of event organizing belong to the most important phases of whole event management package therefore the predication of financial outcomes of the event MUST take place very early. It makes no sense on setting dates, booking place, preparing plans until we do not try to determine whether the event is financial sustainable.

3.10.1 Financial Controlling of the Event

If we have first draft version of the event budget, there have to be someone from event organization needs to run it for control of the event finances. If that phase of controlling is

underestimated, the event management might be running the event into severe financial difficulty and even bankruptcy.

Therefore, here is only Event director or decision making person from organization to grant “green lights” for a budget. We do not need to say that double check might be very wisely. Frankly speaking, this stage of budgeting also allows the decision-making person to calculate how much revenue is needed to arrange the event within planned level of expenditure. The arrangements of an event budget are the earliest tasks to be taken in the event management processes. Although, we have to expect that here are going to be numerous changes and refinements to the budget during the whole life-cycle of project. Frankly, at this stage, only God knows...

We need understand that it is not possible to know every part of cost part of table, nor is it possible to know whether efforts we put to find sponsorship will lead us to successful end. For many event management teams, the most accurate event budgets, is a key to success. In order to predict budget at this earliest stage we need to know event budgeting directions. Regardless the budget needs to take time to develop; there are some basic directions which are usually used by event management team.

Budget needs to avoid making a loss – the most likely; if an event is driven according to the existing plan we cannot calculate with losses.

Also, if during event developing some unpredictable occurrences will pop up we need to adapt with them and stick plans (if not too late) which take us back on a way to get at least break-even.

Be accurate about event revenues – very often project team is so enthusiastic and sees situation so optimistic about the amount of sponsorship to be gained or number of spectators to be attended our event. Therefore, event team needs to try to be as most honest and realistic as possible in order to avoid financial loss as an effect of staging an event.

Always count with a loophole – that should be determined by thinking what might go wrong with an event.

The event team needs to always predict a critical path and be ready for an activity to eliminate negative impacts to event and company. But of course, that is possible only for well experienced event managers. [17]

Typical event costs will depend on the scale and event type. The most often costs and revenues are described in the following tables.

Table 1 Event costs

Travel and Accommodation	Costs associated with officials needed to run the event may have to be borne by the event organisers. Event participants are generally responsible for their own travel and accommodation costs. In minor or local events travel and accommodation costs are unlikely.
Trophies, Awards	The cost of medals, trophies and other awards requires detailed knowledge about the number of competitors, the categories of divisions of the competition and the format of the competition.
Salaries	Cost of salaries directly attributable to the event e.g. event manager, event staff
Telephones	The cost of telephones can only be directly attributed to the event, if the phone is dedicated to a person who works on the event full-time. Otherwise the phone(s) would be treated as an indirect cost.
Stationery	Special event stationery may be printed
Medical Fees	Events require persons with at least First Aid training to be in attendance. Larger events may also warrant the employment of a doctor and physiotherapists.
Venue Hire	A critically important aspect of the budget. Information about the probable cost of the venue needs to be obtained as early as possible. Beware that there some hidden costs such as security and supervision costs, and heating and lighting costs.
Insurance	Additional insurance can be taken out to cover risks of injury and/or financial losses associated with events.
Printing	Event programmes, posters, fliers and other promotional documents may need to be printed - especially where quality and colour is required.
Promotion	Expenditure on promotion may be considerable where a significant proportion of the event revenue is likely to be earned through spectators. Promotion covers items such as advertising, giveaways, costs associated with promotional events and <u>sponsors' signage</u> .
Equipment Hire	Includes equipment directly used by participants in the event and also any equipment used by the event management staff including sound systems, computers, mobile phones, two way radios, etc.
Transport	Includes costs of transporting equipment and hire of buses.
Volunteers	Event volunteers will likely need training and some costs may be incurred in this regard. Other volunteer costs might include food and clothing.

Source: www.leoisaac.com

Table 2 Event revenue

Government Grants	Government grants to assist with the running of events are not easy to obtain. To be successful, applicant organisations need to demonstrate that the event has strategic regional importance. For example it may increase overseas tourists to the region.
Sponsorship	Despite the prevalence of event sponsorship in the sport and recreation marketplace is increasing, many organisations have great difficulty in achieving a significant amount of sponsorship. Competition between sport and recreation organisations for sponsorship is intense. Organisations need to be very professional in their approach to sponsorship and to be able to offer sponsoring companies outstanding value in promotional services. Event Directors need to exercise some realism and caution in relying to heavily on sponsorship.
Merchandising Sales	The term merchandising applies to the sale of a range of products that may be strongly identified with the event or the organisation hosting the event. A common example of merchandising is the production and sale of T-shirts, polo shirts, caps and other forms of clothing that are screen printed or embroidered with a design or trademark of the event. Participants tend to purchase such articles for their commemorative value. Other typical forms of merchandise include glassware, pens, dish cloths, drink bottles and badges. Merchandising may be a form of income suitable for events that have larger numbers of either players or participants.
Participant Fees	The charging of fees to participate in the event is perhaps the most common form of event revenue. Sport and recreation events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees. These "basics" include the hire of the venue, provision of appropriate equipment and the administration of the event. Sponsorship and government funding, if it can be achieved, allows the organisation of the event to go beyond the basics. The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be cancelled.
Raffles	It is common to find that recreation organisations employ "on-the-day" fundraising strategies. The most common example is the raffle and a small amount of income can be achieved this way. Whereas it is difficult to achieve cash sponsorships, it is easier to obtain goods from sponsors which can be raffled. Event Directors should identify and research legislation in their own state/nation that pertains to raffles and other similar forms of fundraising. Raffles are often regulated by governments because of the potential for fraud and misrepresentation.
Spectator Fees	In some cases, events are sufficiently popular and entertaining to attract paying spectators. However it can be difficult to obtain money from spectators in circumstances where there no restriction of access (for example an outdoor event with no perimeter fence). If this is the case it may be better to make off-street parking for a fee.

Source: www.leoisaac.com

4 Practical Part

The analytical part of this diploma thesis is focused on detailed description of a chosen event, specifically the twenty years' anniversary concert of Czech Music band Wohnout that took a place in Prague in November 2016. The author quotes examples from his own experience and observations as an external member of the organisation team as well as examples from other people who have extensive experience in the music industry, specifically the band's manager who was the main organiser of the event.

The final evaluation of the event was based on a direct interview with the manager of music Band Wohnout, who was also the main organiser of the event. The interview was conducted the next day after the event was held in order to capture the most recent impressions and information. Furthermore, a short questionnaire survey was distributed among the visitors in order to evaluate the overall satisfaction of the audience. Evaluation of the event is primarily based on output of the interview with the band manager and visitor survey analysis.

The final evaluation and author's improvement suggestions will be taken into consideration when planning the next year's event.

4.1 About Music Band Wohnout

Music band Wohnout is usually one of the main headliners at most of Czech and Slovak summer music festivals. They are well known in all music clubs around Czech Republic and Slovakia for their engaging live performances. In the year of 1998 Wohnout performed as a supporting act of the famous band Zluty Pes which was indeed one of the most defining moments of their music career. The band has signed a contract with music label Sony Music/Bonton in the same year. Moreover, the band also supported a famous American punk-rock act called The Offspring. Their first album called Cundalla was released one year later and the band chose for their album launch party a famous Prague club called Rock Café. The launch party was followed by their historically first official tour.

Ever since then, even though the band never received a big support of the TV and radio stations, the band was appearing at events such Rock for People or Sazavafest and established its position as one of the few truly original rock groupings in the country. Interest in the band was growing and shows in Prague Futurum or Akropolis were regularly sold out. This was also achieved thanks to release of their third album - Pedro Returns (2002) with hits like Oh, gramophone or Solo for Moor. Another important milestone of the band's history was the year of 2004 when they played as a supporting act of at that time very famous

Lucie Kollerband. The concert took a place in legendary palace Lucerna with more than 2,000 visitors.

Nowadays, Wohnout is one of the Czech leading bands, having a big influence on current rock music trends. Their untraditional conception and experiments, also originality of songs are inspiration not only for their fans, but also for Czech music community.

4.1.1 Bibliography

This rock music band was founded in Prague in the year of 1996 by four members – brothers Jan and Matej Homola – vocals and guitar, Jiri Zemanek – bass guitarist and finally Fenek Steiner – drums. Initially playing punk-rock and having a skateboarder-fan-base, Wohnout developed into a multi-style band, a live spectacle playing at sold-out venues. Wohnout has developed a wide fan base throughout the 20 years of their existence. Nowadays the band has over 100,000 followers on Facebook and their most successful music video has over 17 million views on popular video sharing social network - Youtube. Witty lyrics with much allegory are typical for Wohnout.

The band was awarded several times in Zebrik music awards, which is a poll based on the votes of listeners. They received some prestigious awards like band of the year, Video of the Year or Album of the Year.

Wohnout is undoubtedly one of the most famous Czech rock music bands. They are well known for their original and untraditional guitar sound, experiments and their entertaining and lively stage performances. Wohnout released during twenty years of the band's existence 11 music albums and one DVD. The last music album – Laskonky a kremrole was released in the year of 2014. One of the band's biggest achievements is receiving a prestigious gold record award for their album Polib si dedu (over 10,000 sold copies). This award is presented to artists by their own record companies to publicize their sales achievements.

Full Discography:

- Cundalla (1999)
- Zlý noty na večeri (2000)
- Pedro se vrací (2002)
- Rande s panem Bendou (2004)
- Nevydáno (2005)
- Polib si dědu (2006)
- Živáček (2008)

- DVD Ahoj dědo, aneb co čekáte, nás zatím nečeká (2008)
- Karton veverek (2009)
- Plejlist – Best Of (2010)
- Našim klientům (2011)
- Laskonky a Kremrole (2014)

4.1.2 “Sweet 20” Tour

The year of 2016 is undoubtedly an important year for Wohnout, as the band is celebrating their twenty years’ anniversary. On this special occasion the band decided to prepare a tour called “Sweet 20” full of special guests and surprises.

The first concert of the spring part of “Sweet 20” tour was held in March 2016 and was followed by 12 more concerts that took place in music clubs located in different cities all over the country. The open space festival season usually starts at the beginning of May and lasts until late September. This is a period when music bands usually do not organise their own concerts, however this is the time when bands have the opportunity to play in front of a huge audience at numerous summer festivals being held every summer in different corners of the country. Wohnout is one of the most traditional headliners at majority of these popular events like Sazavafest, Rock for People, Ceske Hrady and many more.

