Event Management

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“Live as if you were to die tomorrow. Learn as if you were to live forever.”

— Mahatma Gandhi

The past decade of the Indian economy has witnessed an alarming growth in the size of Event Management Industry. It has grown by leaps and bounds in the recent past and most of the experts in the industry strongly believe that this is just the beginning of a new era.

The scope of Events has been widening day by day and the Events and Entertainment Industry today encompasses events like Fashion and Celebrity shows, Film awards, Celebrity promotions, Road shows, Musical concerts, Bollywood shows, TV Reality shows Company conferences, Banqueting facilities, Tourist attractions, Sports, Culture, Corporate seminars, Workshops, Exhibitions, Wedding celebrations, Birthday parties, Theme parties and Product launch. The continuous rise in the number and the scale of all such events has emerged as the main growth drivers in the sector.

This book is an attempt to serve as a useful guide to the students as well as the faculties.

We are grateful to the Almighty for his favor and divine guidance. We thank our parents for their moral support.

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Authors
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Chapter 1

Introduction to Event Management

Introduction

Event

E – Entertainment (Events include entertainment with fun, games and information)
V – Venue (Place for conducting the event successfully)
E – Equipment (Technical and non-technical equipment, used to run the show successfully)
N – News (News about a new product, movie, activity or offer)
T – Team (Event involves integrated effort of individuals)
S – Strategy (Various strategies used like financial, marketing, technical and human resources strategy)
Tracing the history of events would entail the history of mankind. An event in its universal and literal form means an occasion when something happens or something needs to be done to organize the same.

Events are attracting worldwide attention and at the same time getting corporatized. Events have proved to be a versatile marketing communication tool, since they can be customized to cater to the needs of the industry.

Events can include the following:
- An observable occurrence, phenomenon or an extraordinary occurrence or a type of gathering
- A ceremony, i.e., marriages
- A competition, i.e., sports events
- A convention (meeting), also known as a conference
- A festival, i.e., a musical event or concert
- A happening that attracts coverage by mass media
- A party (including internal business function or staff party)
- A sporting event
- A corporate or business function
- A profit-driven event meant to raise awareness of a company’s brand and/or products and services

Definition

According to Philip Kotler, Events are defined as “occurrences designed to communicate particular messages to target audience”.

Events can also be defined as something noteworthy that happens according to a set plan involving networking of a multimedia package thereby achieving the client’s objective and justifying their need of associating with events.

A comprehensive multimedia definition states that an Event is a multimedia package carried out with a pre-conceived concept, customized or modified to achieve the clients’ objective of
reaching out and suitably influencing the sharply defined, specially gathered target audience by providing a complete sensual experience and an avenue for two-way interaction.

It is evident, therefore, that an event is a package so organized to provide reach and live interaction between the target audience and the company and have been also termed as Experiential Marketing.

Implications

- It can be an observable occurrence.
- It can be designed to achieve certain goals.
- It can also be termed as experiential marketing.
- It is objective-oriented.
- It provides an avenue for effective interaction.

Categories of Events

- Political Events – Victory speech by Barrack Obama
- Religious Events – Joyce Meyer programs “Enjoying Everyday Life”
- Social Events – Weddings, Anniversaries, Death, Communions, etc.
- Entertainment Events – Zee Cine Awards
- Awareness Events – Go Green Events, Being Human
- Crafts and Creativity – Events hosted by Chitrakala Parishat, Bangalore
- Sports Events – World Cup
- Educatve/Academic Events – Fresher’s Day Celebrations at colleges, Celebration of CA Day
- Corporate Events
- International Events
- Promotional Events
Event Management Companies

- Eventus Management
- Unirapport Events
- Scorpio Event Management Private Limited
- Acme Events Limited
- Dream Merchants

Introduction

Event management, the most profound form of advertising and marketing, is a glamorous and thrilling profession. It provides an opportunity for unleashing one’s creative potential to a very high degree. It demands a lot of hardwork and effort but at the same time offers enormous scope.

Event management is a process of organizing a professional and focused event, for a particular target audience. It involves visualizing concepts, planning, budgeting, organizing and executing events such as fashion shows, musical concerts, corporate seminars, exhibitions, wedding celebrations, theme parties, product launching, etc. It is a good career option which does not require much investment and offers a lot of
independence and flexibility. If you have a passion for conducting events, having good organizing ability and be flexible to work for long hours, you can make a successful career in this field.

