In this chapter you will cover:

- the historical development of events;
- technical definitions of events management;
- size of events within the sector;
- an events industry;
- value of areas of the events industry;
- different types of events;
- local authorities’ events strategies;
- corporate events strategies;
- community festivals;
- charity events;
- summary;
- discussion questions;
- case studies;
- further reading.

This chapter provides an historical overview of the events and festivals industry, and how it has developed over time. The core theme for this chapter is to establish a dialogue between event managers and event specialists who need to have a consistent working relationship. Each strand of the chapter will be linked to industry best practice where appropriate. In addition, this chapter discusses the different types of events that exist within the events management industry. Specifically, the chapter will analyse and discuss a range of events and their implications for the events industry, including the creation of opportunities for community orientated events and festivals.
The historical development of events

Events, in the form of organised acts and performances, have their origins in ancient history. Events and festivals are well documented in the historical period before the fall of the Western Roman Empire (AD 476). They have an important function within society, providing participants with the opportunity to assert their identities and to share rituals and celebrations with other people. Traditionally, special religious holy days have been celebrated, for example, Christmas and Easter. Sovereign rulers and other leaders have often organised events as a way of controlling the public, as was especially the case in the seventeenth and eighteenth centuries.

In modern society, it may be argued that traditional religious and national festivals are no longer viewed as the key focus for community celebrations. Modern western society instead tends to create events which celebrate individual milestones, anniversaries and achievements. Birthday parties, wedding celebrations and house warming parties are all ways in which we get together.

These days, events are considered to make a key contribution to the cultural and economic development of the countries that hold them. Events can have a major impact on the development of cultural tourism to the host communities.

A festival can be defined as a gathering of community or an event which is centred on some theme and held annually or less frequently for a limited period of time. Historical and cultural themes are now often used to develop annual events to attract visitors and create cultural images in the host cities by holding festivals in community settings. Increasingly, larger events and festivals are not specifically designed to address the social and cultural needs of any one particular group but instead are often developed because of the economic benefits they will hopefully bring, primarily through tourism. Such festivals attract increasing numbers of local, regional and international visitors and thus may help to develop links with the global community.

Festivals and celebrations in local communities have generally been accepted and recognised as making an important contribution to society. These local festivals create entertainment for residents and visitors, but also contribute to a sense of community, building bridges between diverse community groups and giving them an opportunity to come together and celebrate their history and the place they live in.

Technical definitions of events management

In order to understand more fully the large array of events that take place today it is important to begin by examining their objectives. Any dictionary definition of an ‘event’ will include a broad statement, such as ‘something happens’. 
The word ‘event’ also has specific meanings in medicine, philosophy or physics. In such sciences we are concerned with happenings or incidents beyond the will of man or woman. When we couple this term with the concept of ‘management’, the definition of which includes words such as ‘organisation’, ‘administration’ and ‘control’, we begin to see an ‘event’ as a purposeful human creation. For events to be managed, they must therefore involve other people, and have a predetermined purpose and a location.

Event management can therefore be defined like this:

**Event management is the capability and control of the process of purpose, people and place.**

It follows, then, that events themselves can be defined as ‘happenings with objectives’.

The prime objective for an event can be strictly defined. An objective may be quantitative and financial, for instance to sell tickets and produce a profit. There may also be less tangible, qualitative objectives relating to the thoughts, feelings and emotions, during and after the event, of those attending it. These would be key objectives for a wedding or a private party.

In the next chapter we will look more closely at event objectives and in particular their role within the event planning process. In this section, however, we will explore the way in which ‘event objective components’ can help us to analyse the full range of international events currently being staged.

Event objective components are the building blocks of event objectives. They are divided into the three categories derived from our earlier definition of event management: purpose, people and place (see Figure 1.1).

So, in order to understand the range of events, we can attempt to classify them by their objective components. But, the process produces so many permutations and overlaps that in the end we must conclude that events cannot be precisely classified. One positive conclusion, though, is that all events involve a community. This community can be local or international; it may be a certain business community or a cultural community.

If we look at events on a scale ranging from the individual to the global, a private and personal event, such as a wedding anniversary or birthday, involves the community of family and friends at a particular calendar date in the individual’s life for the purposes of celebration. Culture and community are both expressed and enhanced through the social interaction of the event. At the global end of the scale, an event such as the Olympic Games in London in 2012, or the FIFA World Cup in Brazil in 2014, will probably involve every possible component somewhere in its tiered objectives and stakeholders. This is due to the complexity of such major events, which actually consist of a whole series of events in one. Looking back to our diagram of event object components (see Figure 1.1), we can identify the culture, carnival and celebration of
Figure 1.1 Event objective components – the ‘C’s and F’s’ of events
the Opening and Closing Ceremonies; the many competitors; the corporate elements; and the positive changes these events bring to citizens, communities, city and country.

Community, or communities, is thus the most important of the event objective components. Communities include the international track athletics or football community; the expatriate and descendent communities such as a city’s Irish or Caribbean communities who come together to celebrate St Patrick’s Day or Carnival; or any field of commerce, such as the UK utilities industry business community. Events are all about the vast and varied communities of people of the world. Events are where people commune!

