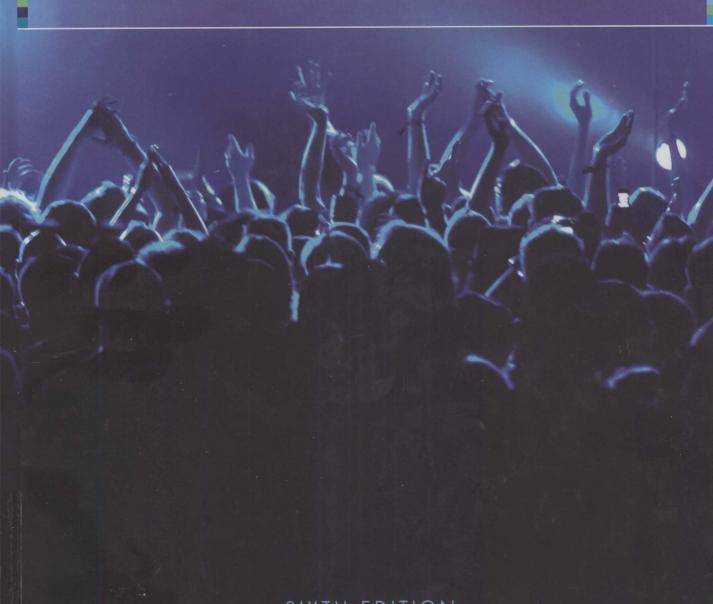
WILEY EVENTS

SPECIAL EVENTS

A New Generation and the Next Frontier

Dr. Joe Goldblatt, CSEP



Special Events

A New Generation and the Next Frontier

Sixth Edition





Photos were taken by the author unless otherwise noted.

This book is printed on acid-free paper.

Copyright © 2011, 2008, 2005 by John Wiley & Sons, Inc. All rights reserved. Published by John Wiley & Sons, Inc., Hoboken, New Jersey. Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the web at www copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at http://www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services, or technical support, please contact our Customer Care Department within the United States at 800-762-2974, outside the United States at 317-572-3993 or fax 317-572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our website at http://www.wiley.com.

Library of Congress Cataloging-in-Publication Data:

Goldblatt, Joe

Special events: a new generation and the next frontier / Joe Goldblatt.—6th ed. p. cm.—(The Wiley event management series; 13)
Includes bibliographical references and index.
ISBN 978-0-470-44987-5 (hardback)

1. Special events—Management. I. Title. GT3405.G65 2010

394.2---dc22

Printed in the United States of America

10 9 8 7 6 5 4 3 2

DEDICATION

The **Sixth Edition** of **Special Events** is dedicated to three extraordinary women whose lives and careers have served as a profound inspiration to many others: Jean McFaddin, Nina de Courson, and Dr. Kathy Nelson, CMP, CSEP.

Jean McFaddin is the legendary producer of the Macy's Thanksgiving Day Parade, one of the most widely viewed annual events in the entire world. Jean directed, and, according to The History Channel™, "transformed" the parade during her long tenure. She has also used her immense talents to inspire and transform the lives and careers of thousands of others as an engaging speaker. She is a popular mentor to college students throughout the world, and continues to challenge and motivate the next generation to forge new frontiers, as she has done through her highly successful career. In the vast constellation of talent within the global special events industry, she will always be my bright north star.

Over half a century ago, our favorite aunt, Nina de Courson, traveled all the way from the state of Iowa in the United States to Europe. She did this at a time when women from small towns, such as hers, rarely traveled at all. Upon arriving in Europe, she used her acclaimed singing talent to perform with leading opera companies on the continent. Later in her career, her tenacity and talent led her to successfully transition to the world of business, where she triumphed once again. Aunt Nina has never stopped learning new things. She generously shares her knowledge and wisdom with others. Her generosity, creativity, and courage inspire me, my wife, Nancy, and many others every day.

Dr. Kathy Nelson, CMP, CSEP was a pioneering educator and researcher in the field of special events. Among her many achievements, she led the Certified Special Events Professional (CSEP) committee for the International Special Events Society during a critical time in its development. She was a charter member of the Event Management Body of Knowledge (EMBOK) project and greatly contributed to the formal codification of this emerging field of study and practice. I had the great pleasure of working with Kathy to co-author the International Dictionary of Special Events (Wiley, 2001). Her devotion to her family, husband Dan, daughter Chloe, and her extended family, friends, and colleagues was boundless. Despite her untimely death in July of 2010, her legacy will stretch beyond her years on earth to inform, illuminate, and inspire many future generations of event professionals to come.

