

**THEORETICAL ANALYSIS OF THE DEVELOPMENT
OF EVENTS MANAGEMENT AS A SEPARATE
DISCIPLINE IN SOUTH AFRICA**

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Cape Peninsula
University of Technology

**THEORETICAL ANALYSIS OF THE DEVELOPMENT OF
EVENTS MANAGEMENT AS A SEPARATE DISCIPLINE IN
SOUTH AFRICA**

By

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200702696

Dissertation submitted in part fulfilment of the Master's Degree in
Tourism and Hospitality Management, in the Faculty of Business at
the Cape Peninsula University of Technology.

Promoter: Professor M.S. Bayat

December 2008

Cape Town

CONTENTS

	Page
DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY	
1.1 INTRODUCTION	1
1.2 Problem statement with optional sub-problems	2
1.3 KEY QUESTIONS	2
1.4 RESEARCH GOALS AND OBJECTIVES	3
1.5 DELIMITATION OF RESEARCH	3
1.6 LITERATURE STUDY	
1.6.1 Literature research	4
1.6.2 Empirical survey	5
1.6.2.1 Description of research population	5
1.6.3 Statistical analysis	6
1.6.4 Interpretation of the findings	6
1.6.5 Construction of a normative model	7
1.7 CLARIFICATION OF THE KEY CONCEPTS	7-9
1.8 PRELIMINARY LIST OF SOURCES	9
1.9 SUMMARY	9-10

**CHAPTER 2: HISTORICAL OVERVIEW OF THE EVOLUTION OF EVENTS
MANAGEMENT**

2.1 INTRODUCTION	11
2.2 TOURISM INDUSTRY	12-14
2.2.1 Tourism sector	15-16
2.2.2 Event described	17-18
2.2.3 Tangible product	19
2.2.4 Visitor experience	19-21
2.2.5 Organiser's perspective	21-22
2.2.6 Community development	22-23
2.2.7 Defining events	24-25
2.2.8 Event structure	26-27
2.2.9 A definition framework	28-30
2.2.10 10 Year Democracy celebration	30-33
2.2.11 Cultural events	33-37
2.3 INSIGHT INTO TRENDS AND DYNAMICS IN EVENT SECTOR	38-48
2.4 UNDERSTANDING WHY EVENTS SHOULD GO BEYOND A DEVELOPED COUNTRY CONCEPT	48-49
2.5 OVERVIEW OF THE CURRENT SITUATION OF EVENTS INDUSTRY IN SOUTH AFRICA	49-51
2.6 NEED TO DEVELOP PROFESSIONAL EDUCATION FOR EVENTS MANAGEMENT AND A CODE OF ETHICS	51-61

	Page
2.7 HISTORY OF EVENTS MANAGEMENT IN SOUTH AFRICA INCLUDING POLICY DOCUMENTS	61-82
2.8 RELATIONSHIPS OF VARIOUS DISCIPLINES IN THE TOURISM INDUSTRY WITH AN OVERVIEW OF THE EVENTS MANGEMENT PROGRAMME AT THE CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT)	82-133
2.9 SUMMARY	133-136
 CHAPTER 3: ROLE- PLAYERS AND STAKEHOLDERS IN EVENTS INDUSTRY WITH SPECIFIC REFERENCE TO EMBOK AND ISES	
3.1 INTRODUCTION	137
3.2 EMBOK A BODY THAT DETERMINES EVENTS IN SOUTH AFRICA	
3.2.1 History	137
3.3 EMBOK DEFINES EVENT MANAGEMENT	138
3.3.1 EMBOK defines the Events Management profession	138-140
3.4 CORE VALUES	140-141
3.5 PROCESS SYSTEM	142-143
3.6 PHASES	143-145
3.7 DOMAINS	145-176

	Page
3.8 ROLE OF ISES IN MONITORING AND DEVELOPING EVENT PROFESSIONALS.	176
3.9 ISES' PRINCIPLES OF PROFESSIONAL CODE AND ETHICS	183-184
3.10 ISES MEMBERSHIP	184
3.11 CSEP CERTIFICATION	185-187
3.12 CERTIFICATION VS CERTIFICATE	187
3.13 CSEP BENEFITS	187-188
3.14 ISES GUIDE	188-190
3.15 SOUTH AFRICAN BASED RESOURCES	190-191
3.16 CAREERS IN AN EVER CHANGING ENVIRONMENT	191-202
3.17 ADVERTISEMENTS IN EVENTS INDUSTRY	202-205
3.18 SUMMARY	205-206
 CHAPTER 4: RESEARCH METHODOLOGY	
4.1 INTRODUCTION	207
4.2 RESEARCH METHODOLOGY THEORY	207-208
4.3 REFERENCE TO THE PILOT STUDY	208

	Page
4.4 FULL EMPIRICAL STUDY (QUESTIONNAIRE)	209
4.4.1 Instructions	209
4.4.2 Appearance of questionnaire	209
4.4.3 Completion time of questionnaire	210
4.4.4 Question sequence	210
4.4.5 Types of questions	210
4.5 SCALES	211
4.5.1 Likert scale	211
4.5.2 Brief explanation of questionnaire	212
4.5.3 Participants contributing to the study	213
4.6 SUMMARY	214

CHAPTER 5: INTERPRETATION AND ARTICULATION OF RESULTS

5.1 INTRODUCTION	215
5.2 STATISTICAL ANALYSIS THEORY	215-216
5.3 INTERPRETATION OF FINDINGS	

TABLES AND FIGURES

5.3.1 Indicate field of study	217
5.3.2 Indicate year of study	218
5.3.3 Indicate whether full-time (FT) or part-time (PT)	219

	Page
5.3.4 If FT, indicate if part-time work	220
5.3.5 Indicate type and place of work	221-222
5.3.6 If PT, indicate the industry in which you work	223
5.3.7 The Events industry is diverse	224
5.3.8 Event industry should be viewed as a serious business	225-226
5.3.9 Events Management has become a sought after profession	226-227
5.3.10 CPUT provides acceptable education and training in the discipline of Events Management	227-228
5.3.11 CPUT develops professionals in the discipline of Events Management	228-229
5.3.12 Course ND: Events Management contributes to the an expansion of knowledge	229-230
5.3.13 Course ND: Events Management contributes to sustainable development	230-231
5.3.14 Course ND: Events Management contributes to economic growth and employment creation	232-233
5.3.15 CPUT encourages concept of life-long learning	233-234

	Page
5.3.16 CPUT has created an ND: Events Management course which is needs driven	234-235
5.3.17 CPUT justifies development of Events Management as a separate discipline in South Africa	236-236
5.4 SUMMARY	236
 CHAPTER 6: RECOMMENDATIONS AND CONCLUDING REMARKS	
6.1 INTRODUCTION	237
6.2 BRIEF EXPOSITION OF CHAPTERS	237
6.2.1 Chapter 1: Introduction and background to the study	237-238
6.2.2 Chapter 2: Historical overview of the evolution of Events management	238-242
6.2.3 Chapter 3: Role- players and stakeholders in the events industry	243-245
6.2.4 Chapter 4: Research Methodology	245-246
6.2.5 Chapter 5: Interpretation and articulation of the findings	247-253
6.3 Recommendations	253
Recommendation 1	253-254

	Page
Recommendation 2	254-256
Recommendation 3	256
Recommendation 4	256-257
Recommendation 5	257-258
Recommendation 6	258
Recommendation 7	259
Recommendation 8	259-260
Recommendation 9	260
Recommendation 10	260-261
Recommendation 11	261
6.4 CONCLUDING REMARKS	262-264
BIBLIOGRAPHY	265-270

APPENDICES

Appendix 1: QUESTIONNAIRE WITH ACCOMPANYING LETTER 271-276

Appendix 2: LIST OF FREQUENCIES 277-286

Appendix 3: LETTER FROM LANGUAGE PRACTITIONER 287

Appendix 4: LETTER FROM REGISTERED STATISTICIAN 288

DECLARATION

I declare that this thesis titled Theoretical Analyses of Development of Events Management as a Separate Discipline in South Africa is my own work and that all sources used or quoted have been indicated and acknowledged by complete references.

The opinions contained therein are my own and not necessarily those of the University, my supervisor or any other party.

This dissertation has not previously been submitted for academic examination towards any qualification.

Nida Hendrickse

December 2008

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ABSTRACT

Event Management is a new medium, which has generated much enthusiasm from the events industry, as well as from the South African tourism industry, and is globally accepted as a developmental and marketing strategy from which destinations can benefit (Tassiopoulos, 2005: xiv).

Event tourism has demonstrated significant growth and continues to expand as South Africa closes on hosting the 2010 Soccer World Cup. Events are different from permanent tourism attractions as they attract people to a short-lived, organised activity where visitors may participate, watch, view, learn and enjoy (Tassiopoulos, 2005: xiv).

Event organisers have a number of goals and objectives that they need to achieve within stressful environments. Events offer unique opportunities to spread the tourism season for a particular destination and to promote destinations or attractions. They can also be used to stimulate demand by attracting extra, new or repeat visitors, while events can also be intended to generate additional revenue for a destination (Light, 1996:183).

In order to ensure that events are successful, and to generate income for destinations, event practitioners are constantly under extreme pressure to perform. A combination of knowledge and skills is required to empower event practitioners to contribute to the industry and the community, at large.

Therefore, tertiary institutions, such as the Cape Peninsula University of Technology (CPUT), should encourage active learning, facilitation, research, practical experience and engagement with its surrounding communities.

This thesis focuses on a theoretical analysis of the events environment, as well as key factors that make this industry unique and justified as a separate discipline.

The industry is hugely diverse and there are challenges, but prospective and current event practitioners who have established qualifications from registered institutions, can contribute to sustainable development and employment creation in South Africa.

Carlos (2005: xi) states that for those who seek an exciting career, where their organisation skills and attention to detail along, with their creativity can be fully utilised, this would be their kind of industry; this is an industry that attracts several of the country's most vibrant students.

Events Management is an industry, which is justified as a separate industry in South Africa.

The challenge of the future is to choose a course that satisfies the market requirements for growth, maintains the natural balance that sustains our economies and meets the needs and rights of global communities to new dreams of health, prosperity and peace.

Jonathan Lash, President
World Business Institute

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

According to the Events Management Development Institute, the events industry is a serious business. With branding and marketing playing a pertinent role behind growth of the industry, Events Management has become one of the most sought -after professions globally.

With adoption and implementation of the first South African Qualifications Authority (SAQA) registered Events Management Diploma in 2007, the Cape Peninsula University of Technology (CPUT) established themselves as a pioneering force towards developing professionals within the discipline of Events Management, whilst developing Events Management as a separate discipline in South Africa.

This introduction is followed by the following headings:

- Problem statement with optional sub-problems
- Key questions
- Hypothesis
- Research objectives, purpose and goals
- Delimitation of the research
- Research methodology
- Clarification of key concepts
- Preliminary list of resources
- Summary

1.2 PROBLEM STATEMENT WITH OPTIONAL SUB-PROBLEMS

Events Management is not recognised as a separate academic discipline. The following sub-problems emanate from the above problem statement.

Sub-problem 1

If Events Management is not recognised, then the Body of Knowledge (EMBOK) which is responsible for systems that support the events industry, should not exist.

Sub-problem 2

If Events Management is not recognised, then the International Special Events Society (ISES), which is responsible for monitoring and developing professionals, should not exist.

Sub-problem 3

If Events Management is not recognised, then the Cape Peninsula University of Technology (CPUT) should cease to offer the qualification, which was granted in 2006.

1.3 KEY QUESTIONS

Key questions or statements are as follows:

1.3.1 Is the research problem of Events Management not being recognised as a separate discipline, understood?

1.3.2 What is the full extent and implications of the problem?

1.3.3 What can be done about it?

1.4 RESEARCH GOALS AND OBJECTIVES

The purpose and objectives of the study are:

- To understand the history and importance of the Events Management industry;
- To determine to what extent the Events Management discipline has impacted on South Africa; and
- To recommend areas for improvement and development of Events Management as a separate discipline in South Africa.

1.5 DELIMITATION OF THE RESEARCH

The target population included all diplomas that offer Events Management as a module in their fields. The diplomas include Hospitality Management, Events Management, Sports Management, Public Relations Management and Tourism Management. In order for the study to be more effective, the target market included all levels of the above diplomas, for example, 1st, 2nd, 3rd and 4th year students.

Industry recipients were represented by Public Relations part-time students who are practitioners in the field of Events Management.

1.6 LITERATURE STUDY

1.6.1 Literature Search

The researcher consulted a number of relevant sources such as academic books, academic papers, official reports, government policies, and minutes of meetings, newspaper and magazine articles, the Internet, unpublished research papers and other unpublished material.

1.6.1.1 Extracting relevant and particular normative criteria from the literature pertaining to the stated research problem.

The researcher consulted various academics books, which focused on the local tourism industry, the history and development of Events Management in South Africa, as well as trends and dynamics of the event sector. The researcher defined key concepts of the tourism industry, which are pertinent to understanding why Events Management is justified as a separate discipline and why the need to develop a professional Events Management discipline, was required.

In addition, the researcher divided the literature study into two chapters and focused the second chapter on the organisational bodies, EMBOK and ISES which govern the events industry and influence the future of Events Management not only in South Africa, but globally. The final addition of the literature study aims at identifying the type of work that events professionals could find themselves in, as well as the future of Events Management.

1.6.2 Empirical survey

1.6.2.1 Description of the research population

The research population included students from the Cape Peninsula University of Technology (CPUT), specifically those who study Events Management as a module in their primary field or discipline. The total number of students approached was 300 while 165 responded to the questionnaire, which was designed by the researcher.

The final response population figure was decided on in collaboration with a registered statistician, which represented a percentage of the target population and whose responses were the subject of statistical analysis.

As mentioned above, an empirical survey was conducted in the form of a self-administered questionnaire, which consisted of dependent and independent variables that were structured in a quantitative research approach and was predetermined in collaboration with the said statistician.

Formal interviews were conducted with academics in the field of Events Management as well as two influential members who were responsible for the formation and implementation of the Events Management qualification. The culmination of both questionnaires and interviews should further justify the research problem; whether Events Management is justified as a separate discipline.

The questionnaire and interviews that were conducted by the researcher are further explained in Chapter four, however the researcher wishes to express that under no circumstances was the researcher biased and that the method of conducting interviews was done in a controlled environment.

1.6.3 Statistical analysis

Appropriate response percentages were determined in collaboration with a registered statistician by determining relative values from the empirical data which were transferred in a codified form to a computer database. The analysed data was interpreted by utilising selected statistical methods and analytical instruments. A description of the analyses methodology is provided in Chapter Four.

A questionnaire, using the Likert scale method, was constructed by the researcher. Eleven (11) questions relating to the problem statements identified in 1.3 was presented to recipients. The findings are revealed in Chapter Five.

The legend of the questionnaire was as follows:

- Agree;
- Strongly agree;
- Undecided;
- Disagree; and
- Strongly disagree.

An interview with academics in the field of Events Management was conducted to strengthen the argument or hypotheses of the key questions.

1.6.4 Expression and interpretation of the findings

Upon receiving the statistical analyses from the registered statistician, the results were interpreted by the researcher and the findings, in terms of various analytical instruments expressed and described by the researcher by means of tables and figures, are presented by a brief explanation of each analysis.

1.6.5 Construction of a normative model

A normative model was not created for the purpose of this research however, recommendations emanating from the normative criteria extracted from the literature study, chapter Two and Three (data stream 1), and the empirical survey (data stream 2), are comprehensively described in Chapter Six.