The autumn part of their anniversary tour started in November 2016 and presents twelve concerts during which the band will visit several regions of the country in order to satisfy as many listeners as possible. The main highlight of the tour was the twenty years’ anniversary concert that took a place in Prague – Holesovice in Mala Sportovni Hala (Incheba Arena) on 16th November 2016. The full list of all “Sweet 20” autumn tour concerts can be seen on the Picture 4 below.

Picture 4 Sweet 20 tour



Source: official Facebook fan page of Wohnout

The band prepared a special playlist, which is in fact the longest playlist in the history of the band, lasting for over two hours and loaded with some songs that the band hasn't played in many years.

Moreover, to enhance the listeners' experience the band decided to add their own lighting system and sound system on board. The usual practice is that the music clubs where the concert is held are to provide with all necessary equipment however this sometimes does not meet the standards that the band would imagine the equipment should have. As the band's manager says: "Having a high-quality sound system is 50% of success when organising a music event."

Another innovation introduced on the occasion of this big anniversary tour is related to the scenography of the music stage. In the background of the stage as well as on its sides there were big luminous models of the letter "W" installed. This letter has always represented the band's logo which has gone through different stages of development throughout the years. The scenography of the stage is displayed on the Picture 5.

Picture 5 Scenography



Source: official Facebook fan page of Wohnout

“Sweet 20” tour is also slightly different from the previous tours in the terms of how catering is arranged. The band made a special arrangement with all music venues allowing the band to run their own bar stands. The profit generated by their catering stands is used to partially cover the expenses of touring with their own lighting and sound systems.

Furthermore, to celebrate their anniversary Wohnout also published a book called Sweet 20. The book covers the whole bibliography of the band, describing their whole story from the very beginnings to sold out venues. The publication outlines the most influential moments, songs and people who had an important impact on the band’s evolution.

4.1.2.1 Official Partners of the tour

Touring is expensive business and therefore musicians frequently turn to tour sponsors and concert sponsorship opportunities to help them cover the expenses. Competition is, of course, intense, and sponsors will of course want something in return for their cash or products. The big advantage of “Sweet 20” tour is that it covers most of the country’s regions and thus sponsors can benefit from having their branding seen all around the country.

- **Tullamore Dew**

For this tour Wohnout chose as their main partner for spirit drinks an alcoholic beverage company - Tullamore Dew, who are accompanying the band throughout the whole tour with their own bar stands. Tullamore Dew provides their own stands as well as hostesses and bar staff. The band on the other covers all expenses related to purchasing the goods. The profit generated by selling the beverages belongs to the band. In return the partner has a unique chance to promote the brand at the gigs. Apart from that the partner also finances the supporting band which is Circus Problem.

- **Plzensky Prazdroj**

The exclusive beer partner of the tour was Plzensky Prazdroj. Apart from providing financial means to the band, the company sponsors the band by providing free beer. Just like Tullamore Dew, Prazdroj also runs their own bar stands on the tour.

- **Buxton**

Buxton is a brand producing headphones and has been sponsoring the band for several years. On the top of the financial sponsoring the company also provides free products from their portfolio to the band.

The main media partners of the tour were magazine Denik which offered to Wohnout advertisement at discounted rate and Beat Radio.

Benefits for the sponsors in this case include the opportunity to promote the company to the sponsored band's audience; an advertisement or mention in official programs, social networks, newsletters or press releases; or signage or logos on promotional materials and placing banners with their logos inside the music venues. On the top of that the sponsors also get free tickets for their family and friends for any of the band's concerts. In case of Buxton the band presents some unique benefits for the sponsor like placing and selling their products together with the band's merchandising and placing their logo on the drum kit of the band.

4.2 Annual Concert in Prague

It has already become a tradition that every year towards the end of the tour the band holds a concert in the capital city. Prague was chosen due to the fact that it is the band's hometown and also because it has the biggest population and is considered to be the country's cultural centre. However, Prague's autumn concert was usually held in smaller clubs with estimated capacity of 1,000 – 2,000 visitors. Therefore, this year's edition was the biggest concert in the band's history so far and was a real challenge to all members of the event project team.

4.3 Deciding the Date

Determining the date was indeed one of the most crucial decisions to be made prior the preparation phase could be launched. It has already become a tradition that Wohnout organise the main concert of the tour during the months of October or November.

This is the best period since in summer the band is very busy performing at open space music festivals. The festivals season usually lasts until the end of September. The summer festivals

season is usually followed by a short break of several weeks during which the band is preparing for their autumn tour.

This year's Prague concert was much more challenging than the previous editions. Last year the band organised their Prague concert in a venue with capacity of 1,200 people. Due to a high demand of tickets in pre-sale they decided to add one more concert and as a result they played two gigs in Prague Retro Music Hall. More than 2,000 people came to see the band and this was followed by very positive media feedback.

Thanks to last year's success the management decided to take a risk and together with the band they agreed on organising the anniversary concert in a venue with much higher capacity.

The date of 16th November was chosen for several reasons:

- 17th of November is a bank holiday in The Czech Republic, therefore this date is more likely to be convenient to a wider range of visitors
- the previous experience has shown that it is not very suitable to organise this type of events on Fridays or Saturdays as many potential visitors might travel out of town for a weekend
- the event manager made a research focused on the band's competition (bands with similar popularity volume and target audience) – this was important in order to make sure that these bands won't have any overlapping concerts or concerts held in the same week. This was very important decision making factor as this could have a very negative impact on the attendance of the event.

4.4 Aim of the Event

Over the past years, the Prague concerts have developed into a major event of the whole tour bringing thousands of listeners together. The event team was aware of the fact that Prague concert organised for such a mass audience presents unique promotional opportunities not only for the band, but also for their sponsors and partners.

Just like every music artist, the main aim of the band was to sell out the venue and fill the entire capacity. Due to the high event organisation costs it is also important that the gig generates high profits that would cover all invested financial means so the band does not end up in loss.

Wohnout is well known for their audience engaging performances which was one of the main goals of the event – to provide their listeners with unforgettable live music experience

that would evoke emotions in the audience and thus encourage the visitors to tweet, capture photos and videos, but also share opinions of the concert with their Facebook or Whatsapp friends and engage in many other activities that involve some form of technology, app or social media site. Viral music promotion is one of the most cost effective ways of gaining publicity.

Another objective of the event was to involve a wide range of media from press, online and TV industries. Therefore, the management invited a large number of journalists from press and online media as well as TV. The intention was to get different types of media publish reviews and reportages about the concert, which is an effective way of gaining publicity.

Last but not least, Wohnout's aim was to bring forward some young talented music bands. Performing alongside such a well-known and established music band is a great opportunity for these bands to attract a wider audience and possibly gain more popularity and build up a new fan base.

4.5 Target Group

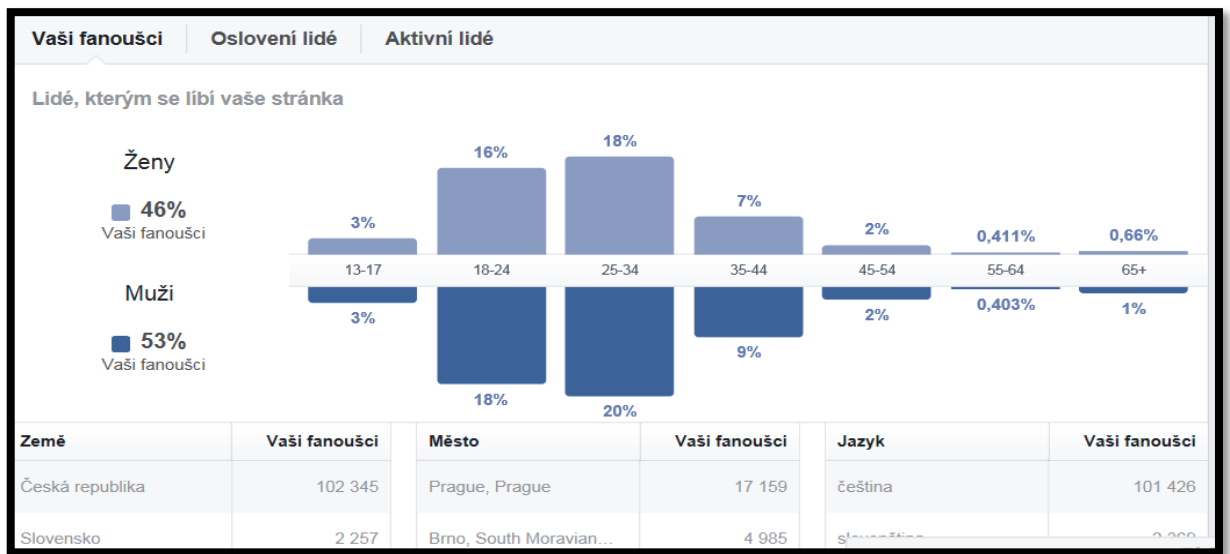
Wohnout has built a wide fan base throughout the twenty years of their existence.

As you can see on the Graph no.1 analysing the insights about Wohnout's Facebook audience, the vast majority of the followers come from the Czech Republic. However, we can also see that over 2,000 of the followers come from Slovakia.

Based on the below shown analysis we can say that the main target group of the band is embodied by listeners of the age of 18 -34.

The band's fan base is characterised by its stability. Unlike many other Czech contemporary music bands, the fluctuation of their fan base is very low and many of their fans have been listening to their music since their youth years – which is reflected in the age range of the Facebook followers. As we can see on the graph no. 1 below, highest percentage is represented by listeners who are of the age 25 – 34. The proportion of men and women is very close, which is an interesting fact given that Wohnout is formed of 4 male band members. Based on the age range of the listeners, the manager can approach certain partners in order to receive financial support or media promotion.

Graph 1 Facebook followers' analytics



Source: official Facebook fan page – insights

4.6 Venue Selection

Deciding on the location and venue of the concert is one of the first steps that have to be done prior the planning phase can start. The location of the venue was one of determining factors – it had to be easily accessible by public transportation from the city center.

There are several factors that the bands manager as the main event organiser had to take into account when choosing a suitable venue for the gig. Perhaps one of the most important factors was also its size because it must accommodate over 3,000 visitors and there should be enough space for parking and facilities for the organisers. Based on these criteria the event manager had to create a list of premises meeting such requirements.