Therefore, it is with great admiration and profound respect that I dedicate this book to three remarkably resilient, and, indeed, modern renaissance women, Jean McFaddin, Nina de Courson, and Dr. Kathy Nelson, CMP, CSEP.

As is the generation of leaves, so is that of humanity. The wind scatters the leaves on the ground, but the live timber burgeons with leaves again in the season of spring returning. So one generation will grow while another dies.

Homer (900-800 B.C.), The Iliad

Note to the reader: The Greek poet Homer reportedly wrote (with others) the epic poem, *The Iliad.* This poem eloquently recounts the end of the Trojan War (1194–1184 B.C.). As **Special Events, Sixth Edition** is being published at what is hopefully the end of a period of severe economic turmoil, it is my firm belief that the next generation of special event professionals will explore new frontiers, and, as Homer imagined, continually grow from strength to strength.

FOREWORD

For more than thirty years there have been many innovations in the special events industry. One of the most important innovations being the availability of process training on researching, designing, planning, coordinating, and evaluating events, rituals and ceremonies. At the forefront of this effort is Dr. Joe Goldblatt, CSEP, working to ensure the next generation benefits from his experience, hard work, on-the-job training, successes, and failures in this industry. He is one of the early pioneers who examined the process and results in his own business, The Wonder Company, which successfully produced events from the smallest party to presidential inaugurations. Now, you will benefit from his experience in this latest edition of *Special Events*.

Dr. Goldblatt is really in the relationship business and his contacts include the names and numbers of industry leaders, educators, students, vendors, suppliers, and many good friends from around the world that share his interest and passion for the industry. He is loved and respected by his students and honored by members of the industry. Because of his exceptional relationship skills and his commitment to investing in the next generation, other industry professionals have willingly assisted Dr. Goldblatt by providing him with information on trends, and contributing to his many books and articles, including this *Sixth Edition* of *Special Events*.

Dr. Goldblatt's first edition of *Special Events: The Art and Science of Celebration* was published twenty years ago and each new edition has been updated to include the most current and relevant information in the special events industry. This newest edition is very much a continuation of the art of bringing people together for celebrations. You will find it to be the ideal book to use to understand the scope of the many elements involved in special events. It is an "owner's manual" for event planning. It explains the language of the industry in great detail that is easy to understand and exciting to read. For example, "Eventology" explains the science of planning in addition to the creative development necessary for events. Every event professional should own a copy of *Special Events*.

My first meeting with Dr. Goldblatt took place many years ago when he was the Founding President of the International Special Events Society (ISES) and I was the Manager of Convention/Resort Entertainment for Walt Disney World. I was immediately taken with Dr. Goldblatt's vision of establishing higher standards and creativity in the events industry. There was a great need but there were few training programs or books that addressed the complexity of planning events, festivals, parties, industrials, and other celebrations. Dr. Goldblatt shared his mission of establishing a certification, which

FOREWORD



ultimately resulted in his being part of the first group to receive the Certified Special Events Professional (CSEP) after taking part in the development of the curriculum. Dr. Goldblatt is a gifted educator with the ability to see the big picture and break it down into its component parts.

One only has to spend a few minutes with Joe to feel like he has known you for a very long time. Dr. Joe, as his students often call him, is a man always in motion even when standing or sitting still. His knowledge goes well beyond event planning. He has read many books, seen lots of movies, attended numerous theatre productions, met a great many people, remembers most names, can recall facts about people, places, and things better than anyone I have ever met. He has an extremely positive outlook on life and brings great energy to everything he does.

Most importantly, I am honored to say that Joe Goldblatt is my best friend. For those of you reading this, it may surprise you that so many individuals regard Joe as their best friend. And they are correct; Joe is your best friend, too. He is a kind and caring man with a great deal of knowledge which will become evident to you as you read this book. So when facing a challenge with an event you are planning, trust in your best friend by opening *Special Events* and getting back to the basics. You can't go wrong.