**The Scope**

Today, there are a number of companies hosting and organizing events on a regular basis. These range from the small time private events to the large-scale international events. A good number of young people are entering in this field because they realize the potential of the market and the demand and supply situation. In fact, the most profitable aspect of this field is the need for creativity. And that is how and where one earns.

The management of events calls, largely for co-ordination, from stage one. The first thing required is to get the orders for the event. This process is also known as pitching for an event. Usually, whether it is for small time events (birthday parties and weddings), or then for the larger ones assigned by companies (exhibitions and trade fairs), or the international concerts; the event manager/company is asked to submit a project report, with the finances involved. On the basis of this, the assignment is given to them.

**The Skills Required**

The field of event management not only requires a great amount of creative skills but also involves lots of discipline and meticulous planning. Planning an event is an event in itself. The job of organizing an event begins with the very basics. The client comes to the event manager with a vague idea in mind. It is entirely upto the event manager to work on the idea and turn it into a reality. Events could be anything from concerts, product launches, conferences, promotions, press conferences, jubilee celebrations and farewells to television based events, fashion shows, wedding or parties… it could be just anything.

In terms of educational qualifications, a formal education in the form of a diploma or degree in event management or in advertising or public relations with a specialization in event management should be ideal though not much stress is laid on education. But there are a host of other qualities, which are
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essential for a person to be well-equipped in this field. These include:

1. **Analytical/Critical thinking and problem solving** – Analytical thinking, critical thinking and problem solving are abilities that are a must in this field. You should be able to acknowledge a problem, recognize that it has to be solved then and there, and always think on how the situation could be avoided in future.

2. **Client/customer service orientation** – Client/customer service orientation is the ability to be client focused and committed to meeting the needs of your customer. An event manager has to be client focused, he must attempt to know the client’s needs, he must be able to put them at ease while interacting with them, build trust and respect with customers and clients.

3. **Negotiation skills** – It is a general opinion that negotiating means underestimating the seller. On the contrary, it is a skill in business which, when developed, makes you an astute minded businessman.

4. **Ability to work under pressure and meet deadlines** – An event manager should be able to handle pressures and deadlines at ease. In spite of meticulous planning and arrangement, a small error or miscalculation can wreak havoc and disrupt the entire schedule. At such testing times, you should be able to remain calm and cool and perform your role as though everything is under control, so that others are not adversely affected.

5. **Teamwork, facilitation and co-operation** – Needless to say, one of the most important things in event management is the ability to work as a team. One should not only know how to lead a team but also work in co-ordination and co-operation with subordinates to execute jobs. The event manager should be able to build efficient teams of people and facilitate their effectiveness. Always remember, “There is no ‘I’ in Team”.

6. **Planning, co-ordination and organization** – This involves the ability to effectively coordinate and
organize oneself, others, information and/or situations at a personal and/or organizational level.

7. Networking skills – An event manager needs to build up his own network. The more number of contacts he has the more successful he will be. Any kind of business can be only expanded through contacts of perspective clients therefore having the skill and aptitude to interact and connect.

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Event Management Jobs

Event Managers
Event Executives
Event Organizers
Event Planners

Characteristics of Events

1. Events offer a “once in a life” experience as the events entail a unique experience.
2. Events are aimed at fulfillment of certain aims and objectives.
3. As compared to projects, events generally have a shorter life span as they are specific occurrences designed to meet certain objectives.
4. Events involve a substantial and a huge requirement of funds and management of the scarce resources.
5. It requires judicious planning of activities, people and other resources.
6. Undoubtedly, events involve facing an environment of risks and uncertainties.
7. Events involve the important managerial functions such as planning, organizing, co-ordination, staffing, reporting, budgeting, forecasting and direction.

**Events – Overview**

- **Mitigation**
- **Preparedness towards criticalities**
- **Early response to disaster, preventing further damages**
- **Recovery Programs**

The need for Event Management arises due to the following reasons:

1. Events include the integrated efforts of a diversified team which includes the caterers, decorators, event managers, and the technical staff etc. The management of a diverse set of functionalities stresses upon the need...
of co-ordination and co-operation in order to attain the common objective.