Size of events within the sector

Modern events vary enormously in terms of their scale and complexity and the number of stakeholders involved, ranging from community festivals to major sporting events.

<table>
<thead>
<tr>
<th>Small Event</th>
<th>Massive Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear objectives</td>
<td>Many stakeholders</td>
</tr>
<tr>
<td>Few stakeholders</td>
<td>Complex objectives</td>
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</tbody>
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Figure 1.2 How the size of an event links to its complexity

The larger the event, the more objective components it will have, due to the numerous sub-events and stakeholder events which make the whole. This is particularly true, for example, of events such as the Olympic Games. The typology of events in Figure 1.3 shows the different types of events that have been developed around the world by organisers ranging from individuals to multinational organisations.

There have been considerable changes in the nature of festivals over the last decade. Where they previously tended to be associated with key calendar dates, particular seasons and heritage sites, there is now a much broader and more diverse range of festivals and events taking place all over the world. The revolution in festivals has been stimulated by commerce. The changing demand of local community groups has increased business opportunities for event organisers and local businesses.
Festivals play a major part in the economy of a city and local community. Such events are attractive to host communities, since they can promote a sense of pride and identity amongst local people. In addition, festivals can play an important part in promoting the host community as both a tourist and commercial destination. Events can help to develop the image and profile of a destination and may attract visitors outside of the holiday season. They can also generate significant economic impacts, contributing to the development of local communities and businesses, providing support to those who pursue economic opportunity, and supporting key industrial sectors.

Festivals provide an opportunity for local people to develop and share their culture. If we understand ‘culture’ to mean the personal expression of community heritage, we can see how festivals may create a sense of shared values, beliefs and perspectives within a local community. The peoples and communities that host festivals also offer their visitors a vibrant and valuable cultural experience. Events enable tourists to see how local communities celebrate their culture, and also give them an opportunity to interact with their hosts. This not only meets their leisure needs but can increase their understanding and appreciation of the local culture and heritage.
An events industry

There is some debate as to whether an events industry actually exists. Those who work exclusively in exhibitions view themselves as part of the exhibition industry; those who work in live music might define themselves as part of the music business. Others, such as wedding organisers, may see themselves as part of a standalone industry.

The common link that binds all of these diverse event organisers together is the multitude of suppliers who rely on events for all or part of their business. A ticket printer’s trade exclusively depends upon orders from events, be they sporting, cultural, musical or corporate. In order to prosper, a professional sound company needs contracts with event venues and event organisers, ranging from sound systems installed permanently in churches or nightclubs, to those set up temporarily for a concert or conference. A printer may have a wide range of other customers, but events businesses that need posters, flyers and brochures may account for a significant part of their work. Events can also be a component of an hotelier’s business, if the hotel is available for use as a venue for meetings or conferences. Yet business tourism is a vital part of the UK tourism industry and it is one of the largest industries in the UK economy, generating around £19 billion per annum from 180,000 businesses and employing over 1.4 million people across the whole tourism and events sector. Over the last 10 years it has provided growth and employment for the UK and European economies. In addition, tourism is a vital source for the events and hospitality industry, especially where delegates are attending large MICE (meetings, incentives, conferences and exhibitions) events. For example, 22,000 jobs in the West Midlands are sustained by the NEC Group of venues alone (this group includes the National Exhibition Centre, the International Convention Centre, the Symphony Hall, and the National Indoor Arena (British Tourist Authority, 2010)).

Value of areas of the events industry

Estimating the financial value of such a diverse UK events industry is a very difficult task. The typology of events shown in Figure 1.3 breaks the events industry down into different sectors and sub-sectors, some of which have information more readily available than others. These facts and figures, however, do take full account of the importance of events in economic and employment terms.

The British Conference Market Trends Survey 2010 estimates that conferences and meetings are worth £18.8 billion annually. Exhibitions and trade fairs are calculated to be worth £2.04 billion annually, excluding the value of
SECTION A: CONCEPT AND MANAGEMENT

business transacted at them. This means that exhibitions are the fifth largest marketing medium, attracting 11 per cent of media expenditure in the UK (British Tourist Authority, 2010 [online]). The value of the corporate events sector is estimated to be between £700 million to £1 billion annually. Figure 1.4 highlights the overall income generated by the business visits and events sector.

The UK Events Market Trend Survey shows a contrasting view of the conference industry within the UK, attributing the downward trend directly to the global market recession in 2008 (UKEMTS, 2011 [online]). As documented in the report, there was a slight downturn between 2006–8 in terms of direct revenue to venues: the report shows 375 events in 2006–8, compared with 396 in 2005–7. There were an estimated 67 million attendances at venues in 2008, at 1.31 million events. Interestingly, the report also shows some changes relating to time, including a further shortening of lead times for events, a longer wait for confirmations and increased cancellations. The location of the venue has a significant impact: city venues hosted on average 447 events a year; whereas in comparison events hosted in rural areas averaged 250 events per year (Eventia, 2010 [online]).