1.7 CLARIFICATION OF KEY CONCEPTS

Business and Art South Africa: the body, which regulates business and arts in South Africa (Business Day, 22 May 1999:29).

Business ethics: conduct within organisations, which guide decision –making and behaviour (David, in Van Aardt & Van Aardt, 1997:200).

Convention Industry Council (CIC): assists the events industry to ensure high standards of quality (<http://www.ises.com>).

Certified Meeting Board (CMP): non-competitive board designed to compliment the CSEP (<http://www.ises.com>).

Cape Peninsula University of Technology (CPUT): the first higher education institution to offer a qualification in the discipline of events management (CPUT, HEQC Criteria for Programme Accreditation 1-7).

Certified Special Events Professional (CSEP): earned through education, performance and experience in serving the events industry (<http://www.ises.com>).

Committee of Technikon Principles (CTP): board that previously governed all technikons in South Africa (<http://www.che.ac.za>).

Department of Education (DoE): government body of governing higher education in South Africa (<http://www.che.ac.za>).

Ethics: moral philosophy that concerns correct and incorrect conduct (David, in Van Aardt & Van Aardt, 1997:200).

EMBOK: management body of knowledge, which supports the Events Management industry, including occupational standards and certification (<http://www.embok.org>).

FTE: Further Training and Education (<http://www.che.ac.za>).

HESA: Higher Education South Africa (<http://www.che.ac.za>).

Higher Education Quality Committee (HEQC): a body, which controls the quality and standards of higher education in South Africa (CPUT, HEQC Criteria for Programme Accreditation 1-7).

International Special Events Society (ISES): includes certification, standards and ethics that govern the field of Events Management (<http://www.ises.com>).

National Organisation Competence Association (NOCA): body that establishes quality standards for crediting organisations (CPUT, HEQC Criteria for Programme Accreditation 1-7).

Standards Generating Body (SGB): generates standards for higher education in South Africa (<http://www.che.ac.za>).

South African Universities Vice - Chancellor's Association (**SAUVCA**) (<http://www.che.ac.za>).

1.8 PRELIMINARY LIST OF SOURCES

A comprehensive bibliography is provided at the end of the final research report.

1.9 SUMMARY

The Cape Peninsula University of Technology (CPUT) is a higher learning institution, which is committed to providing high level technology education and training in partnership with its stakeholders. The institution aims to encourage development of individual creativity, acquire of skills expand knowledge for national, regional and personal growth.

The researcher has consulted several academic books, journals, articles and Internet related unpublished articles to provide an in-depth literature study.

The statistical data is discussed at length in Chapter Five. This data was certified by a registered statistician and was used to provide recommendations to the current ND: Events Management programme, as well as the diverse events industry. The clarification of concepts may be used as a guide to understand certain unfamiliar terms.

CPUT aims to contribute to sustainable development of Events Management skills in support of economic growth for employment and employment creation within South Africa and to establish an ethic of life-long learning. Therefore, one of the key focus areas and opportunities identified by Ms. Deborah Johnson, HOD of the Tourism Department, is 'creating a package that is needs driven.'

In order to create this needs driven package, cognisance of and a thorough understanding of the events industry is necessary; and is discussed in the following chapter, which provides a historical overview of the discipline of Events Management.

CHAPTER 2: HISTORICAL OVERVIEW OF THE EVOLUTION OF EVENTS MANAGEMENT

2.1 INTRODUCTION

A key aspect of any research project is its literature review. According to (Birley. and Moreland.1998: 80) a literature review typically involves the following:

1. The literature review is the critical analysis of one's proposed research subject.
2. Carrying out the literature review can become helpful to identify and formulate research questions prior to one's research.
3. The literature review can be an advantage or disadvantage in deciding, which methodologies to consider when researching a particular subject.
4. The literature review is the foundation and the ground work during the research project.

Moore (1987: 5) reveals that a literature search should reveal existence of related work, which should be taken into account, as well as indexes and abstracts.

This literature search encompasses an overview of the events industry, including concepts and definitions pertinent to understanding why the events industry is unique.

A comprehensive history of the National Diploma in Events Management at the Cape Peninsula University of Technology is also introduced and explained.

2.2 TOURISM INDUSTRY

The concept of events cannot be described as new; the earliest recorded event was the Olympic Games in 776 BC (Jaco & Shaw, 1998:21; Trigg, 1995:136). The oldest South African event organisation started operating on a small scale during the early 1960s and 1970s. The South African exhibition sub sector of the events industry began in the mid nineteenth century and, since then, the South African Events Management sector has shown phenomenal growth. Post 1994, the tourism industry has directed itself towards delivering benefits of inbound tourism to the country (Tassiopoulos, 2005:2).

With South Africa's recent apartheid policy history, the country has developmental challenges that require a holistic approach should be addressed, particularly when trying to establish Events Management as a separate discipline in South Africa (Tassiopoulos, 2005:2).

Events Management can be regarded as a strategy that destination managers could use to overcome the political challenges and it is generally accepted that events contribute towards increasing tourist traffic and driving economic development in the region. If managed and coordinated effectively, a well designed strategy has potential to deliver the following benefits and achieve the following objectives for a particular destination (SA Tourism & Deat, 2002:17):

1. Provide a means by which to reinforce a destination's benefits and generate a favourable image for the destination as a tourist destination;
2. Establish a destination as a major tourist attraction by attracting high yield visitors, especially repeat visitors;
3. Enhance a destination's competitive position within a country and place it on the global tourist map;

4. Generate an increased rate of tourist growth;
5. Bring a destination to life, showcasing its brand personality and instilling confidence and pride in its local community;
6. Maximise use of and revenue for existing facilities;
7. Increase favourable incidental media coverage through the event platform that extends normal communication reach;
8. Improve organisational marketing and bidding capability of the community; and
9. Increase community support for events.

Janet Landey (1999), past president of the International Special Events Society (ISES) (South Africa) maintains:

The greatest challenge we have in South Africa is to ensure the successful transfer of skills in our industry, through education, experience and example. Striving for excellence in all aspects of our profession by performing consistently at or above acceptable industry standards- community expanding our own spheres of knowledge and passing it on (<http://www.janetlandey.co.za>).

If the above statement is taken into consideration, development of Events Management, as a separate discipline, is imperative to produce an industry comprising competent and multi- skilled event professionals.

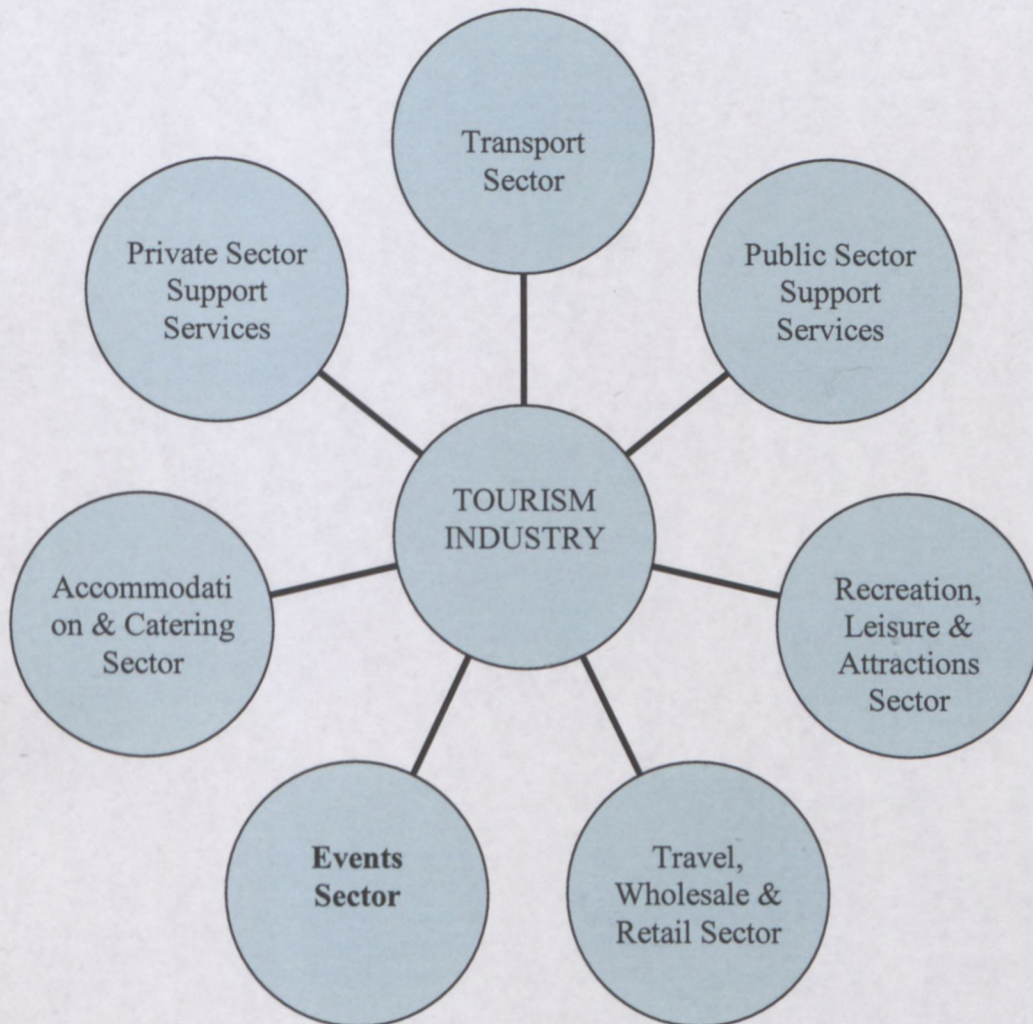
The aim of events

An event embraces several characteristics that are crucial to event success (<http://www.janetlandey.co.za>):

- A clear vision;
- SMART objective (Smart, Measurable, Achievable, Realistic and Timed);
- A flexible organisational structure ; and
- Committed staff.

2.2.1 Tourism sector:

Figure 2.1.1: Graph of the tourism industry (adapted from Jordaan, 1994:6 and Cooper, Fletcher, Gilbert, Shephard & Wanhill, 1999:321-339).

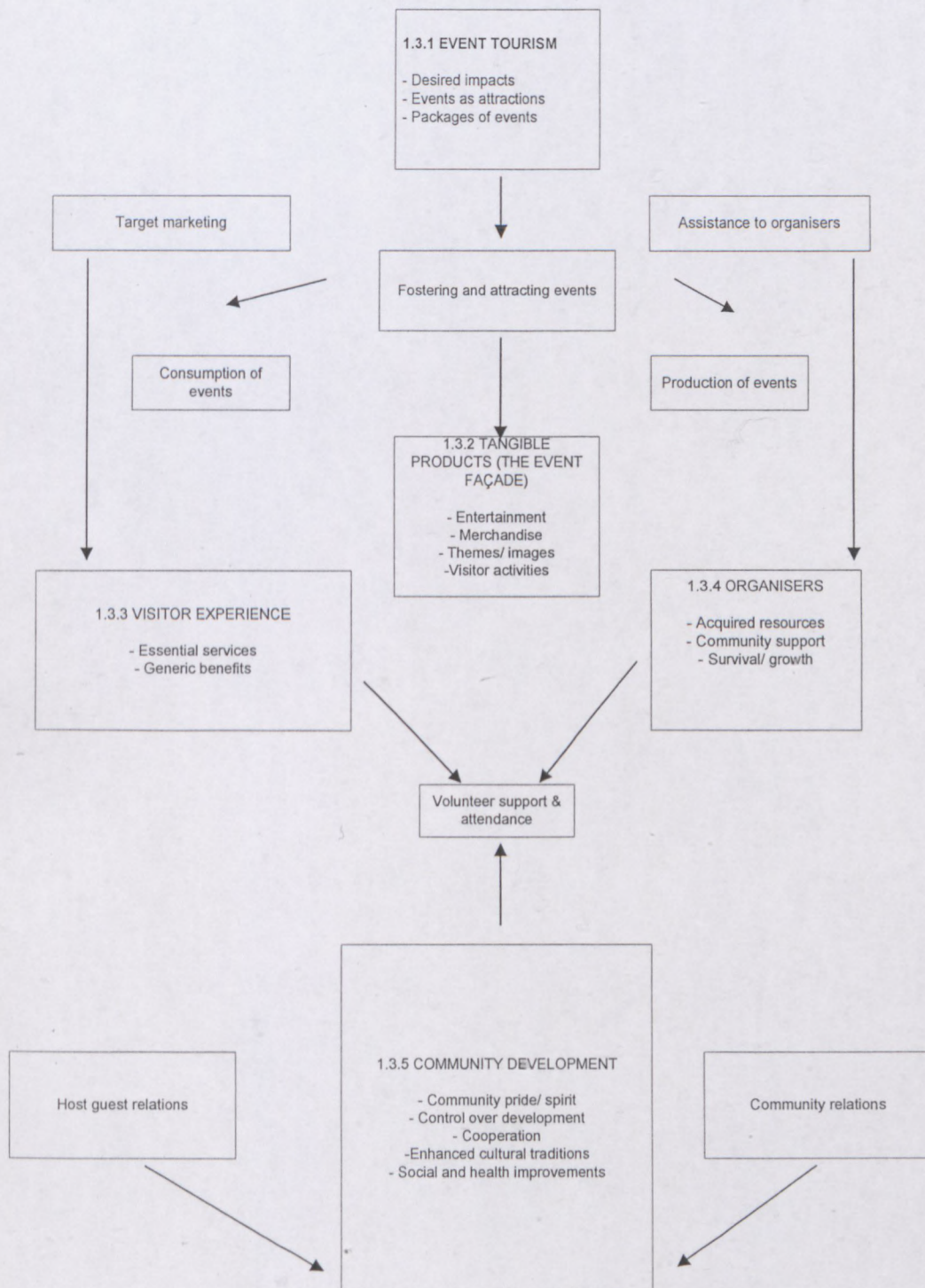


The above figure highlights the events sector of the tourism industry. According to Tassiopoulos (2005:4), the events sector of the tourism industry is young, dynamic, growing and maturing at a rapid rate.

Since its origins in North America and Europe, Events Management has become part of the tourism industry. Benefits of Events Management and Event Tourism are increasingly being realised by several developing countries such as South Africa (Tassiopoulos, 2005:4).

2.2.2 Event described

Figure 2.2.2: Special events perspectives (from Getz, 1991:122).



Event tourism forms an integral part of tourism development and marketing strategies and is described as systematic development, planning, marketing and holding of events and tourist attractions (Tassiopoulos, 2005:4).

Goals of event tourism could be:

- To create a favourable image for destinations;
- To expand the traditional tourist season;
- To spread tourist demand more evenly through an area; and
- To attract foreign and domestic visitors (Tassiopoulos, 2005:4).

By means of strategic marketing, events can become a popular approach where visitors can satisfy their needs or desires to experience traditions, local foods, actively participate in games or be entertained.

Local and regional events have an added advantage of keeping the domestic tourism market active. Smaller local events allow event tourists to participate in an authentic indigenous activity (Getz, 1991:127).

Event tourists or visitors can be defined as those who travel away from home for business, pleasure, personal affairs or any other purpose and who stay overnight at an event destination. A same day visitor does not stay overnight but may visit another destination or return home; such a visitor does not really impact on the event tourism multiplier (Masberg, 1998: 67).

2.2.3 Tangible product

Events are best described when referring to their tangible products. Getz (1991:123) proposes that the tangible products of an event are actually presented to the public as a 'facade' these are mechanisms by which a visitor's experience is partially created.