2. Event is a time-bound activity. It gets critical to conduct the activity within the required time frame.

3. Events involve huge financial resources. It is essential that the funds are managed in order to avoid wastages and costs.

4. Events are generally objective-oriented and the onus of success lies in the fact whether the objective has been accomplished or not.

5. An event plan is prepared for the smooth execution of the event. Event management ensures suitable adherences to the event plans and policies.

6. An event is bound to face crisis and uncertainties. Event Management aids in being prepared to face uncertainties and suggests methods of dealing with crisis.

7. Events may also involve facing legal challenges and obligations. Event management helps in avoiding delays caused due to legal hassles.

8. The increasing number of events and the complexities involved in hosting a grand event, necessitates the management of events.

9. Events have the ability to break through the innumerable commercial messages that bombard our society almost daily. Events are more competitive in nature as they bring out the true essence of marketing information.

10. Events offer higher visibility, hence they need to be managed to create the desired impact among its audience.

**Event Management: Introduction**

The recent growth in Events as an industry around the world means that the management of events can no longer be ad hoc. The industry now includes events of all sizes from the Olympic down to arranging breakfast meeting for ten business people. Business event management is the practice of incorporating business logic into labeling events, communicating events and handling events. As such, business event management requires a
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profound interaction and cooperation among business stakeholders as well as the event management in order to meet out the prioritized needs of the stakeholders.

Because of the difference between the perspectives of the individuals involved, insignificant events/perspectives can result in significant or serious potentials for business loss, damage to reputation or customer relationships or impacts on productivity and earnings have a profound impact on the bottom-line.

Management of an event encompasses all activities involved in planning, organizing, leading, staffing and evaluation of an event. Thus, it involves groundwork associated with events, i.e.,

- Venue selection
- Stage design
- Infrastructural facilities
- Liaison with artists/performers
- Logistics plan etc.

Event management is considered as one of the strategic marketing and communication tools by companies of all sizes. From product launches to press conferences, companies create promotional events to help them communicate with clients and potential clients. They might target their audience by using the news media, hoping to generate media coverage which will reach thousands or millions of people. They can also invite their audience to their events and reach out to them at the event.

Unlike planning for public events, after the initial concept or idea for an event has germinated, its feasibility is evaluated and then the activities are substantiated by actions.

Event management is the application of the management practice of project management to the creation and development of events. It involves the following:

- Identifying target audience
- Feasibility studies
- Planning
- Co-ordination
- Executing the modalities of the proposed event

Event management requires strong organizational, budgeting and creative skills. Those who work as event managers must be comfortable with interacting with all levels of individuals inside and outside of their organization. Event management is the process beyond planning, executing and evaluating corporate, associations, non-profit organizations, government and social events.

5 C’s of Events

Activities that are required for marketing and managing the events, the steps needed to be followed for successful accomplishment of objective through events are known as the 5 C’s of Events.

It involves the following:
- Conceptualization of the creative idea and ambience
- Costing involves calculation of the cost of production and safety margins
- Canvassing for sponsors, customers and networking components
- Customization of the event according to brand personality, budgets, etc.
- Carrying out involves execution of the events according to the final concepts.
Conceptualization

- Conceptualization involves a complex churning in which as many permutations and combinations are worked out as possible. The original concept undergoes modifications on the basis of the inputs obtained from the other C’s. The final concepts get defined once the constraints posed by budget, client’s requirements, target audience profile, etc. are objectively stated.

- It involves conception of the idea and the theme for the event. It also takes into consideration the objective and the elementary need for hosting the event.

- Planning the theme of the event with due consideration to the objective, target audience, venue for the event, time constraints, media coverage and planning the core elements of an event.

- It is concerned with idea formation with a differential approach to attracting and targeting audience.

Costing

- It will involve preparation of cost estimates and the sources of acquiring funds.
- It will also involve the preparation of budgets.
- Creating a provision for risk coverage and managing uncertainties also forms part of the activities.
- Budgeting for profit margins, safety margins etc. will ease out the financial management issues.

**Canvassing**
- Canvassing activities would involve obtaining sponsorships.
- Fund raising, networking and advertising to generate the required mileage for the success of the events.