Figure 1.4  Income from the business visits and events sector

Outdoor festivals have seen a steady increase over the past five years, which can be assessed in terms of customer attendance, the amount of money they spend and the amount of festivals that proliferate in the urban and rural environment. In 2009 a comprehensive document was published by UK Music, a snapshot view of customer spend at UK music festivals which was pulled together with the assistance of Bournemouth University International Centre for Tourism and Hospitality Research. The data gives an indication of the positive contribution of music festivals to the UK economy. The team analysed data from 2.5 million ticket purchases to concerts and music festivals, to show that 7.7 million visitors from the UK and overseas attended the events. This group of people has a spending power of £1.4 billion, and represented a boost to the UK economy of £864 million. Alongside this growth in music festivals, the overall revenue for recorded music sales for the UK rose 4.7 per cent to £3.9 billion in 2009, and the value of the recorded music industry, including physical and digital sales was £1.36 billion in 2009, the same as in 2008. The Performing Rights Society (PRS), which represents and collects revenue for UK songwriters, composers and music publishers, reported income of £511 million in 2009, up 4.1 per cent Advertising and sponsorship revenue rose 4.2 per cent from 2009–10, and the licensing of music services such as Spotify, advertising and sponsorship were up 4.4 per cent to £967 million (PRS for Music, 2010 [online]). There is a marginal decline in recorded sales for the music industry, but even taking into account the economic instability that existed in the period from 2008 to 2011, and the cancellation of 34 festivals in 2010 (Guardian, 7 August 2011 [online]), UK music festivals have outperformed consumer trends and create a strong economic profile for the UK economy.

Sports events would merit an in-depth study in their own right, such is the range of both events and stakeholders. Given that many sporting events are part of international competitions, it can be difficult to define the boundaries of the market within the UK alone. The clearest example is perhaps Premier League Football – the UK’s most popular sport in terms of spectator admissions and television viewing. The Football Association Premier League, in its last published accounts (for the 2006–7 financial year), had a turnover of nearly £598.5 million.

The most revealing figure is the increase in the value of the broadcasting rights contract between the League and Sky broadcasting. An initial five-year deal for £200 million was signed when the League was formed in 1992. The three-year contract which followed in 2007 was worth £1.782 billion. In addition, the new contract which was negotiated in 2012 for the next three years has been increased to £3.018 billion. (Source – www.premierleague.com).
There is also a core group of companies and organisations that work across these various specialist sectors of the events industry. These organisations, known as ‘event support services’, constitute the foundation of the industry.

### Different types of events

#### Religious events

The largest event in the world in terms of actual attendance is the Hajj in Makka, Saudi Arabia. This annual event is a pilgrimage, which is sacred to the Muslim faith; it is the fifth and final pillar of Islam and is undertaken by approximately 3.4 million people each year (The Saudi Arabia Information Resource, www.saudinf.com, the Saudi Ministry of Culture and Information website and Official News Agency of Saudi Arabia). This figure not only includes the world’s largest number of ‘religious tourists’ who fly in from all over the world, but also the large numbers who converge upon Makka from within Saudi Arabia and neighbouring countries. Papal visits are another example of large religious events. When Pope John Paul II visited Ireland and the United States, he said mass to a million people in Dublin, New York and Boston.

These enormous gatherings of people share the objective components, drawn from Figure 1.1, of faith and feelings, culture, community, ceremony and contact.

The date of such religious event experiences becomes etched into the memory of the people attending, alongside their feelings and emotions. The same is also true of individual religious events such as Bar Mitzvahs. A Jewish male automatically becomes a Bar Mitzvah after his thirteenth birthday. The popular Bar Mitzvah celebration is a relatively modern innovation and the elaborate ceremonies and receptions that are commonplace today were unheard of as recently as a century ago. The Bar Mitzvah is a celebration of the Jewish faith by friends and families, and the local Jewish Community.

A Bar Mitzvah takes place on a Saturday shortly after the boy’s thirteenth birthday. Saturday is the Jewish Sabbath, a day of rest and spiritual enrichment. The boy is called upon to lead sections of the weekly service at the Synagogue. This may be as simple as saying the blessing but often involves much more and varies from congregation to congregation. The boy then often makes a speech which, tradition dictates, begins with the phrase, ‘Today I am a man’. His father responds by reciting a blessing, thanking God for taking the responsibility for the son’s sins from him (www.barmitzvahs.org).

The religious service is nowadays invariably followed by a reception and celebration. It is this event which is also a cultural and indeed a personal event; however, this celebration would not take place without the religious ceremony.
Bar Mitzvahs have the function of convening a community to celebrate their faith. They can rival weddings in terms of size and scale and are consequently significant to the events industry.

**Cultural events**

Some cultural events have a religious aspect and some may be held for commercial reasons. However, the primary purpose of such events is the celebration or confirmation of culture. Cultural events, such as concerts or carnivals, incur costs. They also create important economic opportunities and impacts, though a district, town, or city may not directly benefit on a festival’s balance sheet. For example, Liverpool’s Matthew Street Festival is held every year at the end of August at a cost to Liverpool City Council; yet the event generates £30 million for the local economy (Liverpool Culture Company [online]).