The entire process is energising and involves products and intangibles, which create the atmosphere that makes the event. Events are usually produced as a means to achieve some greater goal. Furthermore, even when events have not been planned, it soon becomes a strategic factor once destination managers promote, market, or package the event as part of the attraction mix of a destination (Tassiopoulos, 2005:5).

2.2.4 Visitor experience

Events present visitors with an innovative or different outlook on everyday life and an opportunity to participate in experiences or occurrences, which are original as events occur infrequently or at different times (Tassiopoulos, 2005:5).

2.2.4.1 Targeted benefits

Targeted benefits to the positioning of an event in such a way that it has a competitive advantage. Event visitors are attracted to more than the basics that are offered, therefore, the event theme is critical in sending the message to potential visitors about benefits that they could gain from attending (Tassiopoulos, 2005:5).

The event name and activities are not enough to attract a visitor; this is why the presentation of the theme should be submitted in such a way that benefits offered by the event, are clear. Each element of the tangible product can provide a competitive advantage, for example, ethnic food and traditional activities (Tassiopoulos, 2005:5).

2.2.4.2 Generic benefits

Generic events distinguish events from permanent attractions. According to Getz (1991: 124-125), generic benefits comprise the following categories:

(a) The spectacle

This category has worldwide appeal. Raw spectacles can overpower fundamentals of festivities, rituals and games that events could embody. Spectacles play an important role because they focus on unusual, overpowering displays and performances. Events that are directed towards television run a risk of the event being subject to demands of television programming.

(b) Ritual

This refers to traditional events such as festivals in secular or religious forms where symbols and themes are closely linked.

(c) Games

Event visitors and volunteers expect to have fun at events, which can occur through participating or witnessing diverse events.

(d) Sense of belonging

Sharing experiences in a public celebration can be viewed as a major leisure motivator. This emotional benefit is the main reason why many people participate in events as volunteers or visitors, as well as to build national pride.

(e) Authenticity

This category is largely debated and is an area for continued research and clarification. The real issue from an event tourism perspective, is to ensure that visitors are satisfied and that there is community support. Tourism developers should be sensitive to protecting events that are cultural or local.

2.2.5 Organiser's perspectives

Getz (1991:125-126) outlines three key processes that require analysis:

(a) Environment and the organisation

This refers to both the community and physical setting. Most events have a community impact because they are dependent on community volunteers, participation and attendance. The physical impact is far less for most events; unless a major construction takes place. Event organisers should view the community and physical environments as resources and, therefore, consider the negative impact.

(b) Transforming process

Most organisational energies should be aimed at regenerating resources, for example, volunteers into events and the event outcomes. The outcome of the event should not be the event itself, but rather what the event can do to achieve the broader goals. Careful cognisance of a whole range of possible outcomes that define events, should be considered in terms of effects that the event may have on the host community.

(c) Internal management process

Events differ from most attractions because they rely on volunteers. This provides challenges for the management of such events because they lack expertise, difficulty in recruiting and retaining volunteers and an inability to diffuse goal setting and decision making. Furthermore, volunteers may not view the event as important as community involvement or prestige or even social considerations of the event.

2.2.6 Community development

Community development refers to the host population's way of life, economy and environment. Events are meant to reflect the needs of the host community; however, problems may occur if the host population is controlled by interest groups who have their own agendas (Tassiopoulos, 2005: 8).

Events create linkages between people and groups within communities and between the community and the world. Research on the socio-cultural impact of events reveals both positive and negative forces; costs and profits of events should, therefore, be considered as accentuating the host community's perspective (Tassiopoulos, 2005:8).

Community development can benefit from events if the following objectives are satisfied (Getz, 1991: 122-128):

- The community must have *control* over the event.
- Event *planning* must be *comprehensive*, taking into account the social, cultural and environmental impacts.
- Local leadership and-organisational networks must be fostered.
- The event must be directed at meeting community needs.

Research by Richie (1996: 117-126) shows that an understanding of visitor motivation, activity and attraction participation is required if a destination should be economically and socially acceptable. Events have shown to be successful in the summer months, if used strategically, and generally peak off during winter months.

2.2.7 Defining events

Figure 2.3: Diagrammatic representations of the event sector and its segments (adapted from Getz, 1997:7)

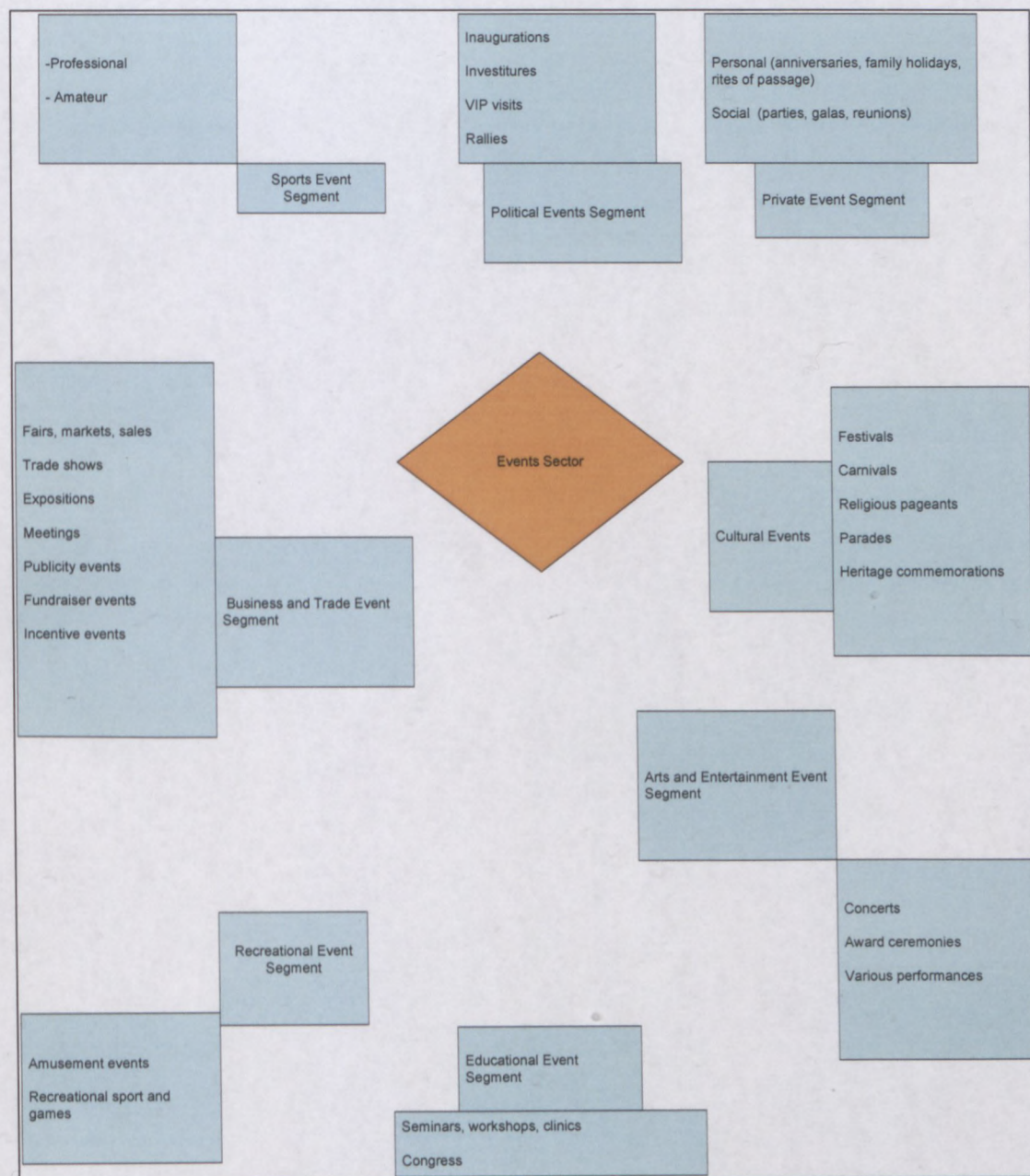


Figure 2.3 illustrates the world of events of planned cultural, sporting, political and business occasions.

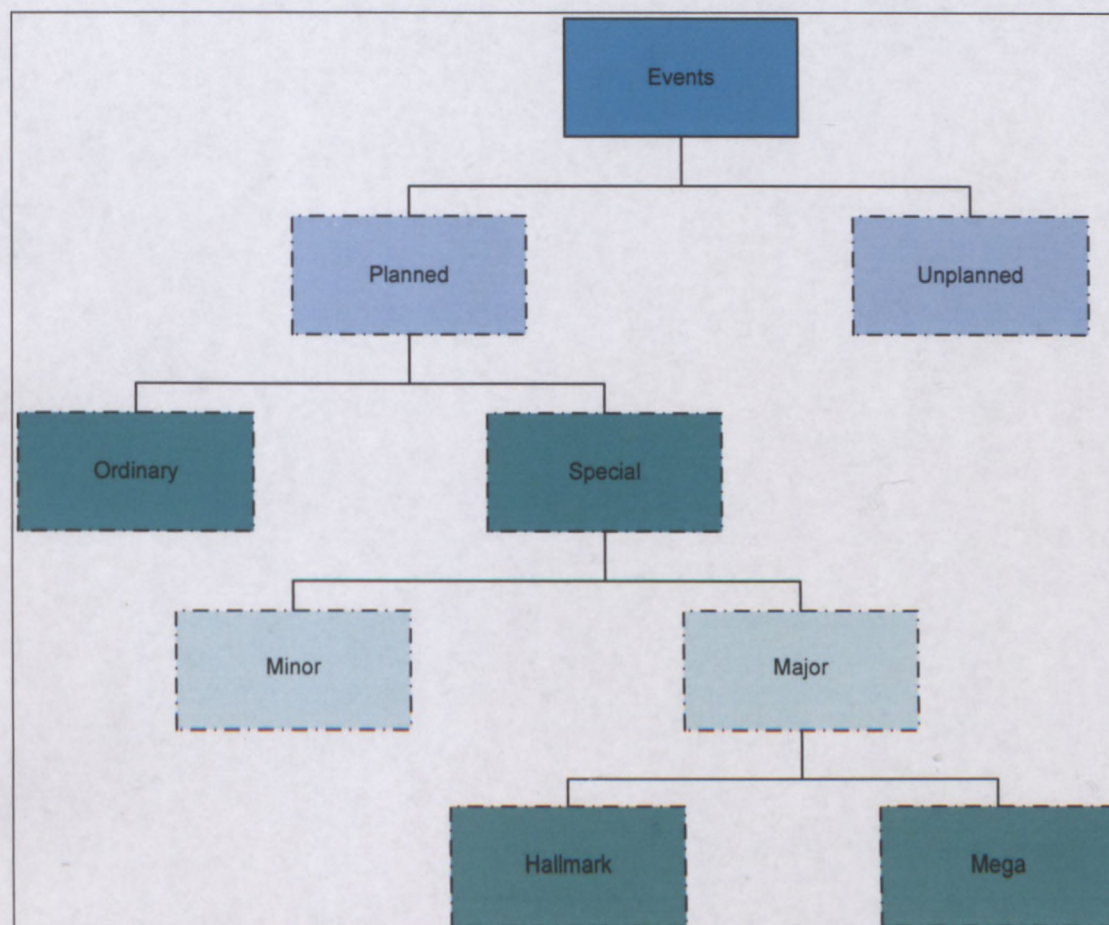
According to Getz (1991:122) events are a unique form of tourist attractions, which range in scale from mega events such as the Olympics and Rugby World Cup, to community festivals and programmes of recreational events at parks.

Despite the outcomes of events being recognised there is a lack of clear definitions for events. Jago and Shaw (1998: 23) assert that 'a measure of the adolescence of research on these tourist events that terminology is utilised by researchers...has not yet been standardised' and that events 'lack unified terminology'. An additional complication is that events are not static, which means that both the meaning and the significance of events could change with changes in society.

A review of published research indicates that most research and publications on events come from professionals within the tourism industry. Hence, an event should be regarded as primarily a leisure activity that has potential to attract tourists (Jago and Shaw, 1998:24).

Another issue is whether events should be classed as attractions, activities or a combination of both. Jago and Shaw (1998: 24) propose that events should be regarded as hybrid, combining both an attraction and a range of activities.

Figure 2.2.8: Event structure (adapted from Jago & Shaw, 1998:25 and Getz, 1997:4)



The following structure is recommended although there is no agreement about relationships between various forms of events (Tassiopoulos, 2005:10):

- Events consist of two types: planned and unplanned;
- Planned events consist of two categories: routine, ordinary or common and special events;
- Special events is a generic term used in a touristic sense and includes the following categories: minor special events and major special events; and

- Major special events contain two categories: hallmark events and mega-events.

Van Der Wagen and Carlos (2005:2) further characterise events by in the following ways:

- They are often 'once in a life time' experiences for the participants;
- They are generally expensive to stage;
- They usually take place over a short time span;
- They require long and careful planning;
- They generally take place only once. (However, many are held annually, usually at the same time every year.);
- They carry a high level of risk, including financial and safety risks; and
- There is generally a lot at stake for all those involved, including the event management team.

2.2.9 A definition framework

A literature review by Jago and Shaw (1998: 28) confirms that it is unlikely that a single definition of events can be developed because it involves several types and perspectives and can differ when viewed from a national, international or local level.

Events, according to Getz (1997: 4-11), are temporary occurrences, which are either planned or unplanned with a finite length of time. Planned events have a length of time that is usually fixed and publicised.

Tassiopoulos (2005:11) defines events as transient, and every event a unique blending of its duration, setting, management and people.

Special events can be described as an infrequent occasion outside the normal programme of the sponsoring or organising body. To the visitor, a special event may be an opportunity to relax or engage in a cultural experience outside the range of everyday activities. Special events are always planned, and motivated by providing reasons for celebration (Tassiopoulos, 2005:11).

Well known author, Dr. J. Goldblatt (1997), defines special events as 'a unique moment in time celebrated with ceremony and ritual to satisfy specific needs.'

Jago and Shaw (1998: 28) list the most important core attributes of special events as:

- Being out of the ordinary or unique for a specific area, region, town or city;
- Having a significant economic impact on the city, province or country, for example, the 2010 Soccer World Cup;

- Attracting media attention, for example, the graduation ceremony of the first two deaf guides from CPUT's Tourist Guiding Short Course in 2002;
- Raising awareness of a region or enhancing its image or profile; the Ms World pageant raised the profile of Johannesburg;
- Being a one-off or infrequent occurrence, such as the Desmond Tutu HIV Fund -raising event;
- Being of limited duration, such as the Cape Town and Cedarburg trail running events;
- Offering a social experience, for example, the Cape Town Jazz Festival; and
- Attracting tourists or tourism development through various Cape Town partnership initiatives.

Major events, according to Jago & Shaw (1998:29-30,) are large scale special events, which are high in status or prestige and attract large crowds and media attention.

As an example, Chinese New Year celebrations are held in several capital cities. In Honolulu, the event includes several festivals and traditions for the New Year, including the lion dance, lantern festival, parades and dragon boat races. Friends and relatives of the Chinese community often visit during this time (Van der Wagen and Carlos, 2005:5).

Another example is the Community Chest Carnival, Cape Town, South Africa, which takes place annually during March. This carnival contributes positively to the community in terms of the Triple Bottom-line approach.

Jago and Shaw (1998:29-30) further clarify major events as expensive to stage, involving tradition or symbolism, attracting funds to the region and leaving behind legacies or resulting in urban renewal.