In this, the sixth edition of the world's first text book in the field of special events, Dr. Goldblatt provides the most up-to-date information concerning technology, corporate social responsibility and event environmental sustainability. This book will become your essential reference tool for producing high quality special events, whether you are a student or an experienced event professional.

Joe and I love our families, theatre, stories, helping others, and can spend hours talking about each topic. I must bow to the remarkable storytelling ability of my best friend. Joe shares personal stories about his experiences that are filled with humor and emotion that are guaranteed to entertain as well as inform those of us lucky enough to be on his mailing list. You will see what I mean when you begin reading the words of wisdom from this world traveler who is out to change the world one person, and one celebration, at a time.

Gene Columbus
Executive Director
Orlando Repertory Theater
Orlando, Florida
Formerly, A Cast Member and Manager of Entertainment
Staffing for Walt Disney World for 38 Years

PREFACE

Auld Lang Syne Should auld acquaintance be forgot, And never brought to mind? Should auld acquaintance be forgot, And auld lang syne?

Robert Burns (1759–1796)

The poet laureate of my adopted homeland of Scotland was born in Alloway, only a few miles from where I am writing these lines. I have come to Ayrshire in Scotland to the lovely and warm home of my friend Allison Russell to research why, 250 years after his birth, millions of people throughout the world continue to celebrate the immortal memory of Robert Burns with traditional Burns suppers.

Mr. Burns is the author of over 6000 poems, including *Auld Lang Syne*. This is perhaps his best-known poem, because it has been transformed into one of the world's best-loved songs, ritually sung on New Year's Eve by hundreds of millions of people throughout the world. According to journalists, the only song that is sung more often than *Auld Lang Syne* is *Happy Birthday*. One song celebrates friendship and memories and the other celebrates new beginnings. In both songs we have the circle of life itself, as seen through musical celebration.

Above all else in life, Burns appreciated a robust party with friends and family. These celebrations, regardless of size, created the unique experience anthropologists and sociologists later recognized as *communitas*. Similarly, my friend Allison has turned her home into a celebration destination where her friends and family often dance in her living room and kitchen.

The term *communitas* was defined by another Scotsman, the sociologist Victor Turner from Glasgow. Turner described it as "an intimate moment of sharing" that achieved the effect of creating "time out of time" (Turner 1977). Through *ceildhs* (Scottish dance parties) and other social events, Robert Burns and his friends and family would come together, tell stories, and enjoy food and beverage while remembering auld lang syne (old times since).

For Burns, the practice of celebration provided the ultimate *raison d'etre* (reason for living) despite often-recurring catastrophic conditions.



At the same time I am investigating Burns, the world appears to be once again facing another crisis as the banking industry and financial markets experience severe distress requiring massive government intervention. With the sometimes overwhelming and seemingly endless myriad problems plaguing the twenty-first century, now more than ever, we seek refuge in and strength through our celebrations to transcend what appears to be desperate times.

Throughout history, people have recognized the power of celebration to inspire hope and provide fortitude for daily living. When I interviewed the five earth scientists who lived for nearly one year in the Biosphere, a closed-environment research laboratory in the Arizona desert, I asked them how they managed to survive in this isolated scientific environment for so long.

They replied, "We survived because of science. We *lived* because of celebrations. Every month we celebrated birthdays, anniversaries, births of new creatures and our personal and professional triumphs. These celebrations sustained our spirits" (Biosphere 1998).

Once when lecturing in Trinidad and Tobago, a student said to me, half apologizing, "When major disasters happen in other parts of the world we feel threatened as well. So we immediately return to our celebrations to remind us of why we are alive and to give us strength to go on."

Following the tragic aftermath of Hurricane Katrina, I visited New Orleans during the first Mardi Gras celebrations to be held since the natural disaster. The mayor and other leaders were doubtful that the city could host a major special event, and some argued that the celebrations should be canceled.

However, the citizens of New Orleans prevailed. On the first night of the first Mardi Gras parade since Hurricane Katrina, I stood in the French Quarter surrounded by mostly the citizens of New Orleans. We huddled together against the unusually cool winds. The mood was somber, as would be expected among so many who had lost their homes, their jobs, and even loved ones.

Within a few minutes the spirits changed as we heard the slow and then rapid drum beats of one of the jazz bands as it began to turn a corner and enter the street where we silently stood waiting. Suddenly, this silence turned into cheers and loud clapping, as the city welcomed back its parade and its raison d'etre.