At one level, cultural events facilitate the integration and inclusion of smaller communities of families and friends within the wider community. On another level, they allow outsiders and tourists from different cultures to join and share in the process. For example, St Patrick’s Day’s parties are held not only in Dublin and Belfast but also in New York, Boston and around the world. Whilst these events are a celebration of Irishness, they also give anyone that wishes to the opportunity to enjoy Irish food, drink and music.

**Musical events**

Musical events range from the Glastonbury or Roskilde Music Festivals to the Last Night of the Proms in the Royal Albert Hall and all manner of concerts and performances in between. Musical events are often commercial in purpose but they are also about culture and fashion. They can even be concerned with change or charity and they are a celebration of creativity. A concert is about a shared feeling, fun with friends and new companions. Music festivals in particular promote a sense of belonging to the crowd.

An example is T in the Park, which has become Scotland’s leading music festival. The first festival was at Strathclyde Country Park on the outskirts of Glasgow in 1994; however, in 1997 T in the Park moved to a more central location at Balado near Perth. This larger and more easily accessible site certainly enabled T in the Park to grow. The event now features hundreds of musicians from many countries around the world. They perform a wide range of popular music on four different stages to a combined audience of over 85,000. This takes place every year on a weekend in early July. In 2011, 45 per cent of people buying tickets for T in the Park came from outside Scotland, making the event one of Scotland’s larger annual tourist attractions.
The event is strongly supported by the local council and surrounding communities, thus it does not experience the licensing problems of some comparable events in England. In 2004, T in the Park became the only festival in the UK to have been awarded a three-year licence for the second time. T in the Park has a large number of stakeholders with different objectives. For the organisers, DF Concerts, and the title sponsor, the Scottish lager brand Tennents, the event’s purpose is commercial. Yet to its audience, it is a celebration of music and specifically of the Scots’ love of music and partying which they wish to share. This is what gives the event its atmosphere. The event is about country but it is also about fun; it is the date on the calendar for the popular music community of Scotland. The event’s objectives now go beyond the commercial ones it began with. Scotland’s First Minister, Jack McConnell, when attending T in the Park in 2003, said: ‘It is great to see so many young people enjoying themselves. The festival is very valuable to the Scottish economy and it symbolises the modern Scotland we want to portray’ (www.tinthepark.com).

Sporting events

These range from the largest of international events to local leagues and competitions for communities and children. Their purpose is contest, challenge and competition but they also involve companionship, camaraderie and colleagues. They can often take the form of a championship, where there are displays of differing skills or prowess depending on the sport. Examples range from the US Open Golf Tournament or the Formula One Grand Prix Drivers’ Championship to a city’s schools’ swimming gala and countless others, both large and small.

As professional sports men and women are often very well paid and as some sports attract large numbers of spectators, including huge global television audiences, there is invariably a strong commercial purpose in any large sports event. The success of teams or individual sports men and women from a community, city, county or nation is often a cause for great celebration, particularly if not expected. A perfect example is Greece’s victory in the 2004 European Football Championships in Portugal. This had a very positive impact upon Greek national pride, which continued throughout and after the Athens Olympics. Sports events may therefore have political significance. With so many stakeholders and such high stakes, sports events require a high degree of professional events management.

Manchester City Council successfully bid for the staging of the 2008 UEFA Cup Final. It took place on 14 May, and was part of the Manchester World Sport 08 programme, a long-term strategy to bid for and host many international sporting events in 2008. The Northwest Regional Development Agency calculated that Manchester’s 08 programme of sport attracted over 317,000
visitors to the city, and was worth an estimated £23 million in terms of financial impact. Manchester City Council and its partners commissioned Ipsos MORI North, in conjunction with Experian, to research the economic benefits. In that same year Manchester won the accolade of the world’s top Sport City at the SportBusiness Sports Event Management Awards, ahead of Melbourne, Berlin, Doha, Moscow and New York.

**Personal and private events**

Personal events are celebrations of special occasions with friends and family. These could be viewed as a subsection of cultural events because when they are cross-cultural the format of weddings or funerals may vary. But the celebration of the union of two people, or the mourning and respect at the passing of a life are the oldest and most widely practised events. Many other life stage celebrations occur; linked either to age or achievement, including birthdays, anniversaries, graduations and homecomings. These events concern family and/or friends and their purposes are celebration and feelings.

**Political and governmental events**

From annual party political conferences and trade union conferences to events held by specific government departments, these events may be commercial in that they can be costly to organise; but the profit they seek is not financial currency but political change. As the media play a major part in such events, some, especially the party conferences, have become contests. This can range from subtle internal contests, played virtually behind the scenes, to blatant competition for public opinion and future votes between opposing parties on the stage provided by the attendant media.

In order to drive ticket sales and engage with their audience successfully, most events may require some form of media alliance, and none more so than political conferences. Without a media broadcaster(s) attached to the event, essential political messages may be lost at the point of delivery. As the national broadcaster the BBC has a moral undertaking to present a fair and objective coverage on all media platforms.