Last but not least the venue should be a good match with the band's image and the atmosphere of the place should be reflecting the nature of the music the band produces.

Based on the abovementioned criteria a careful shortlisting of the most suitable venues was conducted by the event manager. The below mentioned music venues were approached with an enquiry about their services. The below stated prices have just illustrative character.

➤ **Lucerna Palace**

Capacity: 2,500 visitors

Estimated rental price: 220,000 CZK

Location: Prague 1

➤ **Forum Karlin**

Capacity: 3,0000 visitors

Estimated rental price: 250,000 CZK

Location: Prague 8

➤ **Incheba Arena**

Capacity: 4,000 visitors

Estimated rental price: 200,000 CZK

Location: Prague 7

4.6.1 Incheba Arena

After careful analysing of all offers presented by the mentioned venues the realisation team decided to organise the event in Incheba Arena.

The main advantages of the abovementioned venue in comparison with the other suggested venues:

- ✓ General cleaning after the event included in the price
- ✓ The possibility of installing their own alcohol and food stands
- ✓ No closing time – the band was allowed to run the afterparty and the event manager was to decide the closing time (no extra fee was charged for the service)
- ✓ Capacity – the biggest from all suggested venues

Incheba Arena is a multipurpose hall which is used for sports and cultural events, concerts, dance parties, corporate and social events, exhibitions, film and television shooting. In the winter season it also offers public skating, ice hockey training and figure skating. The hall is located in the Prague Exhibition Grounds in Holešovice. Incheba Arena has hosted many concerts of local and international music acts.

Due to the sheer size of the venue, only the biggest names of Czech (Lucie, Kabat, Chinaski) but also international music industry (Tom Odell, Erasure, Slash, Hurts) had a chance to play here. The huge sets and lighting shows make it a spectacular experience.

The price quote provided by Incheba Arena in the amount of 200,000 CZK included the following services:

- Premises rental (including the parking area and premises for organisers)

- Security services
- Sanitary facilities
- Stage
- General cleaning after the event including waste management
- Utilities including water, heating and electricity
- First Aid Unit and ambulance support
- Firemen services
- Preventive fire inspection and fire prevention training to all staff members

4.7 Budget

Creating a budget plan is one of the first steps to be taken when planning an event. The budget is determined on the basis of past experience as well as estimated attendance. One of the most useful tools to base the estimations on is the budget from last year – mainly in the terms of estimating the costs. Revenues are reflected by the number of visitors, which can be difficult to determine in advance. More accurate estimates can be done once the advance tickets sale starts. The income generated by the ticket sales is the most important item of the revenues. The second highest revenue is produced by selling alcoholic and non-alcoholic beverages.

In case that concert in Prague will attract the planned number of visitors which is around 3,200 - the organisers expect a profit of around 700,000 CZK

The profit will start generating once the presale starts and therefore band will have to use personal financial resources as well as a certain amount of money acquired through sponsorship to cover the organisational expenses. However, some suppliers and companies providing services during the concert often accept financial compensation after the concert, so it is possible to pay the invoice from the profits.

Financial resources of organising the concert consist of the following items:

- Sponsoring
- Personal financial resources
- Tickets sales

Table 3 Estimated budget

ESTIMATED BUDGET			
Estimated Expenditures in CZK		Estimated Revenues in CZK	
venue rental including utilities	200000	pre-sale tickets	924000
scenography	50000	at the door sale	40000
marketing	48000	sponsoring	500000
stage technical equipment	120000	Bars revenues	600000
venue insurance	5700	Food stalls revenues	50000
barriers and construction	10000		
filming	10000		
staff	300000		
wristbands	5000		
sound and lights equipment	120000		
photographer	5000		
bars - food and drinks	400000		
catering for staff and performers	30000		
technical equipment transportation	25000		
technical production	20000		
DJ Tarantino	8000		
guests	50000		
doprava	1500		
stationery	5000		
TOTAL: 1 413 200 CZK		TOTAL: 2 114 000 CZK	
ESTIMATED PROFIT: 700 800 CZK			

Source: Wohnout's project documentation

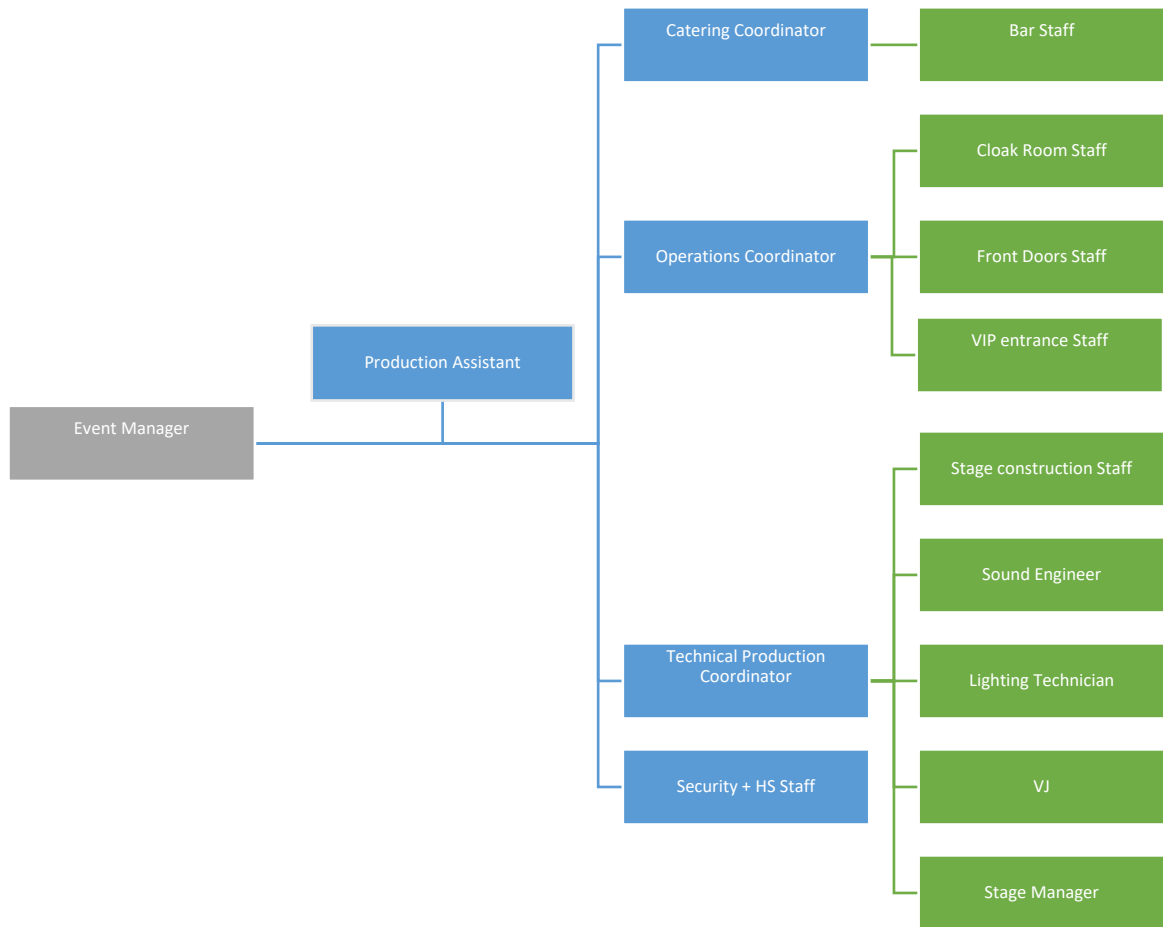
4.8 Organisation Team

The main organiser of the event was the manager of band Wahnout – due to protection of personal details the real name of the manager won't be used in this thesis. The manager was the main initiator of the event and was responsible for the selection of the venue and recruiting the event team. Furthermore, she was also the main point of contact with the main press and media partners. She also developed and provided a job description for each coordinator of the event team.

The work involved in planning, organising and conducting the event required recruitment of a large team of people. Members of the team were involved on a part-time, contractor and voluntary basis. When it comes to volunteering, proper systems were put in place to recognise the contribution of volunteers and to provide non-monetary rewards. Volunteers were rewarded by several band merchandise items, they also had a chance to meet the band in person and they received several free tickets for the band's future gigs.

The organisation chart below indicates the magnitude and diversity of the team needed to run such a major music event.

Graph 2 Organisation structure



Source: Own processing

The organisation chart above consists of several “departments” responsible for Programme, Venue Operations, Catering, Technical support, Production and

An important aspect of the above model is that each department has a coordinator. As exceptionally important people in the event management team, the coordinators were identified and recruited several months prior to the event launch. These coordinators played an important part of the organising committee and collectively they were involved in decision making processes together with the event manager.

When selecting the coordinators, their knowledge or expertise was taken into consideration. However, the selection was also based on the fact, that all of the coordinators have worked with the band before, they all started on voluntary basis and gained experience through assisting to the band manager with different tasks.

4.8.1 Operations Department

The coordinator of the operations department was Lenka, who was in charge of selecting all members of the operations sector and coordinating all of its staff and volunteers before, during and after the event. She was also assisting with small preparations before realisation of the event – buying presents for the guests or stationery shopping.

Lenka has been working with the band manager for many years. She started as accreditations team coordinator for a musical festival Sazavafest back in 2010 and has become a valuable part of the production team. One of Lenka's main responsibilities in the planning phase was to put together a list of guests with accreditations and bands' guestlists, partners, winners of the competitions, photographers and journalists. In the realisation phase her main duty was coordination of front door operations to ensure a smooth flow of the event. She had to manage a large team of staff who were in charge of: the following:

- Box office
- Presale tickets checking
- Placing the wristbands around the wrist of the visitors
- Accreditations and VIP guests
- Cloak Room

4.8.2 Catering Department

The whole catering team employs a big share of human resources. The team was organizationally divided into three sections, depending on the type of refreshments that it provided - beer, alcoholic / soft drinks and cuisine. All of these sections were coordinated by Eva. Eva was in charge of the whole communication process with all catering partners as well as for the logistics - handling goods and coordinating the delivery of food and drinks on the day of the event. She was also responsible for allocation of the stands inside the venue and for setting up the pricelists. Furthermore, she was also in charge of preparing the catering for all event staff and performers.

As for the beverages, there were in total 6 stands selling beer, wine, spirits and soft drinks available in the main visitors area. VIP Lounge was served by 2 stands offering wine, spirits and soft drinks and one beer stand. The net profit from the sale of beverages and food was divided between the band and the providers - each of the catering providers has arranged different conditions of the sponsorship with the band.