Hallmark events can be referred to as those events that mark an important historical anniversary and can be defined as:

'major, one time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourist destination in the short and long term. Such events rely on their success or uniqueness, status or timely significance to create interest and attract attention' (Hall, 1992 a: 2).

2.2.10

An example is the '10 Years of democracy celebration' of South Africa, which was celebrated during 2004, as indicated in below.

The year 2004 marked the 10th anniversary of South Africa's freedom. It was a time for celebration, thanksgiving and renewed commitment. The Government adopted a multi-sectoral approach to this milestone in the history of the country in order to ensure that all South Africans, as well as the international community, joined in celebrating this democracy. The celebrations were aimed at uniting the country, marking achievements as a nation and consolidating democracy. They also provided an opportunity to work on national identity and to position the country internationally.

The theme for the celebrations was 'a people united for a better South Africa and a better world'. This message emphasised the need for all sectors of society to look back and take stock of what happened in the past 10 years. As achievements were celebrated, it was acknowledged that where things did not go as well as South Africans would have wanted, they should learn from such lessons as the nation proudly enters the second decade of their democracy.

Celebrating 10 years of democracy (DAC, 2004: Internet)

More recently, an event of historical importance for all South Africans occurred on the 18 July 2008. Nelson Mandela, former President of South Africa and major political leader turned 90 years of age. Although Mandela enjoyed his birthday with family members, the local and international communities began this auspicious celebration well in advance.

The Nelson Mandela Foundation stated that all musical shows and tributes were aimed at assisting the hard work that Mandela has shown throughout the years. The major international 90 birthday event was held at Hyde Park on the 27 June 2008 (SA info reporter, 2008),(<http://www.southafrica.info.htm>).

In their research, Jago & Shaw (1998:28) were able to compile the following attributes as most representative of hallmark events.

Hallmark events (Jaco & Shaw 1998:28):

- Are large in scale in a relative sense only;
- Can be held on an international or national scale;
- Are tied to a specific place;
- Attract funds to the region;
- Attract large crowds;
- Occur infrequently;
- Incorporate festivals or other events;
- Stimulate demand for related services;
- Incur large costs;

- Involve prestige and status;
- Involve tradition or symbolism;
- Leave behind legacies or result in urban renewal; and
- Result in the destination becoming synonymous.

An example of a hallmark event is the Australian Football League (AFL) finals series event, which took place between the 5-27 September 2008. From March to September, Australian Football League teams competed against each other until the final between two sides. Close to 95 000 fans packed the stands, while millions watched on television. The final series gives the spectator and viewer a unique Australian experience.

On the local front, equivalent to the AFL, is the Tri Nations rugby series between South Africa, New Zealand and Australia. This is when the traditions of all three nations are showcased against each other resulting in the respective destinations attracting large crowds, which generate funds for each region.

The largest events are called mega-events and are, generally, targeted at international markets. The Olympic Games, Soccer World Cup and the Super Bowl, are examples of such events.

Spilling (1998:102) views the concept of mega events as identical to that of a hallmark event, since a mega event is seen as a major once-off recurring event, which creates attention and awareness of a particular destination and enhances its appeal and profitability in the short or long term.

Research undertaken by Jago and Shaw (1998:30) has indicated the qualifying attributes of mega events as:

- Leaving behind legacies or resulting in urban renewal; with the 2010 Soccer World Cup upon South Africa, several suburban or residential areas are being uplifted, particularly those areas around stadia where matches are scheduled to take place.
- Involving tradition or symbolism; the UnitedbyOne mega-event took place from the 6th to 20 October 2008. The event showcased concerts, motivational speakers and seminars for people from different religions and cultures.
- The Ms. World pageant, held recently in Johannesburg, qualifies as a mega-event as individuals of high status attend the function. Although the event incurred large costs, it attracts large crowds and often other events are a prelude to the pageant itself.
- Due to the fact that the pageant is of an international scale, other related industries, for example, the hospitality industry is in demand as well. This generates more funds to Gauteng and contributes to the GDP.

A last attribute indicated by Jago and Shaw (1998:30) is that the mega event has a reputation of a 'must-see' event.

2.2.11. Cultural Events

The conventional form of demonstrating this event is by means of a festival, along with traditional and extensive histories. Heritage events, according to Getz (1994:321), are a class of events, which has historical themes or which celebrates a dimension of a community's or cultural group's heritage.

Parades are common practices in festivals. Festivals are, therefore, defined as celebrations, which have a public theme related to values that are recognised by the community and essential to its physical survival. This is what festivals celebrate (Felassi, quoted in Hall, 1992a:4).

Heritage events can be viewed as tools to interpret community life by bringing people into contact with historical facts and, in doing so, create awareness, knowledge and appreciation of traditions. Interpretation, according to Getz (1994a:321), is an educational activity, which reveals meanings and relationships through original objects, experiences and illustrative media. The term *staged authenticity* refers to events that are created with the intention of fooling observers. Art, entertainment, sport and recreation are all important festival elements (Tassiopoulos, 2005:14).

A recent cultural event to embark on South African soil is the Malibongwe Dialogues, which was founded by Nelson Mandela in order to address challenges faced previously and currently by South African women.

The dialogues focus on the roles that women played during the freedom struggle and tackle recent South African developments with vigour and honesty. Panellists share their histories with each other and provide messages of hope for the country (Dungor, Chief Executive Officer, Nelson Mandela Foundation: 2008),(<http://www.nelsonmandela.org>).

2.2.11.1 Business or trade events

Fairs are associated with entertainment and amusement, but fairs also have to do with productivity and business. Certain fairs are called exhibitions, which illustrate their educational nature. Fairs are operated by independent boards, agricultural societies and have a close relationship with local municipalities (Tassiopoulos, 2005:14).

Typical elements of festivals are:

- Agricultural demonstrations and contests;
- Sales and trade shows;
- Amusements;
- Eating and drinking; and
- Parades (Van Der Wagen & Carlos, 2005:12).

The term exposition or expo is also applied to trade and consumer shows, which comprise two categories (Getz, 1997: 8):

- Trade shows: aimed at professions or targeted industries to which the public may have access; and
- Consumer shows: held for the general public and can cover any topic..

2.2.11.2 Meetings and educational events

According to the Collins Dictionary, a meeting is an assembly or gathering of people. Tassiopoulos (2005:14) refers to a meeting as a generic term for a small private business event. Conclave refers to a private or secret meeting. When meetings are of an educational nature, the terms seminar, clinic or workshop, are used. A retreat describes a meeting which takes people away from their normal environment (Tassiopoulos, 2005:14).

A conference is described as a small group meeting for the purpose of discussing or conferring (Getz, 1997:9).

Conventions are larger assemblies of people from associations, political parties or religious groups (Getz, 1997:9).

A symposium or forum is a meeting at which speakers or delegates present papers and it is a term used instead of convection, which can also denote an international meeting (Getz, 1997:9).

2.2.11.3 Sports events

The term meet is used to describe a meeting or sports event, which is organised for the purpose of a competition. Tournament refers to a meet organised to select a winner from participating teams or players (Tassiopoulos, 2005:15).

Championships are meets within leagues to select a winning team; they can be athlete focused, and designed to select the best performer from members in sport (Getz, 1997:10).

The Beijing Olympic Games showed the world what the Olympic Games embodies: a gathering or meeting of people young or old, who share the same passion and zest for sport. The Games brings together the best in the world of sport to compete over a period of 16 to 17 days (<http://www.olympic.org>).

2.2.11.4 Art events

Art events are universal and are diverse in the forms and types of art that are featured.

Art events are classified into the following categories (Getz 1997:11):

- Participatory events, where there is no separation of audience and performer;

- Performing events, which usually involves performers in front of audiences (for example, drama, dance and music); and
- Visual events, including painting, sculpture and handcraft.

The following criteria are used for the classification of arts events (Getz: 1997:11):

- Temporary versus permanent events;
- Regularly scheduled, periodic, or one –off events;
- Professionals versus amateur artists;
- Paid or free performances;
- Mixed or single genres; and
- Competitive versus festive events.

Demonstrating Southern African talent in all art disciplines, the Grahamstown National Arts Festival is Africa's largest and most vibrant art event. The festival is held annually in July in Grahamstown in the Eastern Cape and the event offers audiences the best of both local and international talent.

Understanding definitions of Events Management as an industry is important when justifying the development of Events Management as a separate discipline in South Africa.

2.3 AN INSIGHT INTO TRENDS AND DYNAMICS IN THE EVENT SECTOR

Information and knowledge helps event organisers to cultivate products that are suited to current needs of the destination and its market. The most critical issues in this regard are summarised below and is based on the work by Getz (1997:23-38)

Major trends

2.3.1 Strategic event growth

Several destinations in South Africa are realising benefits of staging events and use events as a development tool. Destinations such as Johannesburg, Cape Town and Durban have created permanent posts in this regard (Tassiopoulos, 2005:16).

According to SA Tourism *et al* (2002:112), Cape Town, Johannesburg, Durban and Port Elizabeth show that differentiation exists when bidding for events; the ability to attract major events; infrastructural capacity; and institutional arrangement. Specific events dominate certain destinations- this could be owing to the fact that destinations have developed event niches, as well as branding and positioning for their destinations.

Several destinations have given themselves event related titles to highlight their tourism strategy. Buffalo City, (comprising of East London, Berlin, Bisho, Butterworth, King William's town and Stutterheim), for example, have chosen to position themselves as the 'Sports Event City.' Competition between destinations is also evident, for example, Port Elizabeth and Durban both use water sports as a tool to promote their destinations (Tassiopoulos, 2005:16).

More recently, attempts have been made to utilise events to flatten seasonality or to boost tourism within a destination. Municipalities, such as Cape Town Metropolitan Council have created event units or bureaux. Multifunctional event products has created an exciting age, full of possibilities

for public – private partnerships particularly among arts, environmental and sponsoring organisations. This suggests that events should be managed as a business, keeping in line with the aim of events, which is to attract investment, tourism and desirable residents (Tassiopoulos, 2005:16).

2.3.2 Sponsorship

Sponsorship is one of the most common funding sources for staging an event and, with professionalism, has grown dramatically in the event industry. Most events have become dependent on sponsorship to be feasible. Businesses or corporations are always on the lookout for the opportunities to market their products and image through appropriate events (Tassiopoulos, 2005:16).

In developing countries such as South Africa, sponsorships are becoming difficult to obtain and large cash sponsorships are even harder to ratify. An economic condition is one of the reasons for hardships, but it could also be owing to increased competition amongst event products. It is highlighted by SA Tourism *et al* (2002: 95) that, until recently, sponsorship effectiveness studies were uncommon and presently a range of sponsorship measurements and techniques are used to secure future sponsorships for events.

2.3.3 Special purpose event venues

If a destination wants to bid for a particular event, they require appropriate facilities in order to bid competitively. In Cape Town's 2004 Olympic Bid, Cape Town used the bid to speed up construction of sports facilities around the city (Tassiopoulos, 2005:17).

Figure 2.3.4 further illustrates the above concerning the 2010 Soccer World Cup.

EAST LONDON- Buffalo City will participate in South Africa's 2010 Soccer World Cup tournament. This was confirmed by Buffalo City's deputy executive mayor, Des Halley, at the launch of the 2004/2005 edition of Focus on Buffalo

City, a glossy niche review of the city's socio- economic position. Addressing the 'who's who' of the local business community, including the new MEC for Economic Affairs, Tourism and the Environment, Andre de Wet, Halley said he had personally spoken to South Africa's Mr. Football, Danny Jordaan.

According to Halley, Jordaan was upbeat that Buffalo City- if it could provide an adequate venue- would be in the national line- up to host matches in 2010. 'We are looking seriously at building a 45 000 seater multi- purpose stadium in Amalinda, which will provide easy road and rail access from East London, Mdantsane, King William's Town and centres even further afield. You could say it will be a regional stadium.' Halley added. With the MEC in the captive audience, Halley said: 'We are going to come knocking at your door soon for assistance in raising funds. We will have to work together on this one to ensure that it happens.'

'We have the experience of having just recently staged the successful SA Games 2004. More than R20m was poured into that effort. We have the sporting momentum here and need to keep it moving to ensure we realise our dreams for 2010. I expect an early start to the stadium project,' Halley said.

De Wet said that he was totally committed to ensuring open and transparent growth and development. 'I have dreams...others have dreams...we need to talk and be realistic in what we tackle.' 'But above all, we need to be positive about the future of our region. If we do not promote it positively ourselves, there is little hope of someone else doing it for us,' De Wet said. He said that a number of deals were going to be struck and investments made in the province soon. 'We can't be part of this city, province or the country if we don't address poverty and do what we can to eliminate it,' he said, adding that the next five years could make a difference and that the region needed people with enthusiasm to make it a success.-DCC

Figure 2.3.4 BC in line for Cup stadium (press article extract, Van der Merwe, 2004: Internet).

According to Tassiopoulos (2005:17), there seems to be a trend towards building mega-event venues such as convention centres and sports stadia. Examples of such venues are the International Convention Centre (ICC) in Durban, the Cape Town International Convention Centre (CTICC) and the MTN Sundome in Johannesburg.

2.3.5 Risk management and accountability

Sponsors, tourism development organisations and donors expect more accountability owing to the huge costs involved in events and the responsibility of ensuring that the event is a success. Therefore, events are examined with a major focus being on social and economic impacts of events. A case in Cape Town's 2004 Olympic Bid: much controversy resulted from the social and economic impact of the mega –event on the city. Previous studies have shown that researchers focussed on unreliable data regarding the number of visitors, motives and expenditure, with the result that there is an upward trend amongst event coordinators to complete feasibility studies and to report on all event impacts (Tassiopoulos, 2005:18).

2.3.6 Legal issues

In 1999 and 2000, draft regulations and proposals to amend the South African Copyright Act 98 of 1978 were published by the Department of Trade and Industry. As a result of objection and submissions, the draft regulations were withdrawn and the aforementioned proposed amendments to the Act were excluded from the Copyright Amendment Act 9 of 2002.

Negotiations with regard to the SA Customs Union (SACU)/US Free Trade Agreement were scheduled to be completed by the end of 2004. Various organisations and consumer bodies expressed their concern about inclusion of the Intellectual Property (IP) clauses, (namely adoption of the US copyright regime) in the Free Trade Agreement, and made submissions to the National Economic and Labour Council (Nedlac).

There has been some confusion as to whether South Africa is a 'developed' or 'developing' country with regard to copyright, as it signed the Berne Convention as a 'developed' country (whilst under British rule) and elected to keep this status when they signed the TRIPS Agreement.

The World Intellectual Property Organisation (WIPO) has clarified this matter as follows:

'As far as WIPO's activities are concerned, South Africa is, in all respects, treated as a Developing Country. In particular, it benefits from WIPO's cooperation programme for Developing Countries part of which is assistance in drafting IP legislation as appropriately as possible to support their economic, social, and cultural development. The WIPO Secretariat is fully available in these respects to the competent government authorities, if and when they so request.'

Also, there has been debate as to whether the South African copyright laws are in compliance with international agreements. In the March 2004 issue of *De Rebus*, the SA Institute of Intellectual Property Law (SAIIPL) president, Stephen Ferreira, stated that the 'South Africa has been seen as a leading country in the IP area on the African continent. South Africa has IP laws in line with international norms and compliant with TRIPS- the WTO's Agreement on Trade – related aspects of Intellectual Property Rights- and an IP profession with practitioners qualified in accordance with international standards.'