**Commercial and business events**

These often involve a whole section of industry or business. Exhibitions tend to be the most complex type of event within this category since each stand can be regarded as a sub-event, particularly where new products or services are being presented. Every stand has its stakeholders and all are competing for customers
or clients. These events are key points on the calendar at which an industry convenes or confers in order to coordinate campaigns, make contacts and agree contracts. The overriding purpose is thus commercial.

Major exhibitions such as motor shows or, the largest of all, air shows are such spectacular events that, alongside bringing together the crucial business buyers and manufacturers, they also attract many thousands of members of the general public who pay for tickets. A good example of this is the British International Motor Show. By 1978, the motor show had outgrown the London exhibition facilities and was moved to the then new Birmingham National Exhibition Centre (NEC). Attracting around 700,000 visitors annually, The British International Motor Show now ranks alongside similar international motor shows in Detroit, Brussels and Turin. Since 2006, it has been back in London, at ExCeL (www.britishmotorshow.co.uk; www.excel-london.co.uk/).

Business events also include ‘association events’ – the annual conferences of a very wide range of professional and business associations. From dentists to banking, ocean technology to e-marketing, all spheres of human industry and endeavour have at least one association conference.

Corporate events

Events of this type involve just one single business, company, corporation or organisation. They may include annual conferences, product launches, staff motivation events, or awards ceremonies. They draw their audience from within the organisation and often include an ‘incentive’ element in their choice of venue or location. Their purpose may be to give colleagues the space and place to confer in order to create change within the organisation. Key tasks may include considering competitors, clients or customers, reviewing the challenges faced by the organisation, and generating creative solutions to those challenges.

Special events

The term ‘special events’ is used to describe events that are first class or extraordinary in terms of the widespread public recognition they receive. Special events enrich the quality of life for local people and attract tourists from outside the area on account of their uniqueness.

Special events sometimes become synonymous with and dependent on the place where they are held. For example, the annual Edinburgh International Festival, which is a prime example of a special event, would not hold the same prestige should individual festival organisers ever decide to move any of its components to another city.
The primary goal of special events is to develop recognition for the local community and festival organisers. Examples of such events include Notting Hill Carnival, Bradford Mela, Berlin Love Parade, Toronto Street Festival and the Queen’s Jubilee celebrations in the UK. Such events create images for the tourism market and attract visitors to the location. A city wanting to upgrade its infrastructure or its political image may also use a large-scale event as a tool to generate funds from corporations and higher levels of government.

The host community benefits from special events both socially and economically. Yet special events are also typically dependent on the large outlay of public monies, which may arise not only from hosting them but also from bidding to host them in the first place. Despite the enormous costs and benefits for host communities, the full impact of special events, socially and environmentally as well as economically, is rarely calculated.

Special events range in size from small community fairs to large-scale sporting events. Community and local festivals can be classed as special events, since they can create a cultural and social environment for tourists who are attending the event. Major cities use special events to celebrate the city and highlight what it has to offer in terms of sport, music, culture and art.

Leisure events

Large scale leisure events are capable of attracting substantial numbers of visitors, gaining global media coverage and reaping vast economic benefits for the hosts. There is generally a competitive bidding process to determine who will host such large-scale events such as the Olympic Games, the FIFA World Cup and the Commonwealth Games.

Events on this scale are extremely important for the host community, not only because of the number of visitors, but because they create legacies, which may continue to have an impact on the host community long after the event has taken place. The bids for large-scale sporting events often incorporate urban regeneration goals into their strategies in order to justify the high costs of such events to all stakeholders, especially the local community. Large-scale leisure events are linked to government funding programmes, which enable the construction of facilities and infrastructure, and the redevelopment and revitalisation of urban areas. This process creates a physical, economic and social legacy which may have long-term benefits for the local communities. Law suggests that such events

act as a catalyst for change by persuading people to work together around a common objective and as a fast track for obtaining extra finance and getting building projects off the drawing board. (1993: 107)
Leisure events can act as a tool for urban regeneration, since through them host cities are given the opportunity to present new or promote existing images of themselves and thus enhance their profile on a global scale. Improving the image of the location as a destination will attract tourists to the area and hence generate future local employment in the tourist industry.

Crucially, leisure events provide an opportunity to acquire funding to regenerate cities and develop new facilities. The planning for these events should include a legacy plan to ensure that local communities continue to benefit from the event and associated investments in the future. This should consider the urban regeneration and social impacts of the event on host communities, identifying any adverse effects and ensuring that benefits to the surrounding communities are not squandered. How new facilities are utilised once the event has moved out of the host city is of great importance, as improper planning can mean they may not be used to their maximum potential. The facilities for the Commonwealth Games in Manchester in 2002 were fully utilised, since it was agreed at the planning stage that the main stadium would be handed over to Manchester City Football Club and that the athletic village would be passed on to the local authority to provide accommodation. In this century, with competitive bidding for large-scale sporting events by local authorities, countries and cities, it is no longer acceptable to stakeholders for central and local governments to host a large leisure event without developing a comprehensive post-event strategic plan.

There has been much discussion over who benefits most from large-scale leisure events and whether the costs and benefits are shared equally by the different stakeholders. It is clear, for example, that the games can produce tangible benefits for governments and businesses, especially within the tourism industry. The non-tangible benefits for the community are less self-evident, aside from the privilege of participating in the mega-event in one way or another.