The venue was served by two food stands offering burgers and hot dogs and vegan and indian food. The choice of Indian food is strongly linked to the band's culture – India is the band's most popular travelling destination and the frontman has even published a book mapping his Indian adventures.

Main Visitors Area

- Tullamore Dew stand – selling mixed drinks with whiskey
- Red Bull stand – selling mixed drinks with Red Bull
- Alkohol.cz stand – different types of spirits
- 3 x beer/alcoholic and soft drinks stand – selling beer and different types of spirits and soft drinks
- 2 x food stands – selling Indian/vegan food, hot dogs and burgers

VIP Lounge

- Tullamore Dew Stand – selling mixed drinks with whiskey
- Alkohol.cz Stand – different types of spirits
- 1 x Beer Stand / alcoholic and soft drinks stand – selling beer and different types of spirits and soft drinks

4.8.3 Technical Production

The technical production department was overseen by Honza who had a team of 4 members with different responsibilities and stage construction team who had different areas of responsibilities.

- **Stage construction team** who was in charge in building lighting and sound systems, stage and scenography. This area was managed by company TD Promo, which was chosen based on reasonable prices and good references.
- **Sound engineer** – the band employees their own sound engineer, who has been working with the band for over 10 years and knows even the smallest elements of their music.
- **Lighting Technician** creates onstage lighting effects to complement a band's live show. Wohnout have been employing their own lighting technician as well.
- **VJ** – preparing animations that were projected during the show on the screen
- **Stage manager** – controlling that the timeline of the programme is being followed.

4.8.4 Production Assistant

The event manager worked closely with Petra – production assistant, who was in charge of taking care of the partners and sponsors as well as to assist to the event manager on the day of the event. One of her main tasks was also placing the banners of the sponsors inside the venue and making sure that all conditions of the partnership structure are fulfilled.

4.8.5 Health and Safety and Security Department

In case of events with more than 1,000 it is a legal duty of the organisers to employ a first aid assistant. Following the list of services included in the price of the venue rental that were stated in the contract, the venue arranged a firemen unit for the event as well.

As for the security services, this was also arranged by the venue itself. The security team consisted of 20 staff members and 2 supervisors. The security was guarding each of the entrance areas, emergency exits, stage and backstage areas, cloak room and VIP areas.

4.9 Ticket Price and Distribution Channels

Setting the price of the tickets and determining adequate distribution channels are another important steps in the preparation phase of the event. Ticket pricing must be set to cover the estimated expenses so the band does not end up in financial loss.

Tickets price:

Pre-sale: 300CZK

At the door: 350 CZK

Wheelchair users and children up to 120 cm height could enter free of charge.

4.9.1 Online Pre-Sale

Based on the previous successful cooperation the band decided to sign an exclusive partnership with Ticketstream – the largest professional distribution system of tickets for cultural, sporting and other public events in Central and Eastern Europe. Ticketstream offers more than 500 points of sale all around the country where the physical tickets could be purchased. The order form included the number of the tickets and the price. Remuneration – the service fee was 10% incl. VAT on the price of tickets sold. The pre-sale started almost one year prior the planned realisation date of the event – in December 2015.

In addition to traditional way of processing reservations Ticketstream allowed to direct customers to buy a ticket online – so called e-ticket, print it at home or at the office and get straight to the venue with it. The commission is higher on the physical tickets due to higher production cost than in the case of e-tickets.

Furthermore, as a part of the service Ticketstream also guaranteed to provide six staff members on the day of the event who would be helping at the entrance to check the tickets purchased in pre-sale.

Number of tickets allocated for pre-sale: 3,200

Number of pre-sale tickets sold: 3,080

4.9.2 At the Door Sale

The total number of tickets sold at the door was quite low – only 120 tickets. This was due to the fact that presale of the tickets was open until 5pm, therefore people still had a chance to purchase their ticket online or at one of the selling points.

5 Marketing and Promotion

The whole marketing and promotion strategy was managed by the band manager and her assistant Danny who is dealing with the band's promotion on social networks and he also manages the band's merchandise. The main marketing tools used are divided according to their efficiency measurement – online and offline – so they are better understood.

5.1 Online Channels

Online channels are the ones that are easy to be measured. Their efficiency is measured by using a special online marketing analytics tools, which is a service that provides statistics regarding the traffic on the website. These are called tools of internet marketing.

- **Social Networks** are PR tool that largely helped to promote the event and thus achieve the stated goals. Wohnout is one of the most active Czech bands on social networks and have a great responsivity rate from their followers.

a. Facebook

Wohnout's Facebook fan page counts over 109,000 as of November 2016. Wohnout is one of the most successful bands when it comes to number of followers and interaction with them.

In the terms of Facebook promotion, Danny used a paid marketing campaign to boost the awareness about the event and secondly, the official event invitation was created - as of 15th November more than 1.3k people confirmed their attendance. The organisers used the event wall to keep the fans updated about how the preparations were going, programme but also to interact with the guests and answer their queries.

As Graph 3 shows, the number of viewers of the band's official Facebook profile has significantly increased closer to the event's date and it reached 1,000 views in the day of the event.

Graph 3 Wohnout Facebook profile views



Source: Wohnout Facebook profile insights

b. YouTube

The band recorded a special video invitation for their anniversary Prague concert and shared it on their YouTube channel which counts over 32,000 followers and more than 800,000 new views every month.

c. Instagram

Instagram is a popular photo-sharing app for smartphones, where the band was posting pictures promoting the gig. Compared with other social networks, Instagram is relatively simple—it's focused exclusively on sharing photos with friends. The band's Instagram profile counts more than 7,000 followers.

- **Website** is considered as a tool of public relations intending to build a good image of the band. Wohnout's official website intends to keep the fans updated about the upcoming programme and also reveals some backstage interesting facts from preparations of the event.
- **Publicity in online media** - writing a press release is one of the most basic communication means with online media. In other words, press releases are the tool to get into these media. Once the press release was ready, the manager of the band had to prepare a large mailing list of the journalists in order to attract as many media servers as possible. However, press release is not the only way of publicity. The success of PR campaigns is often a result of having good acquaintances and networking, therefore it is crucial to build good relationships with people representing the media. The

gig was advertised in several music specialized online magazines and servers which are good for targeting particular interest group:

- Musicserver.cz
- Prazsky.denik.cz
- Impuls.cz
- Centrumkultury.cz
- I-klik.cz
- iDnes.cz
- I-report.cz

5.2 Offline Channels

The offline promotion channels are those measure indirectly, usually through questionnaire or achieved results expressed by numbers.

➤ **Outdoor Advertising**

Outdoor advertising in the form of billboards and posters were an effective way of reaching out to target audience – these were placed in specific locations in Prague and central Bohemian region. Since the exposure rate of billboards and posters is very high –it is a great medium to create a publicity to the event. The design of the official advertisement materials can be found in the Appendix B.

The graphics of the promo materials was designed by Michal Holik, who is the band's official graphic designer. He has been designing band's merchandising, CD covers and promotion materials for over 8 years.

10 billboards that were installed in different parts of Prague were ordered through company JCDecaux who offered their service at a discounted rate in exchange for free tickets for the concert. In the terms of posters, more than 3,000 of them were placed around numerous Prague locations.

➤ **Radio**

Radio advertising is a good option is aimed at certain social group. This is also a relatively inexpensive way of delivering the message to a certain community or locality. Wohnout advertised a short spot informing the listeners about the gig in Prague on Fajn Rock Music

Radio. The radio spot introduced the event and its details like location, time and brief programme and main guests. The listeners also had a chance to win several tickets for the concerts on Rock zone and Beat radio.

➤ **TV publicity**

The frontman of the band – Matej Homola was invited by Ceska Televize – one of the main Czech TV channels, to provide an interview in the show called “Events in culture” to talk about the gig in Prague. This form of publicity is free and can reach a wide range of audience. Band decided not to use any form of paid TV advertisement due to its high cost.

➤ **Publicity in offline media**

Newspapers and magazines are very popular media forms of advertising. Even if these do not reach out to the mass, classified sections of local newspapers are a very effective tool of promoting the event. Having a press release published in this type of media is therefore very desirable. Publicity is any form of presentation delivered by the media themselves rather than as a paid advertisement and can be presented in different forms – apart from publishing a press release, this can also have a form of publishing for instance an interview with the band. A press release was published in the below mentioned media:

- Pravo
- Mlada Fronta dnes
- Denik Metro

5.3 Partners and Sponsoring

When it comes to music and brands it feels like there is a great opportunity for both parties to benefit. The cooperation of Wohnout with specific partners and sponsors is always a matter of individual agreements and arrangements. Therefore, there were special arrangements made with each of the sponsors and partners tailored to meet their specific needs.

When approaching new potential partners, it was always important to consider whether the image of the brand was a good match with the band’s profile. Meaning that the band did not want to promote brands that could harm the band’s image. In order to put everything in place and on time it was necessary to start approaching the partners and sponsors one year prior to the launch of the event.

5.3.1 The Process of Approaching the Partners for the Event

- **Creating a plan** – based on the budget for the concert, the manager had to figure out exactly how much money they would need and what this money would be used for. This was important when convincing sponsors to take a chance on the event.
- **Preparing a presentation** – a presentation including the bio of the band, information about the planned concert but also about the terms of the sponsorship was prepared prior approaching the potential partners.
- **Contacting the potential partners** – the manager prepared a long mailing and calling list of the potential partners that would be a good match to their image and needs of the event.
- **Partnership structure negotiations** - this is the most time-consuming phase of the process. Mutual negotiations can take up to several months as sometimes it can be hard to find a good compromise that would satisfy both parties.

5.3.2 Partnership Structure

There are different types of sponsorships – it does not have to be based on financial resources only, it is often based on providing specific products or services to the band for free or discounted rate.

The band's manager is the one who was in charge of approaching new partners. She is also in charge of negotiating the specific conditions of the partnerships. Ensuring that all advertising, marketing and signage adheres to the sponsorship deal were in place during the event was one of the most crucial tasks that she and her production assistant had.

The main partners of the band's Prague concert were the below mentioned partners. The extent of financial sponsorship has illustrative character only.

- **Tullamore Dew** – sponsors the band through providing financial means (50,000 CZK) and free goods. The band in return guarantees the alcohol partner with exclusivity of the brand. This means that Tullamore Dew has the exclusive right to be the only company selling whiskey at the event. Wahnout in return placed a bottle of their spirit at visible place on the stage to support the branding. Moreover, 3 banners were placed inside the venue.