There are various local and international organisations and consumer bodies that are currently addressing copyright issues in developing countries, including South Africa. Research is being conducted on what maximum limitations and exceptions are permitted in international agreements and what would be applicable for inclusion in South Africa's copyright laws. For example, the US, Australia, the UK, and EU all have exceptions for the disabled, but South Africa and several developing countries do not have them, although they could (and should) have them in their laws.

Figure 2.3.7 Copyright in South Africa (Nicholson, 2004:e-mail extract)

The Copyright Act 98 of 1978 (as amended), referred to in Figure 2.3.7, protects the following list of categories:

Artistic works

This refers to paintings, sculptures, drawings, photographs, engravings and works of craftsmanship.

Broadcasts

This refers to telecommunication services including images, signals or sounds transported by electromagnetic waves, which are intended for viewing by the public.

Cinematographic films

This refers to motion pictures and sounds included in films, but not computer programmes.

Computer programs

This refers to instructions that are used directly or indirectly in computers.

Literacy works

This refers to novels, poetic works, stage directions, textbooks, dictionaries, tables and any data, which is not used in conjunction with a computer.

Musical works

This refers to work consisting of lyrics that are intended to be sung, spoken or performed with music.

Published editions

This refers to first print by whichever process. The result of this is that there can be more than one claim for copyright protection for one work. The one claim will be by the author and the other by the publishing company.

Sound recordings

This refers to the storage of sounds that are capable of being reproduced or duplicated. This does not include sounds associated with cinematograph film.

It is, therefore, important that event products protect their brand, programme, theme concepts, celebrity relationships and logos. This is mainly owing to the fact that several event organisations view their events as businesses and community resources that need require protection by legal mechanisms and procedures (Tassiopoulos, 2005:19).

The following mechanisms are identified by Tassiopoulos (2005:19) as forming part of comprehensive risk management programmes:

- Partnership agreements; and
- Copyright and trademark protection of names, logos and themes.

2.3.8 Continued growth

In the last few years international statistics have shown that there has been a vast amount of growth in events, which is predicted to continue. Developing countries that participate in the development of event products have much to gain. South Africa, for example, as a developing country, is concentrates not

only on the number of events hosted by the country, but also the life cycle and saturation of events (Tassiopoulos 2005:20).

2.3.9 Forces

2.3.9.1 Economic forces

Populations from developed countries have more income for leisure activities or vacation periods. Developing countries can learn from this if they produce correct tourism and event products. The international sector obtained rapid growth during the 1970s and 1980s, however, owing to the apartheid policy, South Africa was isolated (Tassiopoulos, 2005:20).

According to Tassiopoulos (2005: 20), there seems to be a disparity between events for the privileged and those for the poor. Some events are priced so high that not even government subsidies provide relief for consumers.

A challenge presented by Tassiopoulos (2005:20) is to bring together the best of free public celebration with professional event activities without excluding members of society because of their lack of income. It is partly owing to the decreases in government subsidies that event managers seek sponsorships, which result in a more effective and efficient form of Events Management.

2.3.9.2 Discretionary time

This refers to the amount of free time available to an average household. Research indicates that free time is of utmost importance to two-job and single parent families where there is less time for family and leisure to spend over a day, week and year. In South Africa the summer vacation is the most popular, however it has become extremely difficult, since families are struggling to meet basic economic and financial needs (Tassiopoulos, 2005:21).

2.3.9.3 Population and demographic interests

This refers to socio-demographic factors, which have a direct impact on leisure and travel for tourism. Life staging responsibility, wealth, tastes and physical ability have a role to play in identifying and explaining event and demand preferences (Tassiopoulos, 2005:21).

Developing countries, such as South Africa are mostly characterised by young growing populations, whereas developed economies such as Germany are characterised by their growing aged populations. Industrialised nations, for example, China, are experiencing growth from immigration and high birth rates from minorities (Tassiopoulos, 2005:21).

2.3.9.4 Urban conditions

Populations from developed nations live in urbanised conditions, which are influenced by pollution, congestion, social tension, crime and, most importantly, a decline in community involvement. On the positive side, developed nations are exposed to greater leisure, cultural and entertainment opportunities.

Neighbourhood events are aimed at improving community upliftment and pride; others may be linked to cultural, ethnic, special or spiritual interests. This could be seen as potential tourist attractions because they provide insight into lifestyles of the host population. City events are multi-purpose as they tend to flourish in areas booming in urban renewal and redevelopment schemes (Tassiopoulos, 2005:21).

2.3.9.5 Political forces

Government bodies in developing countries, for example, South Africa, have yet to prove their support for growth of events. The late commitment of financial guarantees by the National Government to the Cape Town 2004 Olympic bid, is a prime example of the above statement.

Governments may support certain events for political benefit, for example, they may support a function or event that provides economic benefit for a needy area, with the aim of re-election (Tassiopoulos, 2005 21-22).

2.3.9.6 Technological forces

Technology has penetrated every aspect of event organisations. Computicket ® and TicketWeb ® are two commercial booking services that have contributed to better control and detailed account of sales (Tassiopoulos, 2005:22).

In Kwa -Zulu Natal, South Africa's long distance running event, the Comrades Marathon, utilised microchips that were placed in the heel of the running shoes of athletes, in order to keep track of participants. Scanners strategically positioned along the route read individual details and transmitted the information to a centre point for information and control purposes (Tassiopoulos, 2005:22).

Technology is also being used for special effects via lasers, sound systems and other techniques to attract attention to events (Tassiopoulos, 2005:22).

2.3.9.7 Values

This refers to events being environmentally friendly and proactive about green management and operations. Sponsors are racing to be involved and associated with 'green' event products and provide funds to improve environmental practices. Due to market driven decision-making, event organisations are expected to be proactive in order to meet the needs of the economically and physically disadvantaged and to ensure racial and cultural equality and avoiding all forms of discrimination (Tassiopoulos, 2005:22).

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2.3.9.8 Cultural diversity

South Africa is a country, which is rich in its diversity of cultures, thus the market place cannot be regarded as uniform. The biggest challenge for event organisers is to arrange an event or provide event products where all cultures can feel that their needs are being catered for. In order to successfully culminate ethnic, multicultural and all encompassing events, South Africa should create an environment where unity and diversity are valued (Tassiopoulos, 2005:22-23).

As stated above, events have a major impact on the economy and urban renewal in South Africa; development of Events Management as a separate discipline in South Africa, can only contribute positively to this largely untapped market.

2.4 UNDERSTANDING WHY THE CONCEPT OF EVENTS SHOULD GO BEYOND A DEVELOPED COUNTRY CONCEPT

Previously, the bidding of events was restricted to developed countries because developed countries had the resources in terms of skills, expertise, facilities and infrastructure and experience to host events. (Tassiopoulos, 2005:24).

Another fundamental reason is that several event owners have confidence in these developed countries to host events because they have successful track records (Tassiopoulos, 2005:24).

Developing cities should ensure that they master the art of winning bids so that they too enjoy direct and indirect benefits of hosting major events. Developing cities should research and study the experiences of nations that have hosted events both, successfully and unsuccessfully, and strive to increase their competitiveness (Tassiopoulos, 2005:24).

The legacy concept should not be restricted to physical infrastructure alone, but should also include benefits experienced when preparing a new vision for a destination, town, city or country (Tassiopoulos, 2005: 24).

In the case of Cape Town, several strategic initiatives were founded by the cities' authorities towards the establishment of new partnerships between local authorities, the private sector and communities as well as skills training and development of the city's human resources (Tassiopoulos, 2005:24). The Western Cape has undergone restructuring in terms of recognising the importance and viability of hosting events and the major impact that this will have in recognising the industry of Events Management as a separate discipline in South Africa.

Cape Town, in particular, has hosted several minor sporting events, which led to the improvement of management experience of local firms and communities' willingness to find functional solutions, encouraging the fast-track of development applications, and development of a lasting data base for future transactions. These improvements will be valuable and become a wealth of information for other developing cities that want to host events (Tassiopoulos, 2005:24).

2.5 OVERVIEW OF CURRENT SITUATION OF EVENTS INDUSTRY IN SOUTH AFRICA

The events industry according to Tassiopoulos (2005:25) is an industry that should be more explored. A challenge is to determine how the market can be developed to benefit the region or country. Tassiopoulos (2005:25) states that local authorities have a role to play in enticing and developing events products for their destinations.

South Africa's six major cities have joined forces in a strategy, which is envisaged to boost South Africa's share of international meetings market that is currently estimated to be worth almost R1 billion. The Southern African Federation of Convention Cities (SAFCC) – which comprises Cape Town,

Johannesburg, Durban, Pretoria,, Port Elizabeth, Bloemfontein and more recently, East London, aim to position the cities as icons for international leisure tourism, conventions and sporting events. The concept is based on a theme of diverse cities and aims to effectively market South Africa as a preferred destination worldwide through joint partnerships between the cities. SAFCC envisages that the three stronger cities (Cape Town, Durban and Johannesburg), will cooperate to raise awareness and profiles of the less well-resourced, in respect of events, Bloemfontein, East London, Port Elizabeth and Pretoria as business tourism destinations. It is hoped that formation of the joint marketing initiative- for which a founding protocol is already in place- will go some way toward counteracting the fragmented nature of much of South Africa's international meeting and general tourism marketing, which has often seen provinces and cities competing for the same market. The individual cities will remain competitive in their own right, but will act together as lobbying mechanisms for South Africa and will exchange information and research data. This campaign draws on the success of the German city experience, in which Germany markets its leading cities as driving forces in their own right.

'The Magic 10' (Sunday Times, 28 February 1999:18; SA Tourism, 2004: brochure; and, SA Conference, Exhibition and Events Guide, 2004:20).

Tourism in South Africa, especially events tourism, is in its early stages and is expected to grow faster than the 10-15% annual rate predicted. Pre and post meeting tourism is a major feature in international meetings and it is said that with every 500-700 tourists visiting South Africa, many of them from the categories A and B income level group, spouses and families join them (Business Day, 22 May 1999:29).

Due to past political disparity a majority of skilled event coordinators are white, but during the post apartheid period, much effort has been placed on transferring skills to the broader population and to create entrepreneurs in disadvantaged or minority population groups (Business Day, 22 May 1999:29).

The arts and culture sector, which was previously seen to place a strain on the economy, has now been recognised as contributing to creativity of the nation and therefore, plays a vital role in the growth of the industry. Due to this, the Business and Arts South Africa (BASA) was initiated in February 1997 as a joint project between government and the business sector to revive development of arts in South Africa (Business Day, 22 May 1999:29).

This entails that a sponsoring business or an arts organisation with one or more private sector sponsors may approach the BASA for funding for an event, project or organisation. The BASA is a grant programme, which ensures that both the sponsor and recipient understand the responsibilities before forming a relationship and that the sponsor gains from the sponsorship (Business Day, 25 May 1999: 29).

With the impact that events have made in all sectors, particularly the arts and culture sector, and the realisation that events contribute to employment creation, government, stakeholders and all educational bodies have realised the importance of developing Events Management as a separate discipline in South Africa.

2.6 NEED TO DEVELOP PROFESSIONAL EDUCATION FOR EVENT MANAGEMENT AND A CODE OF ETHICS

Professionalism is defined as displaying a high level of competence. The Events Management industry is obtaining this via professional associations and educational programmes. In addition, the events industry should be managed and treated like a business (Tassiopoulos, 2005:32).

A needs analysis of the Australian event industry, which was undertaken by Perry, Foley and Rumpf (1996:85-93), distinguishes the seven most important attributes of an event manager as:

- Vision: an ability to visualise the entire event before it happens and to foresee any weaknesses in the planning phases that might jeopardise the event;
- Leadership: an ability to trust that team members are contributing whilst still being involved in the final decision- making processes.
- Adaptability: an ability to adapt to any situation that the event manager may not have anticipated.
- High organisation skills: an ability to delegate and ensure that those entrusted to perform are competent to do so.
- Good communication skills: an ability to communicate tasks and responsibilities to team members and to liaise with clients, companies and third parties.
- Marketing skills: an ability to subtly market the event; and
- People management skills: an ability to manage a diverse team and to handle conflict and stressful situations in difficult environments (Tassiopoulos, 2005:32).

Perry *et al* state that events managers should develop the following competencies (Tassiopoulos, 2005:32):

- Qualifications through registered bodies, for example, CPUT;
- Entrepreneurship: an ability to recognise a niche market and use that to their advantage;
- Global orientation: to understand the global environment and how the environment impacts on the tourism and events sector;

- People and communication skills: to engage and actively listen to team members and to communicate plans and changes to team members;
- Strategic skills: an ability to optimally achieve your goal through long term planning;
- Teamwork skills: an ability to work in a team and manage a team;
- Networking skills: an ability to make one's name known and build relations with people who may influence one's business;
- Customer focus: to ensure that customers remains one's sole focus throughout the event;
- Innovation: to be creative and take risks on new ideas;
- Multidisciplinary skills: an ability to be good managers, public relations managers, know the hospitality industry, marketing professionals and have an excellent knowledge of the tourism environment as well;
- An ability to learn quickly and provide solutions to problems and;
- An ability to remain calm in high pressure situations.

The survey also ranked, in order, the importance of the type of knowledge that managers require to be effective (Tassiopoulos, 2005:32)

- Marketing: understanding the marketing environment specifically when it involves branding;
- Relating to the media: the media could make or break an event so an event manager should know the protocol when dealing with the media;

- Project management: an ability to plan, manage and organise resources to bring about successful completion of the project or event.
- Budgeting: to understand the importance of remaining within one's budget and that one's budget will dictate what one can and cannot do;
- Attaining sponsorship: an ability to approach organisations or companies for sponsorship;
- Local government regulations especially when planning a function on municipality property ; and
- Always having a contingency plan when having an event outside because the weather is unpredictable.

Currently, events are fully professional, complete with staff, sponsors and venues. As the tourism industry expands and with 2010 getting closer more events will need to be organised and this leads to a greater demand for skilled event personnel (Tassiopoulos, 2005:33).

Since South Africa's end of political isolation and exposure to international standards, there has been greater emphasis on professionalism in the events industry. Previously, there were no standards or any professional body to manage individuals who qualified to manage events in South Africa. Many events organisations have now established professional codes of conduct, which deal with the member-supplier and member-client relationships (Tassiopoulos, 2005:33).

Most people who claim to be professional have failed to meet the criteria, which embody professionalism. These criteria are (Getz, 1997:17):

- Government sanction (licensing);

- Self – regulation (certification);
- Accreditation by the professional governing body of education delivery programmes; and
- A sound theoretical knowledge.

Wright (1998: 7) highlights the following requisites for professionalism:

- Compliance with predetermined standards of professional conduct;
- Educational criteria encompassing basic, advanced and continuing education; and
- An examination of knowledge and experience leading to some form of certification.

In the United States of America, the National Directory of Occupational Titles and Codes lists events (meeting) management as an official profession. According to the directory, a meeting (event) manager ' is an individual whose job description is to organise, plan, execute for individuals who meet for common cause, whether educational, recreational, motivational or as an incentive to achieve objectives' (Polivka, 1998:708).

The following are listed by the International Special Events Society (ISES) (1996:49) and Getz (1997: 18) as generic ethical standards:

- Truthfulness: event professionals must be truthful to clients at all times and stipulate clearly what can and cannot be achieved;
- Integrity: to be an honest individual;

- Competence: to be competent and possess necessary skills;
- Conformity to the highest standards: to be able to conform to standards of ISES;
- Accuracy: to be able to work within a budget;
- Loyalty to clients and companies;
- Fairness to clients and companies;
- Concern: to take issues of concern seriously and try and solve matters;
- Confidentiality: between clients;
- Responsibility to uphold laws and regulations especially when having functions that include fireworks;
- Striving for excellence in all phases of the event;
- Employing honest business practices when dealing with clients;
- Commitment to growth through education through continuous studying and improving oneself;
- Providing the highest level of service; and
- Treating employees with respect and courtesy.