**Customization**
- Emphasis on client satisfaction is targeted.
- Reinforcing client requirements to suit the needs of the client and the fulfillment of objective.
- It involves a blend of creativity and suitability to match the changing trends and tastes of the customers.
- It involves a custom approach, tailor-made approach aimed at facilitating the achievement of the mission and vision of the client.

**Carryout**
- In this approach, execution of plans takes place that will further the interests of the client.
- It includes set of activities and operations that lead to accomplishment of objective.
- It is a stage where the event’s activities are in progress.
- Implementation of event plans and deviations, if any from the scheduled activities, are remedied through a suitable course of action.
- It involves accomplishment of the objectives.

We term this activity as carrying out the event. In practices, each of the C’s may not strictly adhere to the sequence in which they have been presented above. There is a complex interaction between the various C’s before the carryout stage, depending on
the requirement of the client, constraints forced by budgets, etc. The final concept is arrived at after accommodating change required for a perfect fit among all other C’s during the conceptualization process. This process can be termed as event designing.

**Event Designing**

Event Designing refers to designing events with a focus placed on the quality of the user requirements, experience and culturally related solutions. Designing of the event is an important task of the event manager.

It is an emerging discipline which draws experience from many other disciplines including psychology, environment, product design, brand strategy and design thinking.

It is driven by consideration of the moments of engagements, touchpoints, ideas, emotions and memories.

Event Designing is a blueprint of the activities involved in an event. Event designing is aimed at creating a lasting impression in the minds of the participants and offer it a distinguished appeal.

The starting point of an event is usually the desire to create something unique and remarkable for a special event. Different disciplines like architecture, light and sound and décor are collaborated to make the event a “one of its kind” happening.

**The Elements in Event Designing are as follows:**

- Theme
- Layout
- Decor
- Technical Requirements
- Entertainment
- Catering
- Supplies
Event Design involves making choices based on client preferences and cost budgets agreed upon, mutually among the event manager and the client.

**Reach**

**Definition:** “It is defined as the adequate number of people belonging to the target audience of the client which is exposed to the event.”

In other words, Reach implies exposing the event to the right number of the audience. The events are basically aimed at influencing people to interact. The events are designed taking into consideration, the impact on its target audience.

It also means exposing the event to the target audience. Reach is intended to create an impact on the audience. It implies drawing the attention of the audience to the subject matter of the events through creative efforts of penetration. Reach is meant to be highly interactive, memorable and interesting. For example,

- The number of people visiting a site.
- A specified number of views on YouTube videos denote the reach.
- Reach of an advertisement insertion in the TIMES OF INDIA at Frazer Town, Bangalore, would be determined by the number of people who reside in this area as well as the number of families who subscribe to the newspaper.
Types of Reach

In terms of Event Management, there are two types of Reach. They are as follows:

- External Reach
- Actual Reach

**External Reach:** External Reach refers to the exposure of an event to the target audience population. It is obtained from the networking mix designed for the event.

Creating a network is the crux of the publicity of the event. The benefit of Reach cannot be attained without an adequate planned publicity. Events are aimed at reaching out to the audience. The target audience is decided in advance and plans and executions are mainly devised keeping in mind the audience for the event.

**Example:** A workshop was conducted by Institute of Chartered Accountants of India on Indirect Taxes. Invites were sent to 2000 delegates which is an example of External Reach.

**Actual Event Reach:** The number of people from the target audience population, who actually respond to the publicity campaign and attend the event is called the Actual Event Reach for the event. The actual reach is that part of the population that...
can be converted into perspective customers. They provide an arena for obtaining feedbacks and interaction.

The actual reach signifies the positive responses generated by the company with the aid of event marketing and publicity.

The part of the external reach to whom, the campaign is focused is known as actual reach.

**Example:** An entrepreneur organized a painting competition for children at an establishment consisting of 250 apartments in order to market her handmade necklaces. She targeted at a walk in crowd of 300. The actual number of people who attended the event were 125. This denotes actual reach.

**Interaction**

Interaction means to reciprocate and causing influence.

It is a process in which there is an exchange of various types of information between the client and the target audience.

Interaction aims at strengthening the recall factor.

It helps in deepening the conviction notion. In other words, Interaction facilitates convincing the client to take action.

It clears all doubts and apprehensions in the minds of the consumers. It also gives a great opportunity for live and face-to-face communication and interaction. Interaction helps in building customer relationships and promoting brand loyalty.