As people began once more to dance in the streets of the French Quarter, I recognized, as did Barbara Ehrenrich, author of Dancing in the Streets, A Collective History of Joy, our infinite capacity for human joy and celebration (Ehrenrich 2007). When the leaders of New Orleans questioned whether their celebrations could or should continue, the people demonstrated that cold night that, without their celebrations, they could not continue.

From the first dawn of human history, human beings have come together, first to gain sustenance from food and drink, later to tell stories around the prehistoric campfire, and, today, in the postmodern Internet social media chat room. In every instance we are celebrating and commemorating what makes us infinitely human.

In his poem *Auld Lang Syne*, Burns asks rhetorically, "Should auld (old) acquaintance be forgot and never brought to mind?" He is asking a universal question about the precious connection between human beings and memory, human beings and relationships, and, ultimately, human beings and their sacred bond to one another.

I will continue to argue in this book that we must never forget the traditions of celebration that bind society together. It is through special events and celebrations that we continue to remember our shared history, our friends, and family. The complex celebrations that you will produce will create new milestones and enduring memories that will make our lives worth living and, for those who follow us, worth remembering—auld lang syne.

That is one of the major purposes of this **Sixth Edition** of **Special Events:** A **New Generation and the Next Frontier**. Since its inception, this book has chronicled and championed the development, changes, and challenges faced by the global celebrations industry.

I am more convinced than ever before that you, and the events you design and produce, will, similar to Burns poetry, help us and others find the kinship, courage, and commitment to transcend all the troubles of the past and overcome the challenges of the future.

The planned events of our lives often give us purpose and bring us together to achieve common positive goals. I describe this process as cultural progression through *eventology*.

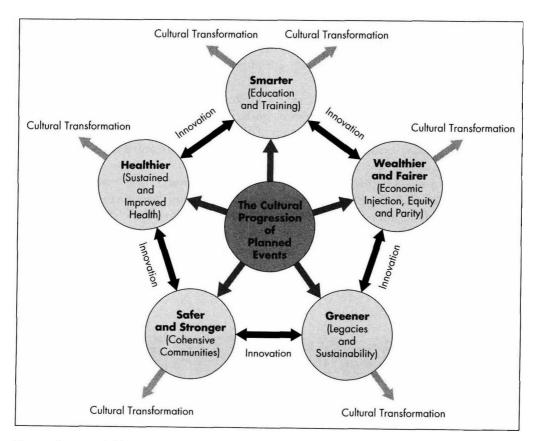


Figure P.1 Goldblatt Model of Cultural Progression Through Planned Events

Figure P.1 demonstrates how planned events and their creativity may produce positive social benefits through innovation.

Eventology is the study of planned events to promote positive societal benefits (Goldblatt 2008). The term *event* is derived from the Latin word *e-venire*, which means outcome. Therefore, *eventology* is the scientific process through celebration to promote positive outcomes for all of society.

One of the most important outcomes is the opportunity to unite the global human society through events. Whether you produce events for associations, corporations, exhibitions, incentives, schools, sports, or even zoos, from A to Z, there are increasingly more opportunities than ever before to bring people together for mutual benefit. Burns understood this well as he chronicled his friends' and family's celebration through his poetry.

Many years ago, I was invited to read from one of my books at a library book-signing program. A female poet was also invited to read during the same program. While we were awaiting the program to begin, we eyed each other curiously, and finally I asked the poet: "Why would an event producer and a poet be invited to share the same platform?"

The poet thought about it and replied, "An event is a poem. Like poetry, a beautiful event is eternal."

As we celebrate the twentieth anniversary of the first publication of this book, I am more committed than ever before to never let our old acquaintance be forgot. We must eternally celebrate our memories through events while also making new ones that continually advance human society to help our culture progress into a future that is truly boundless.

Sadly, Robert Burns only lived to age 37. He lived fully and often joyously every day, due in large part to the many celebrations he hosted or attended. As a member of the global celebrations family, and in commemoration of Burns's 250th birthday, I am rededicating my career to making certain that all the days of our lives may one day be described by those who follow us as special events.