The mission of the International Special Events Society (ISES) is to educate, advance, and promote the special events industry and its network of professionals, along with related industries. ISES strives to uphold the integrity of the special events profession in the eyes of the general public

through its 'Principles of Professional Conduct and Ethics', to which each member agrees to adhere. These principles are to (ISES, 1996:49):

- 'Promote and encourage the highest level of ethics within the profession while maintaining the highest standards of professional conduct.
- Strive for excellence in all aspects of the profession by performing consistently at or above acceptable industry standards.
- Use only legal and ethical means in all industry negotiations and activities.
- Protect the public against fraud and unfair practices and promote all practices that bring respect and credit to the profession.
- Provide truthful and accurate information with respect to performance of duties. Use a written contract clearly stating all charges, services, product performance expectations and other essential information.
- Maintain industry-accepted standards of safety and situation.
- Maintain adequate and appropriate insurance coverage for all business activities.
- Commit to increase professional growth and knowledge, to attend education programmes and to personally contribute expertise to meetings and journals.
- Strive to cooperate with colleagues, suppliers, employees, employers and all persons supervised to provide the highest quality service at every level.

- Subscribe to the ISES Principles of Professional Conduct and Ethics and abide by the ISES bylaws and policies.

A fundamental aspect of professionalism is ethics. According to the Collins Dictionary (2004), ethics is defined as a code of behaviour of a particular group, profession or individual.

A reason for having standards and enforcing it through certification is to:

- Make provision to discipline members who violate these standards;
- Ensure that all members understand the meaning of professionalism;
- Ensure better quality events and effective organisations;
- Ensure that members practise their profession uniformly and avoid unfair competition; and
- Raise credibility with customers, stakeholders and the public (Getz, 1997:18).

Ethics can be defined as a moral philosophy or set of principles; moral concerns the goodness or badness of human character, or what is wrong or right in conduct (ISES, 1996:49).

Business ethics and a business code of ethics are described as:

'Business ethics can be defined as principles of conduct within organisations that guide decision-making and behaviour. A business code of ethics can provide a basis on which policies can be devised to guide daily behaviour and decisions at the work site' (David, in Van Aardt & Van Aardt, 1997:200).

Janet Landey, CSEP (Certified Special Events Professional), former president of the South African Chapter of ISES and co-owner of Party Design cc, shares the following case study on ethics.

Case study:

'Some years ago we submitted a proposal to an event manager for an outdoor event- the design included a complicated layout of pot-plants. The event manager passed our quotation directly to her client who declined the offer- no problem. However, imagine my reaction when I received a phone call from an irate venue manager demanding that I come and sort out thousands of plants that had been dumped at his facility. When I explained that I was not doing the job, he replied: 'Well these are your drawings with all your details and specifications on them!' So what does one do? I immediately phoned the event manager, who was mortified and a distraught-mutual decision was taken to invoice the client for a design fee. The result? Within 24 hours the design cheque was in our hands.' How does one stop this kind of thing from happening (Tassiopoulos, 2005:35).

The events industry is interlinked and highly networked, hence the reputation of an event manager could easily be destroyed by unethical behaviour, for example, accepting free gifts or taking advantage of free perks at the hotel's expense. Reputations, according to Polivka (1998:401), are most valued and can be destroyed with unethical demands.

Social responsibility is linked to business ethics and is described by *Griffen* (quoted in *Van Aardt & Van Aardt, 1997: 203*) as: 'the obligation of an organisation to protect and enhance the societal context in which it functions.' In 2002 DEAT (2003:4-5, 40) developed South Africa's Responsible Tourism Guidelines, which provide encouragement to event managers to grow their businesses while developing and providing social and economic opportunities and benefits to communities and to respect the environment.

The main points are as follows:

Economic guidelines (Tassiopoulos, 2005:35):

- Assess economic impacts before developing event tourism;
- Maximise local economic benefits by increasing linkages and reducing leakages;
- Ensure that communities are involved in and benefit from event tourism;
- Assist with local marketing and event product development; and
- Promote equitable event business and pay fair prices.

Social guidelines (Tassiopoulos, 2005:35):

- Involve local communities in planning and decision making;
- Assess local impacts and cultural diversity; and
- Be sensitive to the host culture.

Environmental guidelines (Tassiopoulos, 2005:35):

- Reduce environmental impacts when developing event tourism;
- Use natural resources sustainability; and
- Maintain biodiversity.

All of the above are important aspects and theoretical concepts to consider when deciding whether Events Management should be studied as a separate discipline in South Africa.

2.7 HISTORY OF EVENTS MANAGEMENT IN SOUTH AFRICA INCLUDING POLICY DOCUMENTS

In a address to Parliament, the Minister of Education, Ms. Naledi Pandor, stated that higher education has moved beyond the responsibility of teaching, research and community outreach to an education system committed to creating future leaders (<http://www.pmg.org.za>).

Studies illustrate that the role of universities to educate and produce graduates is important, as those graduates will ultimately solve problems faced by the country. A university graduate earns up to 60% more than a high school graduate with the result that they provide relief to the tax burden, are less dependent on state health services and have a greater tendency to vote (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008).

Thus, CPUT, as a member of Higher Education in South Africa, actively contributes to this growth and development. Furthermore, offering the National Diploma in Events Management as a separate discipline in South Africa will contribute to an alleviation of skills shortages and an increase in job creation in South Africa.

The minister continues by reiterating the 'significant gains' since 1996 in the following areas:

1. Access

- The total headcount for those entering into higher education has increased from 590 000 in 1996 to 741 000 in 2006.

- The student participation rate has increased from 14% - 18% of the 18-24 age category.
- African and coloured post graduate student enrolment increased by 268% during the period of 1996-2006 (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008).

2. Success

- Improved equity in success rates exist with 72% Black African, 76% Coloured, 79% Indian and 85% White undergraduate success rates in 2006. 7.1 % of those enrolled are at MA and PhD level.
- All institutions have committed themselves and implemented student support systems contributing and ensuring equity for under-prepared students (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008).

3. Quality

- The National Quality Assurance Framework has made an impact since its inauguration in 2002 with the aim of improving the quality of curriculum development, teaching and learning, research and community engagement (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008).

Although several institutions have contributed to these success factors in various forms, programmes and processes, there are several constraints and challenges in terms of transformation within the education sector, which are identified below (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008):

Constraints (*DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008*):

- Increasing costs of higher education, particularly in institutions for which it is the primary source of funding;
- Inadequacy of schools to produce quality or sufficient numbers of academically prepared learners into higher education;
- Low throughput and graduation rates;
- Academic quality of staff in higher education in terms of the capability of managing diversity challenges;
- Insufficient transformation; and
- The destructive nature of students when expressing their anger or unhappiness about institutional matters at higher education level.

Challenges (*DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008*):

- Meagre feeder pipeline from schools and weak infrastructure are major constraints to meeting of targeted 20% participation rate by 2016.
- Financial burdens on the lower socio-economic sector that is dependent on family income for payment of institutional fees. The Financial need is a major cause for the high drop-out rate within the education sector.

- Weak academic performances, which are still below the NPHE benchmark. According to the DoE analysis, only 7 out of 23 institutions meet the success rate of 80% and there are huge discrepancies and disparities between Black and White student performances, with Black students only contributing 25% of all graduations in regulation time.
- More support is needed in terms of teaching disadvantaged students. An annual increase of 8.5% in total funding for higher education in the period of 1996-2006 has been reported but the annual funding per FTE student has decreased by 1.9%.
- A lack of transformation and alienating of cultures in certain higher education institutions have a detrimental impact on retention and performance of students.

In the Minister's concluding remarks she mentioned that the 'diversification of income sources was still a major challenge for most universities.' She advised that strong partnerships with industry should be established for higher education to compete at an international level and respond to national demands (DoE Presentation at the South African Technology Network Conference, Durban, 22 May 2008).

2.7.1 Higher Education in South Africa

The HESA is an association, which comprises 23 universities in South Africa. The association provides a unified voice for the interests of its members, forming common policies on matters of national and international importance and providing various services to its members (<http://www.che.ac.za>).

The association was formed on the 9 May 2005 with two statutory representative organisations for universities and technikons (now Universities of Technology), the South African Universities Vice- Chancellor's Association (SAUVCA) and the Committee of Technikon Principles (CTP). HESA

represents all 23 public universities and Universities of Technology in South Africa and is a Section 21 company (<http://www.che.ac.za>).

The members are as follows (<http://www.che.co.za>).

- University of Cape Town;
- Cape Peninsula University of Technology;
- Central University of Technology;
- Durban University of Technology;
- University of Fort Hare;
- University of the Free State;
- University of Johannesburg;
- University of KZN;
- University of Limpopo;
- Mangosuthu Technikon;
- Nelson Mandela Metropolitan University;
- North- West University;
- University of Pretoria;
- Rhodes University;

- University of South Africa;
- Stellenbosch University;
- Tshwane University of Technology;
- Vaal University of Technology;
- University of Venda;
- Walter Sisulu University for Technology and Sciences;
- University of the Western Cape;
- University of Witwatersrand; and
- University of Zululand.

An explanation of Higher Education South Africa is necessary to understand the hierarchy of education systems in South Africa and creation of Universities of Technology (U'soT's), which indirectly impact on CPUT and the Events Management qualification.

The purpose of Higher Education is as follows (<http://www.che.ac.za>):

The Higher Education Act (101 of 1997) states that the main aims of Higher Education are to:

- Restructure and transform programmes and institutions to respond better to human capital, economic and development needs of the republic;

- Redress past discrimination and ensure representivity and equal access;
- Provide optimal opportunities for learning and creation of knowledge;
- Promote values, which underlie an open and democratic society based on human dignity, equality and freedom;
- Respect freedom of religion, beliefs and opinion;
- Respect and encourage democracy, academic freedom, freedom of speech and expression, creativity, scholarship and research;
- Pursue excellence, promote the full realisation of the potential of every employee, tolerance of ideas and appreciation of diversity;
- Respond to the needs of the republic and of communities served by the institutions;
- Contribute to the advancement of all forms of knowledge and scholarship, in keeping with international standards of academic quality; and
- In order for higher education institutions to enjoy freedom and autonomy in their relationship with the state within the context of public accountability and the national need for advanced skills and scientific knowledge (Learning, Teaching and Assessment Strategy of the Durban Institute of Technology 23 March 2004 p: 10).

2.7.2 Higher Education Quality Committee (HEQC)

The Council on Higher Education has a sub-committee known as the Higher Education Quality Committee (HEQC). A main responsibility of the HEQC is to promote quality and quality assurance in higher education institutions. The Executive Director heads the council with the Deputy Director coordinating the work of the HEQC with higher education institutions, as well as forming relations with stakeholders (<http://www.che.ac.za>).

The Higher Education Act of 1997 states that the functions of the HEQC are as follows (<http://www.che.ac.za>):

- Promoting quality in higher education;
- Auditing quality assurance mechanisms of higher education institutions; an;
- Accrediting programmes of higher education.

The HEQC has four directorates, namely the:

- Institutional Audits Directorate, which controls audits and ensure good quality with regard to specifications in three core functions, namely teaching and learning, research and community engagement.
- National Reviews Directorate, which is responsible for re-accrediting existing programmes in specific disciplines or qualification areas.
- Programme Accreditation Directorate, which accredits learning programmes of public and private higher education institutions.

Quality Promotion and Capacity Development Directorate which distributes and circulates information and knowledge about quality assurance; and

advises and prepares institutions to actively engage in the HEQC's quality assurance system (<http://www.che.ac.za>).

2.7.3 HEQC Criteria for Programme Accreditation

The following is adapted from the Framework for Programme Accreditation (CPUT, HEQC Criteria for Programme Accreditation 1-7).

Programme design

CRITERION 1: The programme is in line with the institution's mission and forms part of institutional planning and resource allocation. The programme meets national standards, the needs of students and other stakeholders, and is credible. It is consistent, logical and articulates well with other relevant programmes, where possible.

In order to meet the criterion, the following is required at minimum:

- (i) The programme is in line with the institution's mission and goals and is approved by Senate or another appropriate structure. Provision should also be made in the institution's planning and resource allocation procedures.
- (ii) The programme meets national requirements developed within the context of the NQF.
- (iii) Learning outcomes, teaching and learning methods, modes of delivery, learning materials and the completion time for learning needs of its target student intake must be taken into consideration.
- (iv) The programme is designed so that all aspects, namely theoretical, practical and experiential, are implemented and that the content and depth is aimed at an appropriate level serving its educational purpose.

- (v) The design affords students an opportunity to interact and deliver with other programmes within and across institutions, where possible.
- (vi) Modules offered by departments should be planned with special cognisance to content, level, credits, purpose, outcomes, rules of combination, relative weight and delivery. Outsourcing of any delivery is not allowed.
- (vii) Programme goals and philosophy should be aligned with existing policies for developing and evaluating learning material.
- (viii) Programme outcomes meet national labour market standards and requirements of professional bodies (advisory committees), are taken into consideration. Relevant stakeholders, academic peers, employers and professional bodies, where applicable, are involved in establishment and development of the programme.
- (ix) Characteristics and needs of professional and vocational education are included in the design of the programme. This includes the following:
- The vocation or profession promotes the students' understanding of the occupation for which they are nurtured.
 - Students master the techniques and skills that are required for a specific profession or occupation.
 - Service training and placement within a working environment form an important part in the curriculum.

(x) Where service learning forms part of the institution's mission:

- Support mechanisms should be in place to support implementation of service learning, including staff and student capacity development (Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Student recruitment, admission and selection

CRITERION 2: Recruitment documentation informs potential students of the programme accurately and sufficiently, and admission requirements adheres to current legislation. Admission and selection of students are aligned with the programme's academic requirements, within a framework of widened access and equity. The number of students selected takes into account the programme's intended learning outcomes, its capacity to offer good quality education and the needs of the particular profession (in the case of professional and vocational programmes).

In order to meet the criterion, the following is required at minimum:

- (i) Accurate policies, completion requirements and academic standards should be advertised. Marketing and advertising should conform to DoE and SAQA regulations and accurate information should be provided about the NQF level and accreditation status of the programme.
- (ii) Age exemption or matriculation exemption, in the admission requirements, must adhere to the current legislation.
- (iii) The admission criteria must be in line with the National Plan for Higher Education's goal of creating more access to higher education. Equity targets are stated and provision is made for flexible entry routes, for example, RPL.

- (iv) Admission requirements are in line with degree of learning and required within the context of promoting equity.
- (v) Selection criteria should be accurate and should indicate the intended contribution to the institution's plans for diversity. The number of students is balanced according to the intended learning outcomes, having taken into account programme modules and modes of delivery.
- (vi) Where professional and vocational programmes are offered, the quality and number of students admitted, takes into account the needs of the profession, as well as the appropriate equity criteria.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Staffing

CRITERION 3: Academic staff are suitably qualified and have sufficient experience and teaching competence. Their assessment competence and research profile is adequate for the nature and level of the programme. The institution provides opportunities for staff to further their competencies and to professionally develop themselves.

In order to meet the criterion, the following is required at minimum:

- (i) Academic staff should have relevant academic qualifications. A minimum of a master's degree is required for undergraduate studies and qualifications of academic staff were awarded by a recognised higher education institution.