- **Plzensky Prazdroj** - the exclusive beer partner for the event. Provides financial sponsorship (100,000 CZK) and free goods. Wohnout in return guaranteed the exclusivity of their beer at the event. They also received free tickets for their employees and they had several banners placed in the venue.
- **Red Bull** – has been sponsoring the band for many years. Provides them with unlimited amount of free goods and financial means (50,000 CZK). The famous energy drinks producer had their own bar stand placed inside the venue and their hostesses were distributing leaflets among the audience, which is a great way of promoting the brand. Moreover, Wohnout placed a small fridge with a logo of Red Bull on the stage to promote the brand.

The main media partners of the tour were magazine Denik which offered to Wohnout advertisement at discounted rate and Beat Radio which in return offered to Wohnout radio spots at discounted rates. The only partner TV was Prima Cool who agreed to make a live reportage from the concert.

As a part of the presentation of partners and media partners Wohnout also places the logos on their official website (banners) and their logo appears on the outdoor advertising materials as well.

5.4 Site Plan and Scenography

The term “scenography” includes all the elements that contribute to establishing an atmosphere and mood for a performance presentation: lighting, sound, music stage disposition and costume design. Scenography is no longer seen as just a stage decoration but rather as a tool for the creation of various spatial situations.

Wohnout decided to hire a dedicated person – stage designer who was in charge of designing a stage according to the band’s ideas. The illustration of how the stage design should look like can be found in the Appendix A.

The stage was designed to create a perspective that would match with the band’s character. The stage designer built a model of the house on the stage which is supposed to symbolize the house where the band members grew up in Prague – Vinohrady. The “wall” of the house was made of printed textile material. The designer also made a real wooden door that was

used by the artists when entering the stage. Some of the windows were used for projection of short videos mapping the history of the band to create a nostalgic atmosphere.

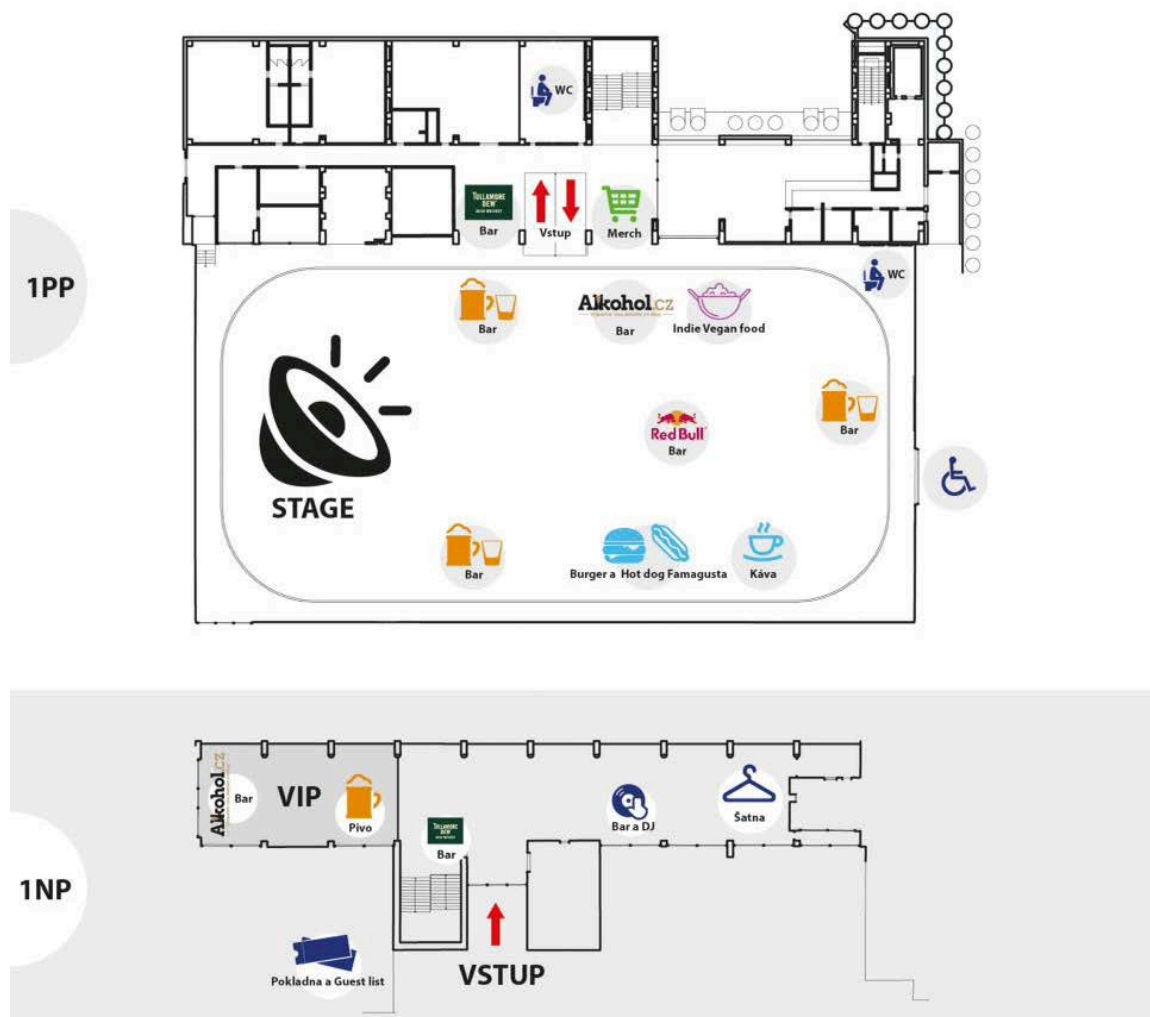
The audience area was split in two separate sectors – sector for regular guests was located on the ground floor and sector for VIP guests, partners and media on the first floor. In the back part of the audience area the organisers built a special platform for wheelchair users which was designed to enable a better view for them.

The venue has arranged additional sanitary facilities in the form of 10 mobile toilettes (TOI TOI) as there was a concern that for this number of attendees the regular facilities that venue has would not be sufficient. These were located in the back part of the audience area.

The cloak room with capacity of 1,000 hangers was located on the first floor of the building. There was one main entrance for regular visitors and one back door entrance dedicated for wheelchair users.

The whole site plan can be seen on the Picture 6 below.

Picture 6 Site plan



Source: official Facebook profile of Wohnout

5.5 Programme

Detailed programme preparation was one of the most crucial tasks in order to make the event successful. The intention was to plan a dynamic show that would create an enjoyable atmosphere from the beginning till the end. When choosing supporting bands for the concert it was important to consider which band would be musically compatible with Wohnout's music in order to please the audience.

The first supporting act – music band Circus Problem was chosen by the band based on previous successful collaboration with Wohnout during the spring part of the tour. Due to the fact that the band usually does not play their shows on the stage but performs their music among the audience, the organisers believed they would make a good dynamic start of the show. The band playing Balkan disco beat music played in a time slot between 18.30 until 20:00.

The second supporting act was presented by a music band from Prague called THIS. The band got a chance to play as opening act due to the fact that their nature and music style is similar as Wohnout and besides that, both bands have shared the same stage many times before and they developed good mutual relationship.

Wohnout started their 2,5 hours long performance at 9pm and presented the longest playlist in the band's history. DJ Tarantino who played after the main headliners finished with their performance led the party to its end.

The official programme published on the official Facebook event's page was as follows:

18:30 doors open / ticket office opens

18:30 - 20:00 performance of Circus Problem

20:00 – 21:00 performance of THiS

21:00 – 23.30 performance of Wohnout

23:30 – 03.00 afterparty DJ Tarantino on the balcony

5.6 Realisation Phase and Logistics

The term realisation phase of the event stands for all activities that are carried out at the place and date of the event. The whole team followed a preliminary time schedule prepared by the manager, allocating different tasks to individual members of the organizational team. The timeline of the day can be seen below.

05.00 – Trucks loaded with technical equipment and stage constructions arrive. 20 movers start unloading the equipment from the trucks. The security arrives at the same time to secure

the entrance areas. The event manager has to check up the venue and make sure there are no damages. Once the check is finished, the manager has to sign a handover declaration and has to present a confirmation of insurance.

09.00 – Movers start arranging tables and chairs according to seating chart prepared by the manager. Some tables and chairs have to be placed in the backstage area – in the cloak rooms of the artists. More tables and chairs are placed in the regular cloak room. They also prepare couple of tables that will be used to display the official merchandise of the band. The barriers were placed to protect the VIP sector and the sound engineer stand.

10.00 – Production assistant Petra starts placing the banners of the sponsors inside the venue. The position of the banner depends on the importance – general partners will have a logo placed closer to the stage while less important partners would have a logo in the back part.

11.00 – The additional sanitary facilities will be installed (TOI TOI) in the back part of the ground floor.

13.30 – The stage construction is ready and the technicians can start with lights and sound checking.

13.30 – Music instruments and equipment of Wohnout arrives. Once everything is unloaded, the band starts with their sound check. Sound check is a chance for everyone to perfect their sound for the space. Musicians get to work with the sound engineer to figure out the mix the audience will hear and the mix the band hears on stage.

14.00 – Catering for the bands and guests has to be ready in the backstage.

14.30 – Delivery of the cloak rooms construction and hangers. Movers will start with installation of the cloak rooms.

15.00 – The production assistant will start placing the indication signs – for the toilettes, cloak room, wheelchair entrance, programme and staircase).

15.30 - Arrival of catering bars – bar staff will unload all goods and they start building and placing the bars according to the placement plan.

16.00 - Supporting bands have their sound check. In the meantime, organisers have to attend health and safety session where they learn what to do in the unlikely event of fire. They are also instructed on how to use the fire extinguisher.

17.00 – The rest of the security staff arrive. The manager delivers a short briefing session explaining different types of access and how do we distinguish them. The colour of the wrist-band was indicating what type of access the person has, there were 5 different types of wrist-bands.

- **Purple** – regular visitors
- **Silver** – VIP guests (band's guest list, partners, journalists)
- **Yellow** – photo pass allowing access under the stage
- **Blue** – performers (bands and guests)
- **Red** – staff

VIP area and backstage is accessible only to certain people like performers, staff, VIP or partners. It is not possible to buy a ticket to VIP area. The security were also given their rota and allocation plan. Each of the members had to secure a different area of the venue.