**Example:** Video Chatting or Conferencing.

**Interaction Points**

- Interaction Points are those designed areas of the venue along with time slots, where the interaction will take place.
- They should be designed to suit the Interaction Objective.
- Stalls are often used as Interaction Points.
- Magnitude of event interaction varies from each event.
- There are two types of Interaction:
  - Direct Interaction
  - Indirect Interaction
Direct Interaction:

- It is the interaction that takes place between the client(s) and the target audience during the actual event.
- They have profound and prolonged impact on the audience.
- Events designed for a small audience and generally provides the greatest opportunity to employ direct interaction.
- Such interactions are more effective, productive and proactive and carry along with it a long lasting impression in the minds of the consumer.
- The memory is enriched by the interaction by adding inferences and details called from earlier experiences.
Indirect Interaction:

- Interactions that are built around the event and not during the actual event, at the same time, using the event as a focus of interaction are Indirect Interactions.
- Extra – Event Activities aimed at providing much needed contact with individuals of the target audience would be termed as Indirect form of Interaction.
- It included event related sales promotions:
  Example: At an event conducted by ICAI “Insights on Financial Management” stalls for sale of T-Shirts, CA car stickers, Free Health Checkups through BP monitoring etc. would facilitate interaction in an indirect manner.
The main aim is to recreate the image of the event both prior to and after the event.

**Example:** Stationing Mickey Mouse or Donald Duck replicas at a birthday bash would certainly strengthen the recall factor in the minds of its participants.

### Interaction Catalysts and Enablers

Interaction catalysts or enablers form an integral part of the events. They aim at organizing an uninterrupted flow of activities or events. A **master of ceremonies** (also used in its abbreviated forms **MC** or **emcee**) or **compère** is the official host of a staged event or similar performance. An MC usually presents performers, speaks to the audience, and generally keeps the event moving. An MC may also tell jokes or anecdotes. The MC sometimes also acts as the protocol officer during an official state function.

In hip hop, rock and electronic dance and music, an MC, otherwise known as a rapper, is a music artist and/or performer who usually creates and performs vocals for his/her own original material.

- Anchor of an event also called MC (Master of Ceremonies) anchors the event for the audience.
- Anchor keeps the event on track just as an anchor holds the ship in place.
- Some of the activities conducted by the Anchor are as follows:
  - Introduction
  - Commentary
  - Guidance
  - Announcements
  - Cheer the Audience
- In general, the Anchor acts as a catalyst for interaction during an event.
- Anchoring is an important ingredient of an event.
It gives a special touch to the event by being responsive to the feelings and atmosphere generated by the audience at large.

Relative Importance of Events as a Marketing Communication Tool

Marketing Communication Tools

Crucial to the development of a lengthy, profitable business is brand building. And key to brand building is regular, ongoing communication between a firm and its customers and prospects. For your consideration, we have outlined the following menu of activities which we feel could add value to your overall marketing effort.

TV Advertising

Direct response TV advertising is the purest form of direct marketing and it is a ‘number’s game’ – the more people impacted upon by a message, the greater the response. TV not only builds audience coverage quickly, but also lends credibility to your overall proposition, allowing viewers to see your offer in the company of its peers. Clever airtime planning can optimize response levels and effectiveness whilst minimizing media costs.

Press Advertising

Press advertising also reaches substantial numbers of people and a combination of national, regional and ethnic publications should be considered. For instance, combining cost-effective exposure in a regional edition of a national or specialist media that is read by your customers.

Radio Advertising

Intrusive and impactful, radio reaches audiences at times and in circumstances that other media cannot achieve. It is also ideal for building up frequency of impact, reinforcing key aspects of a campaign, and acting as a call to action to potential customers who may not recognize that they are actually ‘in the market’.
Cinema Advertising

Either moving or stills advertising in cinemas is an extremely cost-effective medium that can be targeted to specific venues or regional locations. Used to reinforce campaign messages within a relaxed and influential environment, cinema advertising is not likely to generate an immediate response but it is likely to be effective as a low-cost, long-term ‘reminder’ medium.

Sponsorship

Sponsorship is fast becoming a way to reach an audience in an increasingly crowded market. Sponsoring offers an opportunity to support well recognized locally-based community events with fantastic benefits for your company.