- (ii) Full time academic staff should have two years teaching experience in a recognised higher institution, as well as experience in important areas of the programme. Qualified academic professionals should design learning materials but junior or part –time tutors may act as facilitators in learning, shadowing academic professionals and gaining experience.
- (iii) Academic staff are able to apply assessment policies prescribed by higher education institutions and ongoing professional development takes place in line with SAQA requirements.
- (iv) Academic staff members have research experience and are constantly improving themselves, studying towards higher education qualifications.
- (v) Orientation and induction opportunities for new academic staff members should be initiated and implemented and provision is made for regular staff development in which academic staff participate.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

CRITERION 4: The size of support staff is sufficient for the programme and size of the student body so that all activities can be carried out. The ratio of full-time to part-time staff is appropriate. The recruitment and employment of staff follows the legislation of South Africa and appropriate administrative procedures, for example, redress and equity considerations. Support staff are qualified and their knowledge and skills are regularly updated.

In order to meet the criterion, the following is required at minimum:

- (i) The staff: student ratio is suitable and sufficient support staff should be dedicated to the programme where applicable.
- (ii) The programme has an appropriate full time: part time ratio ensuring that working conditions are conducive to teaching and learning.
- (iii) Recruitment and staffing should be in line with the Labour Relations Act and conditions of service. Appropriate administrative procedures in terms of selection, appointment, induction and payment of staff members and tutors. Redress and equity issues must be considered in the appointment of staff.
- (iv) Students are exposed to different lecturing styles, ideas and approaches.
- (v) Contractual arrangements regarding hours and workload of staff ensure that all programme quality assurance, teaching, research, learning support, materials, assessment, monitoring of part-time staff, counselling and administrative activities, take place.
- (vi) Administrative, technical and academic development support staff are qualified for their duties and opportunities for staff development exist.

(Sources: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Teaching and learning strategy

CRITERION 5: The institution values and gives recognition for the promotion of student learning. The teaching and learning strategy reflects the mission and vision of the institution and contains mechanisms to ensure the appropriateness of teaching and learning methods. The teaching and learning strategy makes provision for staff to upgrade their teaching methods, as well as set targets, plans for implementation, and mechanisms to monitor progress, evaluate impact and effect improvement.

In order to meet the criterion, the following is required at minimum:

- (i) Promotion of student learning is reflected in the institution's operating policies and procedures.
- (ii) A teaching and learning strategy is in place, which:
 - Is appropriate for the institutional type, its mission and its student composition.
 - Has procedures in place to ensure that teaching and learning methods are appropriate for instructional learning.
 - Provides staff with an the opportunity to improve their teaching methods.
 - Contains targets, plans for implementation, way of monitoring progress and mechanisms for feedback and improvement.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Student assessment policies and procedures

CRITERION 6: This criteria refers to appropriate policies and procedures for internal assessment; internal and external moderation; monitoring of student progress; explicitness; validity and reliability of assessment practices; recording of assessment results; settling of disputes; the rigour and security of the assessment system; RPL; and the development of staff competence in assessment.

In order to meet the criterion, the following is required at minimum:

- (i) The programme has appropriate policies and procedures in all modes of delivery for:
 - Internal assessment of students by academic staff responsible for teaching a particular programme must include internal moderation.
 - External moderation by appropriate qualified personnel. Moderators are appointed in terms of the clear guidelines and procedures.
 - Monitoring student progress.
 - Ensuring validity and reliability of assessment policies.
 - Secure and reliable recording of assessment results.
 - Development of staff competence in assessment.

(ii) There are appropriate structures and procedures in place for RPL, which include:

- Identification of documentation;
- Assessment; and
- Evaluation and transcription of prior learning against specified learning outcomes.

Assessment instruments designed for RPL must be in accordance with the institution's policies on fair and transparent assessments.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Infrastructure and library resources

CRITERION 7: This criterion refers to infrastructure, IT and library resources for students and staff. Support access for students is necessary, particularly in a library environment and, therefore, development of library personnel takes place on a regular basis.

In order to meet the criterion, the following is required at minimum:

- (i) Sufficient venues are available at all sites where the programme is offered.
- (ii) Suitable IT sites should be available and maintained and continually upgraded and adequate funds are available for this purpose. Students and staff should be trained as well.
- (iii) Suitable and sufficient library resources exist which:

- Complement the curriculum;
 - Provide incentives for students to learn in their own capacity and pace; and
 - Support scholarly activities involved in the programme for which they are registered.
- (iv) Policies exist for the management and maintenance of library resources, which are built into the institution's financial plan.
- (v) On and off campus, students have adequate library support and access to library research and computing facilities.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Programme administrative services

CRITERION 8: Administration is a key to any programme's success, particularly when providing information, dealing with diverse students and ensuring that all administrative procedures are established from the inception of the student to the process of certification of the qualification obtained through the programme.

In order to meet the criterion, the following is required at minimum:

- (i) The programme information system is managed effectively to provide information on the following:
- Venues, timetables, access to the library, academic support, student support services.

- Records of students in the programme, including admission, progression, grades, marks, fees and graduation.
 - Records of students for the National Learner Records Database (NLRD) of SAQA.
- (ii) Effective administrative systems are established for:
- Monitoring student performance and dealing with the needs of a diverse student population
- (iii) Clear and efficient arrangements are established to ensure that the integrity of certification is not compromised.

These include:

- Quality assurance of processing the issuing of certificates.
- Effective security measures to prevent fraud or illegal issuing of certificates.

(Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

Postgraduate policies, procedures and regulations

CRITERION 9: This criterion refers to postgraduate programmes and policies, procedures and regulations for the admission and selection of students. Selection and appointment of supervisors, and the definition of the roles and responsibilities of supervisors and students, are also included.

In order to meet the criterion, the following is required at minimum:

- (i) Appropriate policies, procedures and regulations are established for selection and assessment. This should be communicated to all post graduate students.
- (ii) Selection and appointment criteria established for postgraduate supervisors, are acceptable to the research community in the area of study. These include the following:
- The supervisor has a qualification in a relevant field of study as the exit level of the post graduate programme he/she is supervising.
 - The supervisor has a research track record and experience in the field of study.
 - New supervisors should be developed.

Explicit guidelines exist between the supervisor and the student, which include:

- The schedule between supervisor and student;
- Submission of progress reports;
- Research ethics, codes of conduct, regulations on plagiarism and intellectual property rights; and
- Examination and qualification requirements (Source: CPUT, HEQC Criteria for Programme Accreditation 1-7).

The HEQC Criteria for Programme Accreditation is a policy document that all institutions applying for new qualifications must adhere to. In terms of the discipline of Events Management, in order for such a qualification to exist, CPUT had to meet the above 9 criterion to gain accreditation so that Events Management could be offered as a separate discipline in South Africa.

2.7.4 Programme Accreditation Approval

On the 13 December 2005, after the Cape Peninsula University of Technology posted its final programme accreditation submission for the National Diploma in Events Management, the programme was provisionally accredited.

Programme	Decision	Reasons
National Diploma in Event Management	Provisionally accredited (as National Diploma in Event Management)	The title of the programme should be revised to a National Diploma in Management. The credit values of certain modules should be reduced.

(Extract from the letter of the Deputy Director General: Higher Education 14 February 2006; p2).

After much deliberation and correspondence between the HEQC and CPUT, the institution was granted full accreditation on the 6 June 2006. This accreditation paved the way for Events Management to be offered as a separate discipline in South Africa for the first time (HEQC Report, 14 July 2006:1).

The following conditions were stipulated:

INSTITUTION NAME: Cape Peninsula University of Technology

PROGRAMME NAME: National Diploma in Event Management

Decision	Comments/ Conditions
The programme is provisionally accredited	The credit values for structured work place learning should be adjusted to 60 credits.

(HEQC report 14 July 2006 p: 1).

2.8 RELATIONSHIPS OF VARIOUS DISCIPLINES IN THE TOURISM INDUSTRY WITH AN OVERVIEW OF THE EVENTS MANAGEMENT PROGRAMME AT THE CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT)

The tourism industry is a large industry with several facets and linking industries, for example, sport management and hospitality management. In this section different integrated diplomas that are offered by the Cape Peninsula University of Technology, are considered, particularly the tourism diploma. The section also establishes why CPUT wanted to obtain a national diploma in Events Management as a separate, specialised and unique diploma which caters for the needs of South Africa.

2.8.1 National Diploma: Hospitality Management: Accommodation

The aim of the above diploma is to equip future managers within the hospitality industry with an emphasis on providing them with theoretical and practical knowledge of the hospitality industry. Practical training is pertinent and students are expected to train in the restaurant adjacent to CPUT's Hotel school under strict supervision and guidance. By doing this, students get valuable experience in different aspects of food and beverage preparation and services (CPUT, Business Faculty, Qualification Booklet 2007:42-43).

The programme structure is as follows:

FIRST YEAR

- Accommodation Management I;
- Hospitality Management I;
- Hospitality Financial Management I;
- Culinary studies and Nutrition I;
- Food and Beverage Studies I;
- Hospitality Information Systems I;
- Hospitality Communication I;
- Hospitality Health and Safety I;
- Hospitality Communication II; and
- Service Excellence I.

SECOND YEAR

- Hospitality Management II;
- Hospitality Financial Management II;
- Hospitality Industrial Law I;
- Culinary Studies and Nutrition II;
- Food and Beverage Studies II;
- Hospitality Information Systems II;
- Experiential Learning; and
- Accommodation Management II.

THIRD YEAR:

- Hospitality Financial Management III;
- Hospitality Management III;
- Hospitality Management Information Systems I;
- Hospitality Industry Law II;

- Hospitality Operational Practice II;
- Accommodation Management III; and
- Hospitality Events Management I.

Career Opportunities

This diploma is for those who would like to make hotel management their profession (CPUT, Business Faculty, Qualification Booklet 2007:42-43).

2.8.2 National Diploma: Hospitality Management: Food and Beverage

This course covers a variety of subjects, which meet the demands of industry requirements. Students are not trained as chefs, but are rather trained to be efficient in the management of food and beverage. Students work in a well-equipped kitchen, preparing large scale meals for special occasions (CPUT, Business Faculty, Qualification Booklet 2007:45-46).

The programme structure is as follows:

FIRST YEAR

- Food and Beverage Management I;
- Food and Beverage Hospitality Operations I;
- Food and Beverage Financial Management I;
- Food and Nutrition I;
- Food and Beverage Information Systems I;
- Food and Beverage Health and Safety ;
- Hospitality Communication I;
- Food and Beverage Communication II;
- Food and Beverage Studies I; and
- Service Excellence II.

SECOND YEAR

- Food and Beverage Management II;
- Food and Beverage Financial Management II;
- Food and Nutrition II;
- Food and Beverage Industry Law I;
- Information Systems II;
- Food and Beverage Studies II;
- Food and Beverage Behavioural Studies I;
- Experiential Learning; and
- Food and Beverage Operations II.

THIRD YEAR

- Hospitality Financial Management III;
- Hospitality Management III;
- Hospitality Management Information System I;
- Hospitality Industry Law II;
- Hospitality Operations Practice II;
- Food and Beverage Operations III; and
- Quality Studies and Nutrition III.

Career Opportunities

The above diploma is for those interested in the service management profession, whether in the hospitality, restaurant, institution or private catering arena (CPUT, Business Faculty, Qualification Booklet 2007:45-46).

Bulelwa Naku, a lecturer in Hospitality Management, defined Events Management as an integration of different fields of management; a management skills approach (Interview 28 October 2008, Cape Town Hotel School, Granger Bay).

She explained the relationship between Hospitality and Events as unique because the restaurant industry relied heavily on functions and special events within the restaurant, more than hospitality itself. Over and above the relationship, hosting events generates more profits for the hospitality industry, since hotels make more money hosting a wedding than having a set or a la carte menu (Interview 28 October 2008, Cape Town Hotel School, Granger Bay).

She added that she agreed with the statement that Events Management be viewed as a separate discipline as it creates short term employment and economic growth. Based on her experience with students within the industry of events, there is a definite niche market, which should be explored and nurtured (Interview 28 October 2008, Cape Town Hotel School, Granger Bay).

2.8.3 Public Relations Management

The above course equips learners to be functional, skilled public relations practitioners (CPUT, Business Faculty, Qualification Booklet 2007:71-72).

These include:

- Researching how employees feel about the company;
- How management would like the public how to view the company;
- **Planning an exhibition or special event;**
- Writing or making a speech;
- Editing a house journal;
- Taking photographs;

- Developing a media strategy;
- Writing a press release;
- **Organising a conference;**
- Supervising the making of a corporate video; and / or
- Managing a consultancy.

The programme structure is as follows:

FIRST YEAR

- Public Relations I;
- Media Studies I;
- Communication Science I;
- Business Studies: Public Relations I;
- English I; and
- End User Computing.

Learners have to choose on of the following electives:

- Tourist Guiding I;
- Foreign language;
- Accounting for PR practitioners; and
- Leisure Studies I.

SECOND YEAR

- Public Relations II;
- Media Studies II;
- Communication Science II;

- Law: Public Relations I;
- Social Psychology; and
- Marketing & Advertising: Public Relations.

Learners are to select one of the following electives:

- Tourist Guiding II;
- Industrial Relation I;
- Video logy;
- Foreign language; and
- Leisure Studies II

THIRD YEAR

- Public Relations III;
- Communication Science III; and
- Public Relations Practice III

Career Opportunities:

Learners in this field are granted access in various organisations, including the media, private and public companies, shopping malls, welfare groups, consultancies and government departments (CPUT, Business Faculty, Qualification Booklet 2007:71-72).

As of June 2008 the Public Relations Department relocated to the Applied Sciences Faculty. Events Management remains a core subject within the Public Relations Diploma.

Ms Beryl Liebetrau, a lecturer in the Public Relations Department, (Interview 26 September 2008) explains the relationship between Public Relations and Events Management as interdisciplinary. Public Relations Officers look after the image building of a company, and, the launch of a project or product. In

doing so, Public Relations students master the art of managing events and displaying consequential skills of communication and interacting with various stakeholders. She added that prior to Events Management, Public Relations graduates were the only multi-disciplinary based qualification.

2.8.4 National Diploma: Sports Management

The Sports Management course focuses on creating managers in the managing and marketing of sports, addressing all challenges in the African and global sport industry. It provides students with knowledge and skills to become effective managers in the sport, fitness and wellness industry (CPUT, Business Faculty, Qualification Booklet 2007:79-80).

The sport management centre houses a laboratory with state of the art equipment, exposes undergraduate and post-graduate students to the most recent performance analysis technology, including isokinetics, biomechanics, metabolic function and muscle function (CPUT, Business Faculty, Qualification Booklet 2007:79-80).

The programme structure is as follows:

FIRST YEAR

- Sports Management I;
- Sports and Physical Recreation Studies I;
- Sports Marketing I;
- Public Relations I;
- English Communication; and
- End User Computing I.

SECOND YEAR

- Sports Management II;

- Sports and Physical Recreation Studies II;
- Sports Marketing II;
- Public Relations II;
- Leisure Studies; and
- **Event Management I.**

THIRD YEAR

- Sports Management III;
- Sports and Physical Recreation Studies III;
- Sports Marketing III; and
- Experiential learning.

Career Opportunities:

The following career opportunities are provided, however, it should be noted that it is not limited to these professions:

- Manger of sports teams and sports personalities;
- Manager of sports facilities;
- Manager or marketer of sporting events;
- Manager of sports sponsorship;
- Manager of gymnasium, sports club, association or union;
- Fitness and lifestyle consultants for the sports and wellness industry;
- Manager of recreation facilities and programmes; and
- Manager of adventure sport programmes.