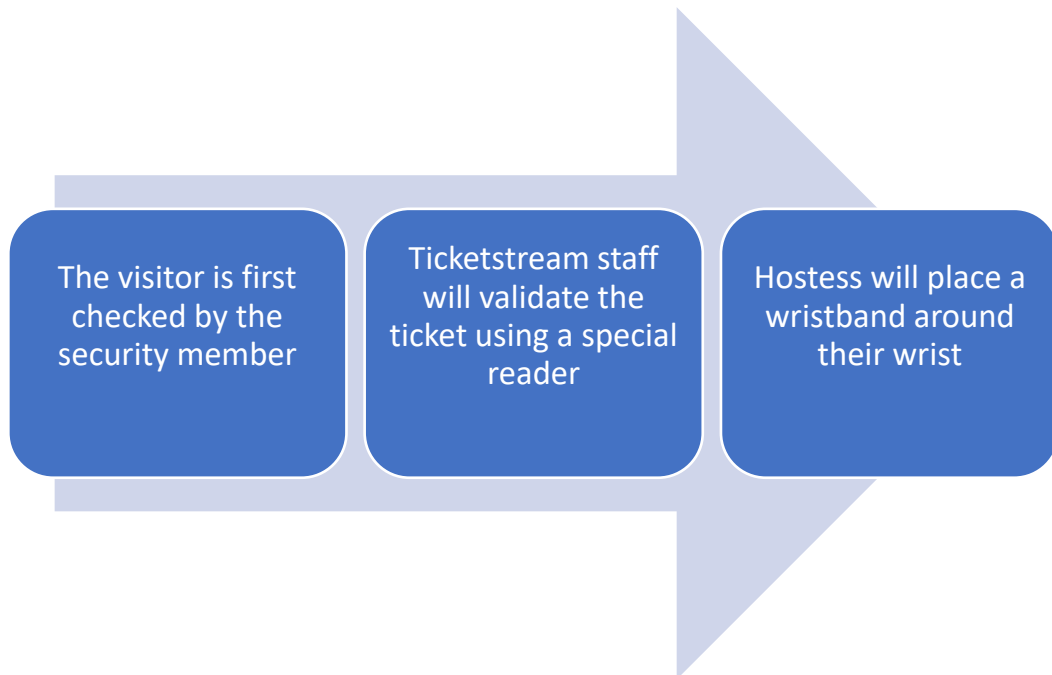
17.30 – Electricians arrive to check all cables and extension leads.

18.00 – A ramp for wheelchair users is installed in the back part of the ground floor.

18.00 – Front door operations teams arrive – cloak room assistants, box office assistants, accreditations and guest list team, hostesses, cloak room assistants and medical assistants. Accreditations team gets guest list, box office staff puts up price information and receives cash boxes.

18.15 – The event manager rounds up the whole front door operations team to explain the procedure of how to welcome the visitors upon arrival to the venue. The process of letting the visitors in is displayed below.

Graph 4 Process of letting the visitors into the venue



Source: Own processing

18.30 – Doors open - the venue starts letting audience members into the space. By the time that doors open, it is best to have all of the “behind the scenes” kind of work done – the merch table should be set up, the sound checks should be finished.

18.30 – 23.30 – Performances of the bands as shown in the programme.

23.30 – Packing of the technical equipment starts, however the visitors are allowed to stay on the ground floor until 1.30am. After that the security starts moving everyone upstairs on the balcony where the afterparty led by DJ Tarantino takes place until 3am.

1.30 – Packing the remaining equipment, bars and stage deconstruction. Movers start slowly loading everything inside the trucks.

4.00 – Final bits of equipment are being packed and the manger is ready for venue hand-over.

As mentioned earlier, 120 tickets were sold at the door and 3,080 tickets were sold in the pre-sale. Over 150 wristbands were distributed among staff members and 590 free tickets were distributed among guests of the bands, media, partners and press. The remaining 60

tickets belonged to the winners of the competitions advertised on the radios and online music servers. The event attended in total 6 wheelchair users who were let in free of charge. The production assistant came back to the venue next day to pick up a box full of lost and found items. The pictures of these items were taken and these were placed on the website so potential owners could get them back.

5.7 Evaluation Phase

The front doors team was distributing short questionnaires among the visitors towards the end of the night – after the main headliners finished with their performance. The aim was to provide the organisers with a feedback about how visitors enjoyed the concert. The reason why this was done right after the concert was to capture the most recent impressions and feelings about the concert. The results of this survey are further analysed and discussed in the next subchapter. Furthermore, a semi-structured interview with the event manager was conducted the next day in order to compare two different points of view – the organisers' and the visitors'. The full length interview with the band manager can be found in the Appendix C of this thesis.

5.7.1 Visitors Survey Evaluation

To increase the response rate, all respondents received a small promotional merchandise item as a gift. The questionnaire (translation can be found in Appendix D) consisted of 9 questions and the aim was to find out whether the guests were satisfied with the organisation, the programme but also with the quality of the food and drinks. The final number of respondents was 160 which is very satisfactory considering the fact that many visitors were in a hurry to leave the place and head back home.

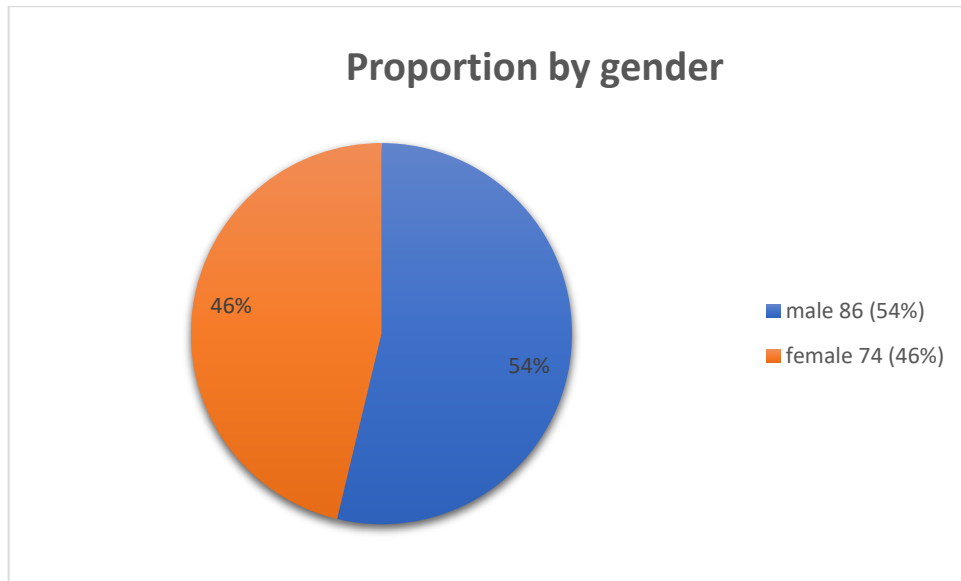
The first part of the questionnaire was dedicated to demographical data about the visitors - the age, education and gender. The second part of the questionnaire was concerning the event itself and its aim was to evaluate different elements of the event and whether visitors were satisfied with it or not.

5.7.1.1 Gender

As we can see on the Graph 1, the percentage of male visitors – 54% was slightly higher than in case of female population which was represented by 46%. This corresponds with the

fan base structure analysis displayed in the chapter 4.5 Target Group where we can see that the proportion of male population is slightly higher.

Graph 5 Proportion of the respondents by gender

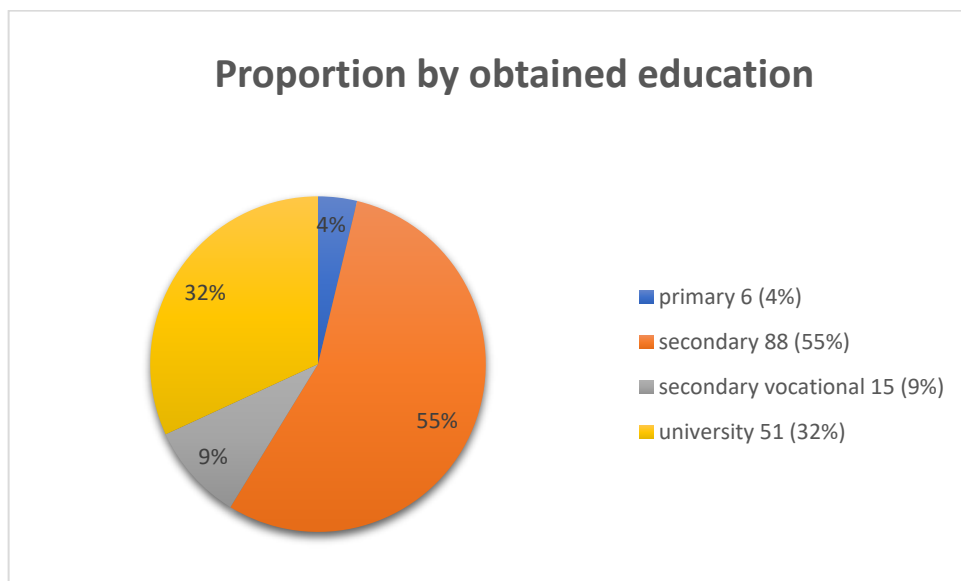


Source: Own processing

5.7.1.2 Education

Respondents could choose from 4 different types of obtained education – this was primary, secondary, secondary vocational and university education. As we can see on the Graph 6 below, the highest share is represented by secondary educated population (55%) and second most common education type was represented by university graduates – 32%.