Community festivals now play a significant role in generating income for local businesses and attracting tourists to the local area. These economic impacts have increased considerably over the past decade as the festivals have grown in size. The expansion of information technology and media networks has contributed to the development of these events and the industry which promotes and runs them. Festival organisers now utilise these new communication tools to advertise their events to wider audiences. Festivals now attract visitors from all over the country and from other countries, not only for the duration of the festival but also possibly, as a result of the media attention attracted by the event, in the longer term. A festival can, however, bring both positive and negative associations to an area; but if the positive impacts are stronger, it can help to develop a sense of local pride and identity. Examples of this include Glastonbury, Reading Festival and The Edinburgh Festival.
events have all taken the host community’s name and have therefore reinforced the relationship between event and host community.

Local authorities’ events strategies

Many local authorities are using events to position their destinations in the market, and thus support their cultural, tourism and arts strategies. Over the last decade, local authorities’ strategies have begun to state the importance of festivals in promoting tourism and developing the social and economic cohesion, confidence and pride that connect local authorities with the communities they serve. Through events, councils can secure political power and influence among the local residents and businesses. Local authorities undertake the development and direct delivery of festivals to pursue specific economic and community development objectives. Given their responsibility for public spaces, they have some advantages in presenting outdoor public events.

Manchester City Council (and the North West Development Agency) put forward a Major Event Strategy after hosting the 2002 Commonwealth Games. The prime objective was to encourage international events to come to the city, and also to build on the existing events to attract a greater number of visitors. With five bespoke venues built, one upgraded site and a total spend of £160 million it would be inconceivable not to extract the potential long-term economic benefits from those venues. The strategy consisted of a number of objectives to become a destination city, and can be summarised as follows:

- To ensure that the region can take maximum advantage of, and be adequately prepared for, staging and bidding for major events;
- As far as is reasonably practicable, to manage intra-regional competition to avoid wasted effort and resource;
- To develop a regional mechanism for sharing and developing expertise in the staging and bidding for major events;
- To develop evaluation tools to consistently measure the impact of major events and guide investment decisions;
- To provide a strategic framework to support bids to national and international organisations for the funding of major events in the Northwest; and
- To maximise the opportunities to secure engagement and funding from the public and private sectors. (North West Development Agency, 2004)

To acquire the international status as a destination city it was imperative for Manchester to have an International Festival. This event came to market
in 2007 as a biennial festival. In 2007 it had £6 million support from Manchester City Council and a number of business-related, Manchester-based stakeholders to supplement the financial shortfall.

Local authorities in the UK are developing event-led strategies in cities and using events to serve as marketing tools to boost the national and international profile and image of their cities, so as to attract hundreds of thousands of visitors every year. There are many public and private companies and agencies in the UK events sector at present, working to deliver successful events and festivals. Local authorities are increasingly promoting awareness of the events industry and the role it can play to provide inspiration and ambition to local communities to deliver large festivals and events on an international stage.

Although not all local authorities have an explicit event-led strategy, many can be seen to use events and festivals as marketing tools to achieve some of their goals and objectives. Events and festivals can promote urban regeneration and enhance the profile of the city. The international hosts of major sporting events have all experienced positive benefits in terms of their economic and social development. For example, the London Olympics in 2012 had a major impact on the local economy and the city as a whole.

**Corporate events strategies**

The corporate events sector has been the fastest growing industry in the UK over the last decade. Corporate events are used by companies to attract and maintain customer loyalty, to raise their business profile, and to increase the motivation level of their workforce to maintain high standards. Over the last decade, companies have become increasingly strategic in their planning of corporate events so as to maximise their impact on business profile. They may, for example, hold a team-building activity at a unique time of year or link their event to a specific ritual, ceremony or large scale sporting event.

Corporate events can be broken down into two main types:
Large-scale events may include sports events such as the Olympic Games, the Commonwealth Games, Royal Ascot, the Grand Prix, and the FA Cup Final. They also could include cultural and lifestyle events such as the Notting Hill Carnival, the Berlin Love Parade, the Chelsea Flower Show, and major music festivals.

Corporate hospitality can be defined as events and activities organised for the benefit of companies who want to entertain clients, prospective clients or employees at the company’s expense. A variety of options for entertaining are available, including evening receptions and dinners with a private view of current exhibitions.

Corporate hospitality events are a form of non-financial reward to employees and are increasingly being used by companies in order to motivate employees, to foster team spirit and secure employee loyalty in the long term. Corporate hospitality events may include cultural, team-building and sporting events. The increasing demand for high quality and high profile corporate hospitality events has enabled the expansion of events management companies around the world who specialise in organising them. Corporate events are big business within the UK market. The Events Industry Forum estimated the industry’s value at £36.1 billion in 2010, and £42.2 billion in 2015. The corporate hospitality industry has also increased over the years, to £1 billion (Eventia, 2010 [online]).