Through the pages of this **Special Events**, **Sixth Edition**, I invite you to join me and meet the individuals and organizations that share our common devotion to and passion for human celebration. And now, as I walk through the purple heather of Scotland, I invite you to stroll alongside and, perhaps, even rekindle the spirit of Robert Burns as together we rediscover and better understand why events are indeed like poems. Through this rededication and rediscovery we will, unless old acquaintance be forgot, learn that every event we may produce can result in an outcome of eternal beauty that will be cherished and remembered.

The Sixth Edition

The contents of the **Sixth Edition** of **Special Events** are drawn from the many great continents of the earth. In my travels around the globe, I have searched for the reasons we celebrate and how special events bring meaning to our lives and those of our guests.

Since the publication of the previous edition, I have traveled throughout six continents: Africa, Asia, Australia, Europe, and North and South America in search of the



rituals, ceremonies, customs, and traditions from whence our contemporary celebrations have developed.

In Malaysia, I discovered how ancient rituals are being preserved and given new meaning by the current generation. In Australia, while conducting research at the Strehlow Institute in Alice Springs, I learned about men's and women's secret rituals that are thousands of years old. Throughout Africa, Brazil, Canada, the Caribbean, France, Germany, Kazakhstan, Qatar, Russia, Switzerland, Thailand, and now Scotland, I have observed and learned why and how people celebrate their triumphs, their joys, and even their sorrows (Turner 1977). These lessons will serve as further instruction for you, the next generation of tribal leaders and poets who will create and produce new rituals, ceremonies, and celebrations. You will compose the event poetry that, through its beauty, endures forever.

Through my travels I have discovered that there is no universally accepted definition of the person who plans and produces events. Some refer to this person as event manager, others as event planner and still others as event director. In previous definitions I have used the term event leader. However, in this edition, the terms event planner and event leader are used interchangeably. Perhaps one day a universally accepted definition will emerge. For the purposes of this book, the event planner and/or event leader represent the individual responsible for the research, design, coordination, planning, and coordination of planned events.

Each new edition of this book also represents a unique gathering of new associates as well as a reunion (old times since) of those who have joined us once again. Indeed, each new edition represents our collective history as well as the opening of a new window to explore the future of this fascinating field of study.

Nearly everywhere in the world, human beings take part in rituals and ceremonies to recall their collective history and express their individual aspirations.

Wilson and Goldfarb (1994) further define ceremony and ritual:

A ceremony is a formal religious or social occasion, usually led by a designated authority figure, such as a priest or chief; examples would include a graduation or inauguration and a marriage ceremony. A ritual is the acting out of an established, prescribed procedure; rituals can range from a family event, such as Thanksgiving or Christmas dinner, to elaborate religious events, such as the Roman Catholic mass and the Jewish Yom Kippur service during the High Holy Days.

In the postmodern world, the designated authority figure is often the event planner or leader. This is the trained professional who researches, designs, plans, coordinates, and evaluates the ritual or ceremony. Now, thanks in large part to readers like you who are committed to continuing professional education, the planned events profession is firmly established and generally recognized throughout the world.

As I travel throughout the world, I have noted that, for the first time, federal governments are taking a sincere interest in our profession and are seeking methods to study, evaluate, and determine how best to benefit from the assets event leaders bring to their nations. For example, the federal government of Canada conducted a landmark study

to identify international standards for event professionals. If adopted by governments throughout the world, these standards will enable the event management profession to join other recognized fields of study such as engineering and medicine as a professional field of study with globally recognized standards, qualifications, and credentials.

Whether it is the 2016 Summer Olympic Games in Rio de Janeiro, Brazil, or the 2008 European Capital of Culture programs in Liverpool, England, and Stavanger, Norway, national and local governments throughout the world actively compete through million-dollar annual investments to attract special events to their destination cities. Government leaders realize that events such as meetings, conventions, exhibitions, incentives, festivals, fairs, weddings, and others not only represent big business, but they also produce new jobs and establish or promote the overall image of a destination, which is a central part of the global tourism industry. In fact, when well planned and coordinated, events contribute significantly to the quality of place, something that citizens and businesses desire and political leaders must provide.