Leaflet Distribution

Quick, easy and effective leaflet distribution provides a means of optimizing targeted impact within a controlled area. Leaflets can be distributed with newspapers. Efficiency can be optimized by the application of audience profiling analysis to key target areas and this tactic is particularly effective when localized campaigns are being conducted.

SMS Campaigns

Growing in importance as a tool to reinforce impact and generate immediate response, text messaging marketing works in a similar way to traditional direct mail, in that effectiveness is dependent upon accuracy of targeting and strength of database intelligence. However, its big advantages are that the message reach a person rather than an address and that newly received text messages are more likely to be opened and read than paper-based direct marketing. Used tactically and with potent call-to-action, these channels can boost overall campaign response levels.

Events offer a wide scope for interaction and integration. The important aspects of an event as a marketing communication tool are as follows:
- An event as a media form possesses the unique ability to break through the clutter of thousands of commercial messages that bombard the customers daily.

- It enhances the visibility experience of the customers.

  **Example:** VLCC advertised and reached out to the masses for its general weight reduction programs by organizing BMI checks free of cost to its target population.

- Events can help in reinforcing the brand image by creating a long lasting impression in the mind of the customers.

- Events offer innumerable opportunities for the sponsors to extract every possible mileage available in the marketing location.

- Overemphasis on the need, utility and differential attributes of a product or service can be done.

- Through events, image building, brand repositioning, add-on features, displays can be accomplished.
The Event Team

An event manager is generally supported by a team that works in co-ordination to make the event successful.

They include the following:
- Venue Managers
- Stage Managers
- Lighting, Audio and Video Companies
- Decorators and Designers
- Entertainers
- Employment Agencies
- Catering Groups
- Traffic and Policing
- Liaison with Government Bodies
- Security Companies
- Printing Companies
- Ticketing Operations
- Marketing Consultants
- Rental Companies

Example:

Kila Raipur Rural Olympics
The Kila Raipur Rural Olympics is a rural sports festival that’s grown over six decades, to become a sports bonanza that attracts competitors from around the globe. Held for three days during February each year, over 4,000 sportsmen and women participate in the festival. They’re watched by around 1 million spectators.

Bullocks, camels, dogs, mules, and other animals competing in highly professional events must be seen to be believed! The adrenaline-pumping bullock cart race is the main attraction, with sponsored prize money worth lakhs of rupees. Other events that are big on entertainment include a dog race, horse dance, camel race, tractor race, and a tug-of-war. But the chance to see some really off-beat activities is the hugest drawcard — such as people lifting bicycles with their teeth, pulling cars with their teeth or ears, or riding a bicycle ringed with a burning tyre, and other daredevil stunts. The Rural Olympics really is a test of endurance, skill and strength!

The fun doesn’t end at the end of the day. Each evening there’s a cultural feast featuring topnotch folk singers, Bhangra, and Gidha players. The program continues well past midnight on all three days of the festival.

**How to Get There?:** The Kila Raipur Rural Olympics is held 15 kilometers south of Ludhiana, in the Punjab. Kila Raipur is well connected by rail, road, and even air. Ludhiana is three hours train journey, or 40 minutes flight, from Delhi.

Today, in almost 7000 villages in Punjab in one decade or the other rural sports competitions are being held. Rural folk organize them. It is they who extend all hospitality to the competitors also. In fact, these village sports have opened the floodgates of village development.

**Exercise**

I. **Answer the following**

   1. What do you mean by an event?
   2. Define events.
   3. What do you mean by the term Reach in event management?
4. What do you mean by Enablers?
5. What is meant by Interaction in the context of Event Management?
6. What do you mean by Direct Interaction?
7. What do you understand by Indirect Interaction?
8. What do you mean by event design?
9. Give any two examples of events.

II. Answer the following (5 Marks)
1. Describe 5 C’s of event management.
2. Mention the different categories of Events.
3. Differentiate between External and Actual reach.
4. Explain direct and indirect interaction.
5. Discuss the characteristics of Events.
6. Explain the qualities of an effective event manager.

III. Answer the following (10 Marks)
1. Discuss the need of event management.
2. Explain the relative importance of events as a marketing communication tool.
3. Describe the role played by an event management team.

IV. Topics for Assignment
1. Discuss any current event happening in the society. What is the motive behind that event?
2. Launch your own event, considering 5 C’s of event management.