**Community festivals**

The concept of ‘community’ has complex social, psychological and geographical dimensions and there are divergent views as to what constitutes ‘a community’. Traditional views of ‘community’, as defined by the parameters of geographical location, a sense of belonging to that locality, and the mix of social and economic activities within the area, have been supplemented with greater degrees of complexity by analysts. ‘Interest communities’ rely not on the focus of place, but are anchored in other characteristics, such as ethnicity, occupation, religion, etc. This type of community thrives on social networks and social/psychological attachments. Britain has always been a multicultural society and people with diverse histories, beliefs and cultures have settled here. People from South Asia, Africa and the Caribbean initially arrived in the UK after the Second World War to help meet labour shortages. These multicultural communities now play an important role in enhancing the cultural diversity of Britain. Multicultural communities are spread all over the country, with approximately 30 per cent settled in the sub-region of Yorkshire and Humberside.

Clearly, whilst some communities might have a shared locality and common interests, there are underlying complexities which have ramifications for
public policy making, particularly in terms of community development goals. A misconception of what ‘community’ is, or a lack of precision or understanding regarding some of these elements can lead to imprecise and ultimately unsuccessful and wasteful policy initiatives.

Community festivals now play a significant role in income generation for local businesses and create tourism for the local area. The expenditure in the local economy is more likely to support supplier jobs in tourism-related sectors of the economy rather than create new jobs; however, many other factors will also have an impact.

Community festivals or cultural events are those produced primarily for the community and only secondarily as a tourist attraction. There are various reasons for organising community events, including a celebration of religious festivals such as Diwali. Community events can be part of regeneration schemes aimed at giving communities a sense of involvement and community spirit. Community events are organised by members of the community, community leaders, and professional event managers or festival producers. These events are often seen by government and community leaders as a way of improving communication between various sections of the community.

In addition to creating community cohesion, such festivals and events have the potential to improve the economic life of the host destination, by developing employment, trade and business, by investing in the infrastructure, and by providing long-term promotional benefits and tax revenues. Events and festivals not only generate significant economic benefits, they also provide host destinations with the opportunity to market themselves nationally and internationally, bringing people from diverse backgrounds to the destination for the duration of the event or festival. As a result, they have the potential to provide host destinations with a high-status tourism profile and may enhance the links between tourism and commerce. Events may do this by improving the image of a place, by generating economic impacts, such as the development of local communities and businesses, by providing a tourist attraction, which may overcome seasonality, and by supporting key industrial sectors.

The economic impacts of events are the most tangible and therefore the most frequently measured impacts. Economic impacts can be positive and negative. The positive effects may include visitor expenditure, investment in infrastructure and increased employment. Examples of negative economic impacts include price inflation on goods and services to cash in on the influx of visitors, or local authority-funded events which run at a loss leading to an increase in local Council Tax. The latter actually occurred following the 1991 World Student Games in Sheffield. The economic impact of the World Student Games was not fully realised due to a lack of foresight from the major stakeholders. Bramwell (1997) made reference to the fact that mega events can be significant assets to a host city if and only if there
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is a strategic plan. Bramwell (1997) also made reference to a strategic plan not materialising until 1994 – the Friel plan as it was known rolled out in 1995 and looked at events as a means to drive tourism to the city.

Charity events

Charity events have developed as a major provider in employing event professionals and setting out a working model to achieve an objective. The alignment of a celebrity and a media channel orchestrated around a worthwhile activity can bring forward consumer support, revenue and media attention. The organisation of in 8, 10 and 12km runs in cities throughout the UK has become commonplace in raising awareness and finance for a particular cause. The most prominent of these, which is recognised by the International Athletes Association Federation (IAAF) and endorsed by them in 2010, is the Bupa 10K city run televised by the BBC. This event does not carry charity status; however, a large percentage of the runners are doing it to raise funds for a particular charity.

The charity sector has expanded substantially over the last two decades. Currently, there are over 164,000 registered ‘general charities’ in the UK with a total income of £31 billion in 2005–6 and expenditure of just over £29 billion. These charities employ 611,000 paid staff (2.2 per cent of the overall workforce). By comparison, in 2002 there were around 150,000 registered charities with a total annual expenditure of £20.4 billion.

Data supplied by the Charity Market Monitor (2008) also gives an overview of government support, which shows that there is a disparity in the amount of support depending on the type of charity and its turnover.

Total government funding represents 35.7% of the sector’s earnings. Charities with an income of between £100,000 and £1 million rely most on government funding, while charities with an income of less than £10,000 rely the least (9.2%). There has been a shift from grants to contracts since 2002. (Philanthropy UK, 2011 [online])

Summary

In this chapter we have explored the ways in which events and festivals have changed over the years. In the past, festivals were associated with key calendar moments, linked specifically to particular seasons and heritage sites. Events and festivals have been revolutionised to meet the commercial needs of the market in response to the changing demands of local community groups and increased business opportunities for event organisers and local businesses. Local authorities are now using events as a major tool to promote their city and are justifying their bids for large-scale sporting events on the grounds that
these form part of their regeneration strategies. Events and festival managers are now using historical and cultural themes to develop annual events to attract visitors and create cultural images in the host cities by holding festivals within community settings. Such events provide an opportunity for local people to develop and share their culture, enhance their own values and beliefs and promote local culture to visitors and tourists.