Events not only help establish a quality of place, they often transform communities. In Providence, Rhode Island, the *Waterfire*™ event (www.waterfire.org) has helped transform a decaying urban center into a thriving entertainment district. *Waterfire* is an event conceived by the artist Barnaby Evans using the basic elements of water, fire, and music to create a dramatic and inspiring tourism experience. One hundred bonfires are placed in metal cauldrons in the middle of a river in the center of Providence. Using highly fragrant wood, New Age and classical music, and hundreds of volunteers as bonfire builders and lamplighters, this event has literally helped rekindle the tourism economy of Providence.

This is but one example of the hundreds of thousands of small and large events being produced throughout the world where ceremonies and rituals draw on ancient symbols to create new outcomes. This edition of **Special Events** reminds us how modern events such as *Waterfire* use rituals and ceremonies to explore how planned events promote both continuity and stability within human societies. In this edition, you will discover, as Victor Turner stated, the *fons et origo* (fountainhead and origin) of social structure. Perhaps through this discovery you will find the resources, ideas, and inspiration to raise this ancient tradition and modern profession to a higher level of excellence and meaning.

New to This Edition

The **Sixth Edition** of **Special Events** differs from all others by providing the following new enhancements to the text.

New interviews with experienced event practitioners, distinguished event studies
university faculty, event students currently studying in university, as well as successful graduates of event studies programs. Through these profiles in each chapter
you will meet the experienced pioneers and their protégées. You will learn what
makes the great ones great and their events truly spectacular.

- New chapters include:
 - Chapter 6: Green Events. Thanks to Sam Goldblatt, in this first-ever chapter
 on environmental sustainability for meetings and events, you will discover the
 latest trends, techniques, and tips for recycling, reducing the carbon footprint,
 and reusing elements of your event to create sustainable outcomes.
 - Chapter 13: Doing the Right Thing, Corporate Social Responsibility (CSR). This chapter explores the emerging focus on CSR in organizations such as Meeting Professionals International and includes case examples of programs that focus on linking event outcomes to improving society.
 - Chapter 16: The New Best Practices in Planned Events. This chapter takes you behind the scenes of two of the most amazing, remarkable, and successful international and national planned events of the recent past, the opening ceremonies of the Beijing, China 2008 Summer Olympic Games and the year long Homecoming Scotland 2009 celebrations featuring hundreds of creative and innovative events.
 - Chapter 17: New Frontiers in Twenty-First-Century Planned Events.
 This chapter includes new theoretical case studies for a number of different
 event fields, such as attractions, catering, conventions, government, festivals,
 sports, and more.
- Event measurement, evaluation, and assessment topics are integrated throughout a number of the chapters in **Special Events**. As governments and other funders increasingly ask for valid and reliable data about the impact of your event, this coverage provides you with the strategies and tools to collect, analyze, and disseminate information that will help you attract greater support in the future for your events.
- Over 200 new web resources in the text and appendices will help you save money, save time, and improve the overall quality of your events.
- A comprehensive listing of schools of event management is provided for further study.
- An expanded case studies section based on the Harvard Business Review model as
 well as five new best practice events serve as sterling models for your future event.
- Dozens of **new photographs** illustrating the vast depth and breadth of global planned events. All photos were taken by the author unless otherwise credited.
- Finally, throughout Special Events, Sixth Edition, you will learn how technology may be harnessed to help you improve your events' financial, quality, environmental, and other strategic outcomes.

Supplement Offerings

A comprehensive *Instructor's Manual* (ISBN 978-0-470-64189-7) accompanies this book. It can be obtained by contacting your Wiley sales representative. If you do not know who your representative is, please visit **www.wiley.com**, click on Resources for Instructors, and click on Who's My Rep? An electronic version of the *Instructor's Manual* is

available to qualified instructors, and *PowerPoint slides* are available to students and instructors on the companion website, at www.wiley.com/college/goldblatt.

The *Test Bank* has been specifically formatted for Respondus, an easy-to-use software program for creating and managing exams that can be printed to paper or published directly to Blackboard, WebCT, Desire2Learn, eCollege, ANGEL, and other eLearning systems. Instructors who adopt *Special Events* can download the test bank for free. Additional Wiley resources also can be uploaded into your LMS course at no charge.