Graph 6 Proportion of the respondents by obtained education

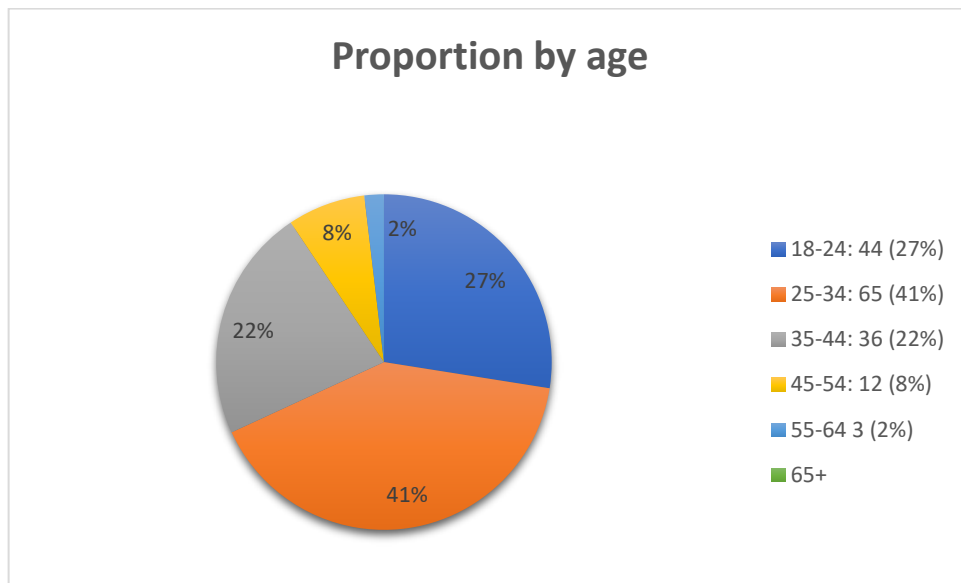


Source: Own processing

5.7.1.3 Age

As the Graph 7 displays, the highest share of respondents were people who are 25-34 years old, this group of respondents presents 41%. The second biggest group were respondents who are 18-24 years old. Only 8% of the visitors were above 45 years old and 2% were above 55 years old.

Graph 7 Proportion of the respondents by obtained education

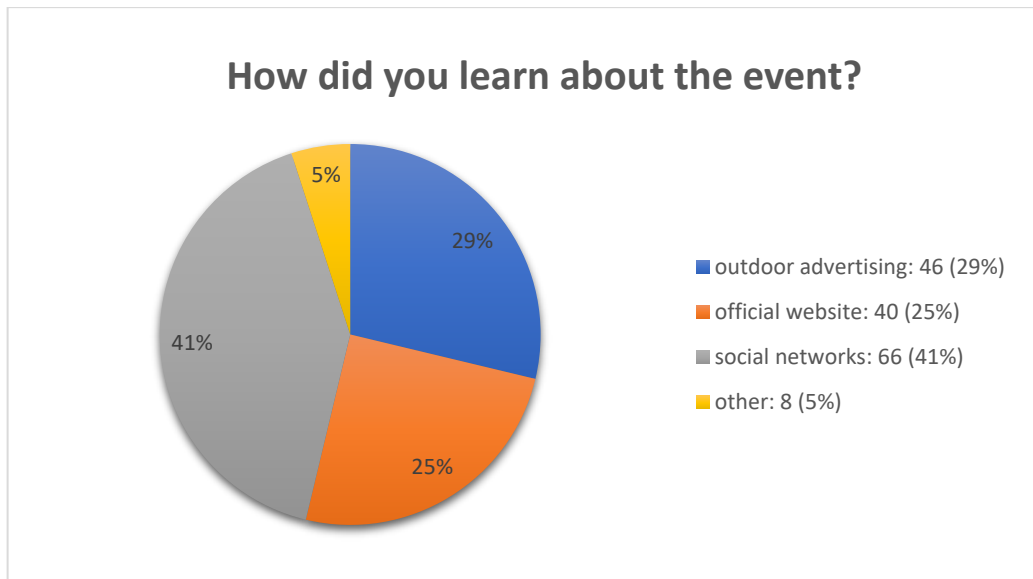


Source: Own processing

5.7.1.4 How did you learn about the event?

The survey revealed that majority of respondents have learnt about the event on social networks – 41%. The second most effective promotion tool was in this case outdoor advertising, 29% of respondents learnt about the concert thanks to this type of promotion.

Graph 8 Proportions of impact per promotion tool

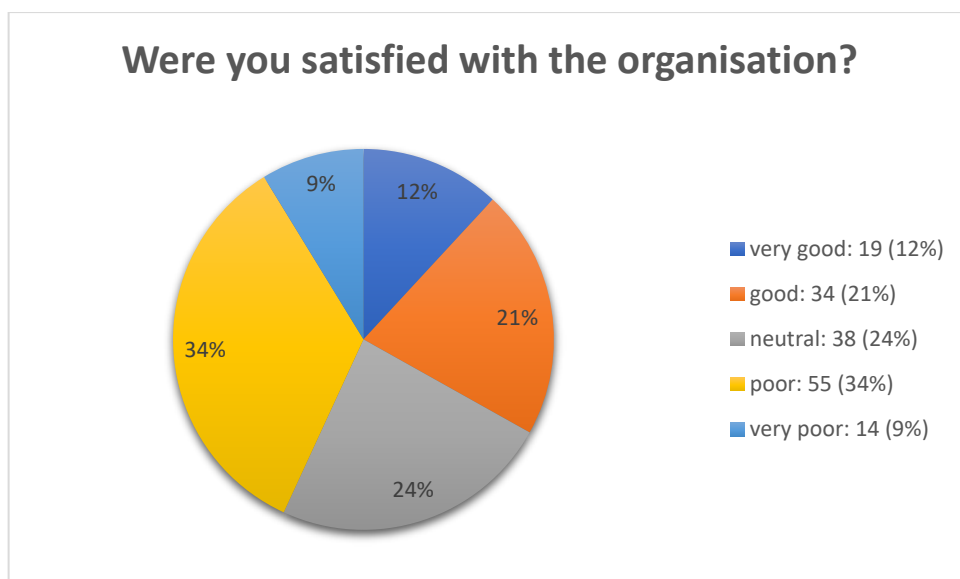


Source: Own processing

5.7.1.5 Were you satisfied with the organisation of the event?

The survey revealed - as shown in the Graph 9 that majority of respondents were not very happy with the organisation of the event – 55 (34%) out of 160 is a high share. This indicates a problem. As we can see, the ratio of respondents who were very happy is relatively low, only 19 people (12%) were very happy while 14 people (9%) answered that they found the organisation of the concert very poor, which is definitely something to think about.

Graph 9 Satisfaction with organisation

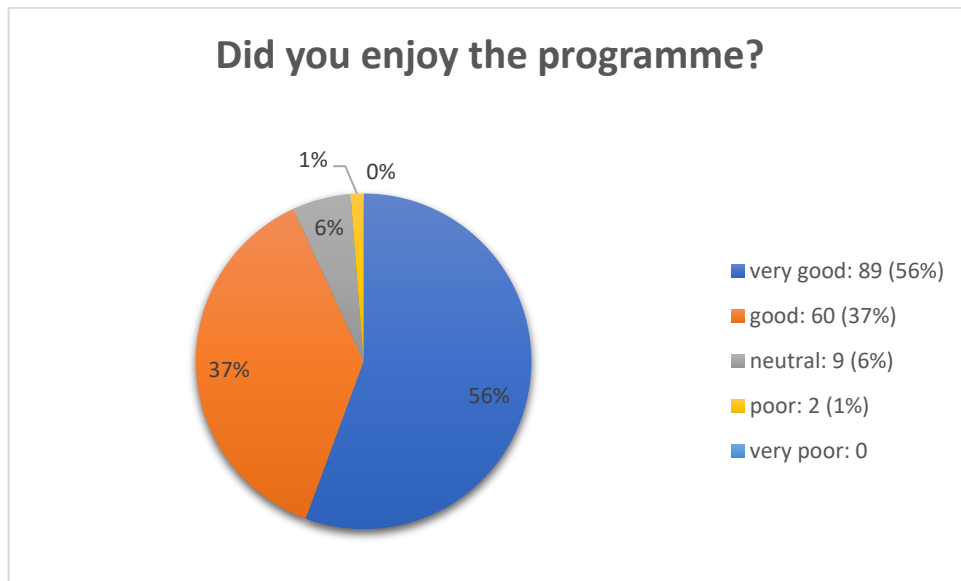


Source: Own processing

5.7.1.6 Did you enjoy the programme?

The carefully selected programme full of dynamic performances and catchy tunes turned out to be a big success. When asked if they enjoyed the programme, a big majority of the respondents said it was very good – 89 which represents 56% of the total. 37% said it was good and only 1% which stands for 2 respondents only, did not like it too much.

Graph 10 Graph of enjoyment of programme

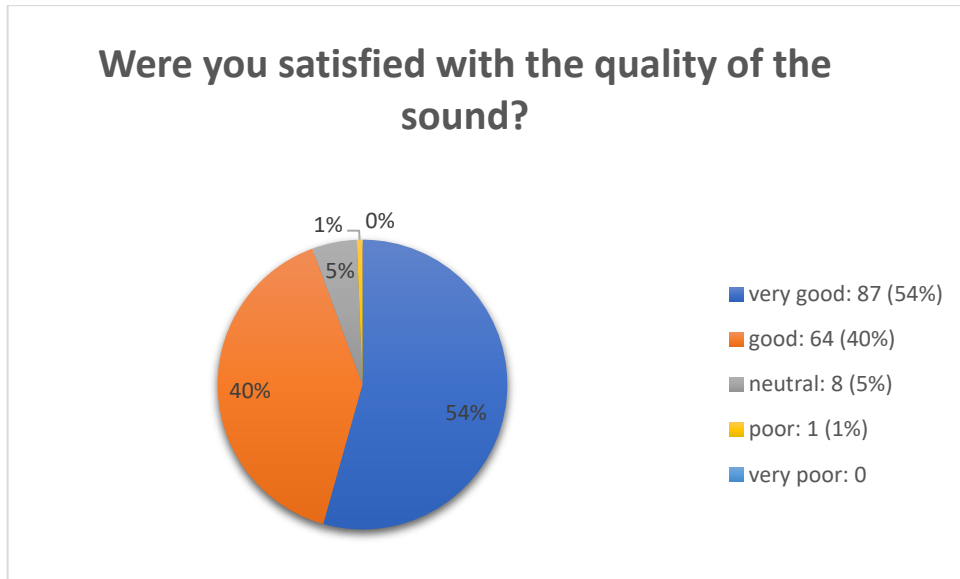


Source: Own processing

5.7.1.7 Were you satisfied with the quality of the sound?

Apart from the programme, people obviously really enjoyed the quality of the sound too. Having a good sound system is 50% of the success when organising a music event and management kept this in mind. 54% (87 respondents) were very happy with the music and the vast majority said it was good – 40%. Nobody found it very poor.