In addition, the typology of events has been thoroughly examined and many examples of diverse events have been discussed. The focus in this review has been on the objectives of these different events, or to be more precise, the components that make up their objectives, in terms of people, place and purpose. This chapter has identified the most fundamental of these objective components as being that of ‘community’ in all its many applications. There is no doubt that events and festivals do achieve economic goals and develop community cohesion through their functional role in attracting visitors to the area. We have also noted that the spending by visitors on local goods and services has a direct economic impact on local businesses and that these benefits pass more widely across the economy and the community. On the other hand, cultural tourism does not take into account the loss of local beauty, environmental degradation and the effects it creates on the local people of the host communities through their direct and indirect involvement with tourists. In addition, events and festivals can play an important part in promoting the host community as both a tourist and commercial destination. Events and festivals can help to develop the image and profile of a destination and may attract visitors outside of the holiday season.

The various sectors of the events industry have been introduced. These include both specialists who organise a huge range of different events and the core event support services who are subcontracted to work across these different events.

--- Discussion questions ---

**Question 1**

Discuss why event managers target communities to host festivals and events.

**Question 2**

Critically analyse and discuss the role festivals and events play within tourism industry.
Question 3

How might strategic event management be able to integrate the various components of the people, place and process model to augment value throughout the lifecycle of the event, i.e., prior to, during and after an event or festival?

Question 4

Identify and discuss the benefits of corporate hospitality strategies for events.

Question 5

Investigate the influence music events have on the local community and regional tourism boards.

Question 6

Identify and discuss any problems that are associated with events and festivals which are developed in the local community environment?

CASE STUDY 1  LEEDS WEST INDIAN CARNIVAL

The Caribbean carnival is an annual event which has been celebrated in the city of Leeds since the 1960s. The carnival is one of the oldest Caribbean carnivals in Europe.

The carnival has created a multicultural spirit for people of all races and nationalities to attend the event during the August bank holiday each year since 1967.

Originally, the Leeds West Indian carnival used to go into the city centre, but that tradition changed during the 1980s. The carnival has outgrown the original concept and now it takes place around Chapeltown and Harehills.

Behind the colour and music of the carnival there is a deeper meaning, rooted in the experiences of Caribbean people arriving in England around a time of great change in the late 1950s and early 1960s. So it was a search for identity, for community and belonging that initially led to the carnival being developed.

The carnival has created a platform for the Caribbean people to come together and share their social and cultural traditions with the local community who come from a range of differing backgrounds. It is about people coming together and having fun.

In 2011 over 80,000 people enjoyed the mixture of local and international talent. This magic music was mixed with the wonderful smells of Caribbean cooking. In the afternoon over 100,000 people watched the carnival procession.

(Continued)
The carnival day starts early with the J’ouvert procession at 6.00 am. In the afternoon the procession leaves Potternewton Park for three and half hours of non-stop dancing around the streets of Chapeltown and Harehills. In 2011, 800 revellers joined the procession, which included two sound systems and a colourful mixture of people from all backgrounds and cultures. Figure 1.6 illustrates the site plan for the carnival.

Figure 1.6 The site plan for Leeds carnival

Source: http://www.leedscarnival.co.uk/
The carnival creates cultural variety for the local community and encourages party-goers to enjoy the sights and sounds of the spectacular costumed troupes, the parade, and the traditional Caribbean music. It also brings together people of different ages, races and nationalities to enjoy the great day of fun.

Over the last ten years tourism in the area has also grown, because the event itself attracts those interested in the culture and spectacle created, which highlights an otherwise invisible side of local culture. The carnival has created a very special image for the city of Leeds, because it has brought the local community together and attracted tourists from all over the country and overseas.

CASE STUDY 2  DAILY TELEGRAPH BOARD-X FESTIVAL

Board-X was first set up seven years ago and showcased the best riders in snowboarding, skating and BMX. In 2003 the event was held at Alexandra Palace, London, on 8, 9 and 10 November. Over the three days an estimated 25,000 people passed through the doors. Alexandra Palace provided organisers with a large area to build an indoor full-size street course for skaters and BMX riders but the highlight of the event was the outdoor Big Air kicker for the snowboarders. The kicker was as big as it has ever been, standing at 25 metres tall and 100 metres long. One of the event organisers, George Foster, explains that ‘as the number of snowboard enthusiasts in the UK continues to grow, Board-X has matured into an event that caters for all levels of rider and follower while maintaining the support of the industry it seeks to provide for’. With the introduction of a title sponsor in the Daily Telegraph, the event should continue to grow along with the snowboard culture and is now arguably the most comprehensive snowboard festival in Europe.

Having visited the event in 1997 and 2003 the standard of both the event and the riding has increased phenomenally. The event has a totally original vibe, it is the home of the British snowboard scene and it superbly combines, with the aid of top DJs, break dancers, skaters, BMXers and retailers, all aspects of this lifestyle which can be enjoyed by pros and amateurs.

(Source: forums.mxtrax.co.uk/showthread.php)

Further reading

British Tourist Authority (RTA) – www.visitbritain.com
SECTION A: CONCEPT AND MANAGEMENT