Many of the appendices that appeared in previous editions of **Special Events** have been removed from the print book and are available on the students and instructor's website for the book at **www.wiley.com/college/goldblatt.** Please visit the resources for more information on the following topics:

Appendix 4: Organizations and Resources

Appendix 5: Internet Sites

Appendix 6: Periodicals
Appendix 7: APEX Resources

Appendix 8: Directories

Appendix 9: Audio and Visual Resources

Appendix 10: Software

Appendix 11: Sample Client Agreement Appendix 12: Sample Vendor Agreement

Appendix 13: Sample Insurance Certificate

Appendix 14: Sample Catering Menus

Appendix 15: Sample Incident Report

Appendix 16: Sample Purchase Order

Appendix 17: Sample Event Evaluations

Appendix 18: Sample Event Attendee Survey

Appendix 19: International Events Management Standards DACUM Chart

Next Generation Event Leaders

Throughout this book, you will see numerous examples of how the profession of Event Leadership has evolved both naturally and strategically to focus more and more on the leadership skills that are needed for long-term career success. Furthermore, you will discover how the next generation of event leaders is rapidly conquering the new frontiers of the profession through technology, environmental sustainability, and a greater focus on events whose purposes are now beyond generating economic impacts.

A recent comprehensive study led by Philip Mondor of the Canadian Tourism Human Resource Council identified the increasingly complex and integrated tasks associated with twenty-first century event leadership. The International Event Management Standards (IEMS) study was the outgrowth of a group of industry leaders who first identified a preliminary Event Management Body of Knowledge (EMBOK).

Although one could argue that creativity is a continuous thread throughout all of the duties associated with the event manager, the IEMS study determined that the priority of responsibilities, and the knowledge associated with those priorities, have indeed expanded, as outlined in the online appendices for this book.

The emerging research within the special events profession continues to validate and confirm the findings of the event professionals. There appears to be a newfound body of knowledge linking the modern process of event management with the more established field of project management. Project management requires a clear identification of the goals and objectives of the event and a thorough review and evaluation of each milestone that is established. Event planners are increasingly being held accountable for understanding and embracing similar competencies. With this book, you will be able to develop and expand your competency as an event professional and therefore increase your marketability and career options.

New Data Create the Knowledge You Need to Lead

Education

According to the Association of Event Management Educators (AEME) in Great Britain, applications for event management programs in higher education in the United Kingdom increased by 450 percent between 1997 and 2007 (AEME 2008). The majority of event education programs are located in North America (the United States and Canada); however, the second largest percentage of programs is located in what could be easily described on a per capita basis as the world capital for event education, Australia. The third-largest percentage of centers for event education is throughout Europe. Figure P.2 depicts where the programs are located throughout the world. A sampling of schools of event management, along with their contact details, is listed in the appendices.

Employment

According to the *Event Solutions* 2007 Annual Forecast survey of the events industry, "lack of qualified employees" ranks as the fourth most significant issue facing today's events companies. Furthermore, industry growth is slow but steady, with 46 percent of all event suppliers anticipating no decrease in staffing in the near future. Education, training, and certification are desired traits in tomorrow's events work force.

Internet Innovation

In my studies with ISES members, the number of Internet users increased from 56 to nearly 100 percent from 2000 to 2005, and continues to grow. As Internet use becomes increasingly common, web sites have become essential attributes for events companies,

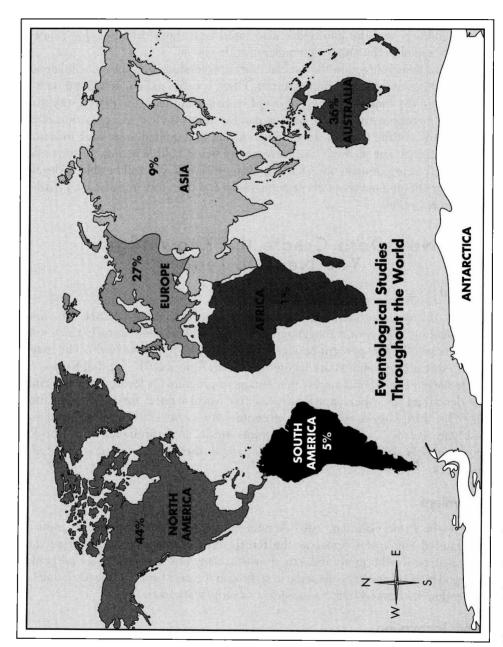


Figure P.2 Map of Event Management Programs