Graph 11 Satisfaction with quality of the sound

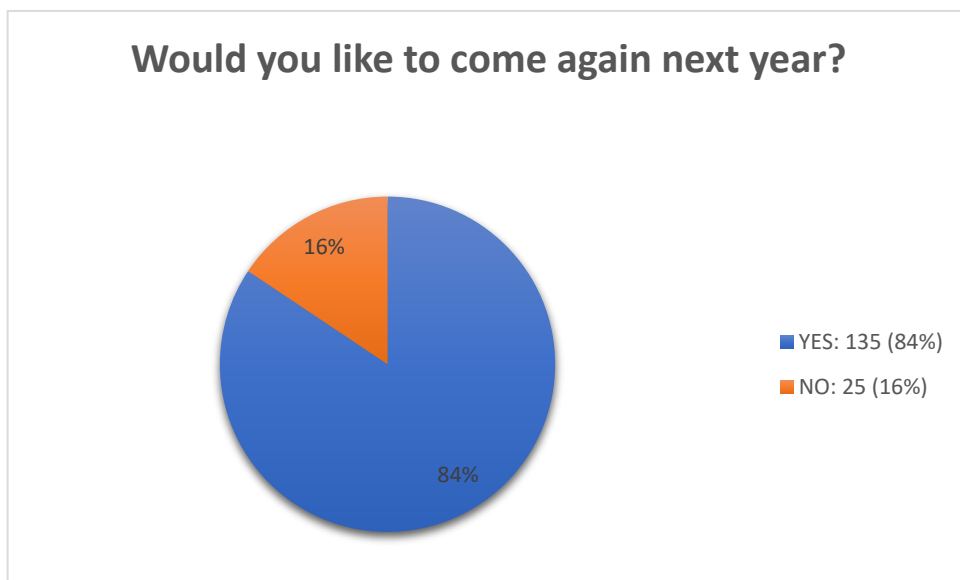


Source: Own processing

5.7.1.8 Would you like to come again next year?

Despite some difficulties on the side of the organisers, vast majority of people would still like to come again next year – 84% (135 respondents) said they would come back while 25 people only (16%) would not be willing to come again. This is an important information as we know that any of the issues haven't caused fluctuation of the visitors.

Graph 12 Likeliness of coming next year



Source: Own processing

6 Findings and Recommendations

In case of events – in order to evaluate whether the event was successful or not we should be able to look at it from different perspectives. Firstly, we should reflect on the stated aims and objectives – knowing these will help us determine the success. Secondly, we should analyse the post-event surveys conducted with the visitors. With surveys, we have more than a general idea of the attendees' perception. This helps is identify weak points that could be improved on. If one of our aims was to create an enjoyable experience for the fans and evoke them to share their impressions on social networks, this should be considered as well. One of our goals was also gaining more publicity through press, TV and online media.

All of these criteria can be defined as our key performance indicators and it is always crucial to have couple of them in place to accurately assess whether the event can be defined as a success or not. Last but not least, we should also take in to account the output of the interview with the main organiser.

Strengths of the event

The management's primary goals were to sell out the venue and to create an unforgettable music experience for the band's listeners and thus evoke some reactions on social networks. There was lots of fans posting on their Facebook profile expressing their gratitude for organising the concert. Furthermore, the band's intention was to involve a wide range of media in order to spread the publicity about the event. Both of these goals were met – the venue was completely sold out and the band received plenty of very positive responses from all possible media servers – the most valuable PR output was a TV reportage broadcasted on Prima Cool. The most commonly outlined things in the reviews were the originality of the whole scenography as well as quality of the sound. Online media Ireport, Novinky or Idnes published great reviews about the praising the dramaturgy and sound of the event. This was also highlighted in the post-surveys evaluation – the visitors enjoyed the originality of the programme and quality of the music very much. Moreover, the manager agreed that this part is what they are proud of the most.

Weaknesses of the event

The post-event survey analysis revealed some issues in the organisation of the event. The visitors rated the whole programme and quality of the sound very positively. Nevertheless, some aspects of the organisation were rated very poorly.

When asked what they would like to improve for the next year, 80% of the respondents left a comment and explained their reasoning. 70% of the respondents answered that the beer supply was absolutely unsatisfactory and this resulted in long waiting lines at the bar and people being annoyed. During the interview the manager admitted that there were some communication issues with the beer provider. Given the fact that fans of Wohnout are people who love drinking beer next time the number of beer pipes should be much higher in order to avoid long waiting lines at the bar. It is always better to count with higher consumption when it comes to beer rather than risking that beer will run out. This can easily ruin the whole impression about the event.

The second most often mentioned comment was concerning operations in the cloak rooms area. The event manager expressed the same concern when answering question about the issues they had to deal with. Visitors found the staff very unorganised and messy. They also mentioned in the comments that the capacity of the hangers was not big enough and soon the cloak room was completely full and people therefore did not have a chance to leave their coats there. In the future, it would be desirable to pay more attention to the recruitment processes to be sure that experienced and well organised staff is serving dedicated areas. Moreover, it would be desirable to increase the number of staff serving the cloak room to speed up its operation. Also, since the gig took a place in November, meaning that the organisers should have assumed that vast majority of visitors will be wearing coats or jackets, next time there should be an adequate number of hangers available in the cloak room. There was lots of negative comments on the band's social network profiles and majority of them were pointing out the above mentioned issues.

The survey also revealed that people did not enjoy the food too much. Some of the comments about the things to be improved were pointing out that the food selection was a bit limited. There were two food stands only and one of them was selling Indian and vegan food. The Indian food was too spicy and some people therefore did not enjoy it. The manager believed that lack of interest in buying the food was caused due to the fact that people were simply not hungry at the event. However, based on the survey we can see that this was not the main reason why the food stalls ended up in a financial loss. In the future, it might be a great idea to conduct a survey prior the event is realised and ask the fans what kind of food they would enjoy to have at the event. This could be done via social networks since the band is doing really great in the terms of responsiveness of their followers.

7 Conclusion

The main objective of this diploma thesis was to describe and evaluate the concept of event management – specifically organisation of a selected music event in the practise. The author used different methods of evaluation – qualitative methods in the form of post-event surveys, quantitative method in the form of conducting a semi-structure interview with the band manager. Moreover, to evaluate whether the event was successful or not, the key performance indicators in the form of event’s main aims and objectives were taken into consideration as well.

Based on all of the above mentioned methods the strengths and weaknesses of the event organisation were identified. Despite the fact that there were some major issues during the event, it is important to learn from the mistakes and not to repeat the same ones in the future. As the event manager admitted during the semi-structured interview – it is always easy to plan every single thing into the smallest detail, but there is always some unexpected problem or complication that can easily shuffle everything around. Therefore it is extremely important for the event planners to remain calm and be able to think on their feet. The ability to come up with instant solutions and be able to react quickly to every situation presented is an essential skill to have.

This time, even though there were some imperfections that occurred at the event, having a look at the social profiles of Wohnout we can definitely tell that people really enjoyed the event and what is most important –when the respondents were asked if they would like to come again next year, a vast majority of them (84%) answered they would. This means that they are willing to “forgive” the organisers their imperfections and they will rather focus on the positive parts, which is in the end of the day the band itself – as that is what they came for.

8 References

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Appendix A Stage



Appendix B Official Advertisement Material

předkapela: Th!s? Alkohol.CZ

WOHNOUT
SLADKÝCH DVACET

16.11.2016 VSTUP: 18.30 HOD.
START: 20.00 HOD.

MALÁ SPORTOVNÍ HALA
SPECIÁLNÍ SCÉNA + EVA PILAROVÁ
VOJTA LAVIČKA, DIVADLO SPEJBLA A HURVÍNKA A DALŠÍ

PŘEDPRODEJ: 300KČ, WWW.TICKETSTREAM.CZ WWW.FACEBOOK.COM/WOHNOUTI WWW.WOHNOUT.CZ

Appendix C Semi-Structured Interview with the Manager

1. How would you evaluate the organisation of the event? Did you have to face any complications and if so, how did you solve it?

“The problem with events organising is that sometimes, even if you plan the event into the smallest details there are always some unexpected situations that you have to deal with. I would say that we were struggling to catch up with the planned timeline of the tasks on the day of event realisation. On the top of that, the beer provider was late with delivery of the beer taps which did not help at all. There was not much we could do to solve this issue. Secondly, the cloakroom assistants turned out to be less experienced than we thought and this resulted to bad organisation in the cloak room area. The cloak room operations were very slow and people had to wait for a long time to take their coats off. The operations coordinator had to help them out to make the service faster. One more thing to be mentioned was the problem with giving out too many photopasses. This resulted in having too many photographers under the stage. We had to ask some of the photographers representing smaller media to leave as our cameraman could not record the footage properly due to having too many photographers in the stage area.”

2. Would you consider hiring a production agency to organise the event for you next time? How many staff members did you employ to organise this event?

“Definitely not as in case of hiring a production agency – the price would be much higher – this way we get to save a lot of money and besides that, we work with a team of very experienced people who know the band and the background the best.”

3. You can already evaluate the flow of the event. Did everything go as you expected?

“As I mentioned before, we are aware of the fact that there were couple of major problems. However, we received several great reviews from some online media servers- we managed to invite lots of journalists which was one of our main goals, to attract media and spread the publicity. We even had a TV reporter making a reportage about the event present at the concert. Also, we received lots of positive reactions on our social networks profiles. I do appreciate all efforts of our team, they did an amazing job and worked far beyond what their basic job description was stating.”

4. Which part of the event would you outline as outstanding and what are you proud of the most?

“We received very positive reactions about the scenography and dramaturgy. The quality of the sound and lights was definitely outstanding.

5. Where can you see the main imperfections and do you have any suggestions how to improve it next year?

“Quantity of the food stands– we were expecting that at least 500 visitors would buy food in the venue and therefore we bought a lot. However, our food stands ended up in financial loss as only 200 people bought food.”

Appendix D Translation of the Visitors Questionnaire

Wohnout in Incheba Arena - feedback form

Thank you for taking your time to answer the following questions and thus helping us to improve!
Your Wohnout Team!

*Required

What is your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Genre *

- Male
- Female

What is your highest obtained education? *

- primary
- secondary
- secondary vocational
- tertiary

How did you learn about tonight? *

- outdoor advertising
- official website
- social networks
- other

Were you satisfied with the organisation of the event? *

1 2 3 4 5

very poor very good

How did you enjoy the programme?

1 2 3 4 5

very poor very good

How were you satisfied with the quality of the sound? *

1 2 3 4 5

very poor very good

Do you have any suggestions or ideas how we can improve next time?