*With the build up of 2010 upon us, Cape Town is Africa's premier **events** and **tourist** destination. Events Management was part of the Tourism Diploma for many years. It is still offered as a subject in first and second year, but with the growth and expansion of the tourism industry and with the ever changing environment in industry, a new career in Events (meetings) Management was adopted.*

(Source: CPUT, Business Faculty, Qualification Booklet 2007:79-80).

2.8.5 The National Diploma: Tourism

The tourism industry requires general management, as well as specialist skills as important for sustainable growth within the industry. It is because of this that students are trained and equipped as technicians, technologists, managers, entrepreneurs and academics (CPUT, Business Faculty, Qualification Booklet 2007:82-83).

The programme structure is as follows:

FIRST YEAR

- Travel and Tourism Management I;
- Tourism Development I;
- Travel and Tourism Practice I;
- Communication I;
- End User Computing;
- Tourist Guiding I;
- Events Management I; and
- Tourism Educational I.

SECOND YEAR

- Travel and Tourism Management II;
- Tourism Development II;
- Travel and Tourism Practice II;
- Marketing for Tourism I;
- Tourism Management Practice II;
- Tourist Guiding II;
- Events Management II; and
- Tourism Educational II.

THIRD YEAR

- Travel and Tourism Management III;
- Tourism Development III;
- Travel and Tourism Practice III;
- Marketing for Tourism II; and
- Tourism Educational III.

Career opportunities

Employment opportunities exist in the following sectors: accommodation and hospitality, distribution channels, transportation, travel planning, tourism development, management and marketing (CPUT, Business Faculty, Qualification Booklet 2007:82-83).

Ms. Tahira Makda, lecturer in the Tourism Management Diploma and Event Management specialist, lectures the subject Event Management to Tourism, Sports and Public Relations students (Interview 18 September 2008).

She defines the content of Events Management in all the above diplomas as generic, however, the major differences occur when learners are exposed to events. For example, the Hermanus Whale Festival is attended by both Events and Tourism Management students but their focus or assessment areas of the festival itself, are different. The Tourism Management students focus on how the event was organised, as well as the economic boost that the town generates from the volume of whale watchers, whereas the Events Management students tend to concentrate on the logistics and operational aspects of the festival, specifically site and venue inspection. The Public Relations Management students pay attention to the planning and organising of the event and the Hospitality Management students consider the events catering, service and registration elements (Interview 18 September 2008).

The Sports Management students focus on events which are sport related and mainly do site and venue inspections, where the focal point is the element of risk (Interview 18 September 2008).

Ms Makda explained that the relationship between Events Management and other diplomas (Public Relations; Tourism; Hospitality; Sports), is an interrelated relationship. Each qualification focuses on a specific area in Events Management and yet the above fields are all dependent on each other in order for an event to be deemed successful (Interview 18 September 2008).

She stated that she agreed with development of Events Management being a separate discipline in South Africa because the events industry is a unique and special industry, which expands nationally and internationally and contributes to increasing the economy of the country (Interview 18 September 2008).

Below is a calendar of the second semester 2008 Events and Educational Tours, which was designed by the Tourism and Events Management department at CPUT.

DATE	EVENT/TOUR	DESCRIPTION	ASSESSOR/FACILITATOR
2 August 2008	TygerBear Event	Samaras Restaurant	Mr. Chris Lombard
2 August 2008	Winelands Tour: Public Relations Students	Guiding tour to the winelands	Mr. Ezzat Davids
3 August 2008	Winelands Tour	Guiding tour to the winelands	Mr. Ezzat Davids

DATE	EVENT/TOUR	DESCRIPTION	ASSESSOR/FACILITATOR
8 August 2008	Sports Event Educational	Sahara Park Newlands	Ms. Tahira Makda
10 August 2008	Cape Peninsula Tour	Guiding tour of the Cape Peninsula	Mr. Ezzat Davids
12 August 2008	Pink and Blue Child Awareness campaign	In aid of TygerBear	Professor Bayat Mr. Ezzat Davids Dr. Shaun Pekeur Ms. Deborah Johnson Ms. Radhia Abrahams Ms Tahira Makda
16 August 2008	Paws we Care market day and dinner (Tourism)	In aid of the animal rescue organisation at the Pinelands Scout Hall	Ms Tahira Makda Dr. Shaun Pekeur
17 August 2008	Cultural Event Tour- Event Management	Cultural Events Tour to Evita Se Perron, Darling.	Professor Bayat Mr Ezzat Davids Ms Deborah Johnson

	students		Ms Radhia Abrahams Ms Tahira Makda
17 August 2008	Winelands Tour (Tourism students Wellington)	Guiding tour of the Winelands	Mr. Ezzat Davids Ms Nadia Nel
23 August 2008	Breakfast in Century City (Event Short Course)	Breakfast in Century City	Mr Chris Lombard
23-24 August 2008	Cultural Seminar Tourism Management 3	Cultural Cookoff, Goudini Spa, Rawsonville	Professor Bayat Mr Ezzat Davids Ms Deborah Johnson Ms Radhia Abrahams Ms Tahira Makda
29 August 2008	Smile for a child- Gala Dinner Tourism Management 2 years	In aid of Vera School of Autistic children held in Rondebosch East	Ms Tahira Makda Ms Tracy Daniels Ms Radhia Abrahams
30 August 2008	CPUT/ Art design Auction Tourism Management 2 nd years	In aid of Bergzicht Training Heerenhuys in Stellenbosch, for disadvantaged and unskilled people, held in Stellenbosch.	Ms Tahira Makda Ms Tacy Daniels Ms Radhia Abrahams

DATE	EVENT/TOUR	DESCRIPTION	ASSESSOR/FACILITATOR
31 August 2008	Nature Field Tour: Tourist Guiding Short Course	Nature Guiding Field Trip	Mr Ezzat Davids
12 September 2008	Event Educational: Events Organising Short Course	Transnet Educational to Simonstown in aid of the Durbanville Childrens Home	Mr Chris Lombard
13 September 2008	The Crescent: Events Coordinating Short Course	A social event- Farewell (basic skills), an event on a small scale	Mr Pierre Le Roux
20 September 2008	Appreciating the Helping Hand Events Coordinating Short Course	In aid of YMCA(basic skills), an event on a small scale	Mr Pierre Le Roux
27 September 2008	Hermanus Educational: Tourism, Events and Public Relations Management 1 st years	Event Educational to Hermanus Whale Festival in Hermanus	Ms Tahira Makda Ms Deborah Johnson Ms Radhia Abrahams Mr Ezzat Davids Professor Bayat Mr Reedwaan Ismail
28 September 2008	City Centre Tour: Tourism Management * 1 st years, Wellington	Guiding Tour to the City Centre	Mr Ezzat Davids Mr Nadia Nel

2 October – 8 October 2008	Eastern Cape Events Educational Tour: Event Management 2 nd years	Events educational tour of the Eastern Cape to assess venues and facilities	Ms Tahira Makda Ms Deborah Johnson Ms Radhia Abrahams Mr Ezzat Davids Professor Bayat
17 October 2008	Rock around the clock Event Management 1 st years	Evening event with Greece theme	Ms Tahira Makda Ms Radhia Abrahams
18 October 2008	Homemakers over- CPUT edition, Event Management 1 st years	CPUT event	Ms Radhia Abrahams Ms Tahira Makda

DATE	EVENT/TOUR	DESCRIPTION	ASSESSOR/FACILITATOR
18 October 2008	Winelands Tour- Tourism Management 1 st years	Guiding tour of the Winelands	Mr Ezzat Davids
19 October 2008	Arabian Nights Evening	Arabian Nights Evening	Ms Radhia Abrahams Ms Tahira Makda
19 October 2008	Winelands Tour: Public Relations 1 st years	Guiding tour of the Winelands	Mr Ezzat Davids
24 Octobr 2008	Green creatures: Tourism Management 2 nd years	A cocktail evening in aid of the Animal Rescue Organisation	Ms Tahira Makda

25 October 2008	Winelands tour: Tourist Guiding Short Course	Guiding tour of the Winelands	Mr Ezzat Davids
2 November 2008	Soccer Challenge: Event Management 2 nd years	Soccer Tournament held at Wynberg St Johns Ground	Ms Tahira Makda Ms Radhia Abrahams
3 November 2008	Sky Events: Events Management 2 nd years	Risk and Security Management Seminar for the Events Industry in Cape Town with (SAACI)	MS Tahira Makda Ms Radhia Abrahams
6-7 November 2008	Green It Yourself Conference Event Management 2 nd years	Greening Conference for the City of Cape Town	Ms Tahira Makda Ms Radhia Abrahams
7 November 2008	Bear to be Vogue Event Management 2 nd years	A fashion show in aid of Tygerbear, held at Grandwest Market Hall	Ms Tahira Makda Ms Radhia Abrahams

The tourism industry employs half a million people either directly or indirectly. One of the growing and much needed industries linked to the tourism industry is Events Management (Faculty of Business Graduate Centre for Management Business Plan: ND Events Management 2006: 1-9).

The Cape Peninsula University of Technology launched the Events Management diploma in January 2007. A motivation behind this establishment

can be attributed to the following (Faculty of Business Graduate Centre for Management Business Plan: ND Events Management 2006: 1-9):

1. The offering of Events Management on the Cape Town campus is strategic in terms of the Western Cape Provincial Growth and Development Strategy.
2. CPUT can prepare youth for their upcoming roles as contributors to the economy of the country, as well as acquiring knowledge and skills in various employment options.
3. The South African Government has identified Events Tourism as a form of tourism that has generated a lot of growth over the last few years. Events are temporary, attracting large crowds for a specific period whereby extending the tourist season, promoting destinations and providing additional income for the destination.
4. At an ETDP SETA conference held in Johannesburg, the following key issues related to education were discussed:
 - Communicating the NSDS II targets and 5 year delivery strategy of the ETDP SETA;
 - Understanding the contextual issues affecting the ETDP sector performance in skills development;
 - Looking at practical solutions that will lead to the 2014 goals, halving unemployment; and
 - Reducing poverty by bridging the gap between 'first and second economies'.
5. CPUT can make a contribution to the second economy by promoting sustainable development and employment creation.

6. The outcome of the Events Management programme at CPUT is to provide skills to the nation for training purposes.
7. Knowledge and skills will be used to empower students so that they will make a valuable contribution to the event industry and surrounding communities.
8. Industry participation will be part of the programme allowing students to work and attend events to gain exposure and insight into the Event Management process.
9. To insist and encourage learners to embody the characteristics of event managers mainly, integrity, to treat stakeholders with respect, to be accountable for actions, to strive for excellence, to maintain the spirit of Ubuntu, to practice innovation in the event environment, to subscribe to the principles of democracy and equity within the event environment.
10. The main goal of the Events Management programme at CPUT is to contribute to sustainable development in support of growth for employment, employment creation in South Africa and to establish a process and an ethic of life long learning.

The proposed plan for the 2007 was as follows (Faculty of Business Graduate Centre for Management Business Plan: ND Events Management 2006: 1-9):

The **aim** for the first year intake was 50 students as CPUT could comfortably accommodate this figure.

The following facilities were available to accommodate 50 students:

- Classrooms seating 50;

- Computer rooms that can seat 65;
- Library facilities;
- Cafeteria;
- Sporting facilities;
- Student accommodation;
- Internet access, printing facilities, photocopying and binding facilities;
and
- Various social clubs and activities.

In order for the Events Management programme to operate as a cohesive unit, services of three academic staff members were recommended. The staff would be remunerated hourly and staff would be responsible for the programme liaising with the Graduate Centre for Management, which is based on the Cape Town Campus (Faculty of Business Graduate Centre for Management Business Plan: ND Events Management 2006: 1-9).

The following criteria were considered for the staff (Faculty of Business Graduate Centre for Management Business Plan: ND Events Management 2006: 1-9):

- Sufficient office and storage space;
- PC and telephone per staff member;
- Desk and chair per staff member; and
- Filing cabinets (4).

The financial impact and projection for the Events Management programme was as follows:

The budget below represents the first year of the National Diploma: Event Management. It includes Capital Expenditure items in the sum of R 82 000, 00, which is a once off cost. Subsidy will come into effect from the end of 2009.

FACULTY OF BUSINESS

ND: EVENT MANAGEMENT BUDGET		2007	
Cost Code	Account		
Department	Code	Cape Town	
INCOME			
Class fees	51023	1	1,531,500
Subsidy- teaching	50033		
STAFF COMPENSATION			802,200
Academic salary- Per staff	30053	2	750,000
Academic salary – p.time	30203	3	52,200
Administrative Salary- permanent staff	31013		
Bonus	33023		
Leave	35413		
UIF	36513		
WCA	36803		
SDL	37103		
Discovery	37703		

House allowance	38003	
CTRF	38303	
Group life	38331	
Risk	38331	
Invigilators	39023	
CONTRIBUTION		729, 300
CURRENT EXPENSES		219, 500
Advertising	40023	20,000
Open day expenses	40038	
Copyright charges	44125	5,000
Cleaning	41613	
Entertainment	44703	
First Aid	44903	1,000
Flowers	44706	2,500
Internet charges	44411	
Buildings	41903	
Maintenance and repairs: equipment	43413	5,000
Maintenance and repairs: PC's	43418	5,000
Maintenance and repairs: software	43422	10,000
Maintenance and repairs: telephone	43425	5,000
Membership fees	46012	20,000
Materials	45325	10,000

Postage stamps, and so on	44402	5,000
Photocopying	44113	15,000
Printing	44116	5,000
Purchase (furniture)	49423	
Purchase (small equipment)	43430	
Rental- copiers	44122	
Stationery	44118	5,000
Student transport and food	47415	
Subscriptions and other	44421	5,000
Staff training	46003	20,000
Symposium fees	46006	20,000
Telephone and fax	44405	15,000
Translation	44128	
Travel- local airfare	46316	20,000
Travel – local car	46318	8,000
Travel accommodation	46322	10,000
Inter- varsity sports expo	47403	
Travel claims- own car	46313	
CAPITAL ITEMS (1)	62016	21,000
3 Office chairs @ R 1500		4,500
3 office desks @ R 1500		4,500
4 filing cabinets @ R 1000		4,000

1 printer		5,000
6 office chairs @ R500		3,000
CAPITAL ITEMS (2)	62906	61,000
3 PC's @ R 7000 (Dell Desktop)		21,000
1 Dell Notebook		25,000
1 Dell Data projector		15,000
Income over expenses		427,800
Notes:		
1. 50 Full-time students at R 20 5550 per student		R 1027500
30 Part-time students at R 16 800 per student		R 504000
(part time students do not register for all subjects)		
2. Based on the three full time lecturers at R250 000		
Cost to company each per year		R 750000
3. Semester 1, 4 subjects at 2hrs per week @ R180		
Per hour		R 21 600
Two educationals at 10 hrs per week @ R180 per		
hour for 2 lecturers		R 7 200
Semester 2, 3 subjects at 2hrs for 15 weeks @ R180		R 16 200
Two educationals of 10 hrs at R 180 for 2 lecturers		R 7 200
(Faculty of Business Graduate Centre for Management Business Plan: National Diploma in Event Management 2006 p 1-9).		

On the 25 October 2008, the Faculty of Business Research Department hosted its Annual Btech Conference under the guidance of Professor A. Slabbert, Dr Bheki Mngomezulu, Ms. T. Makda, lecturer in Events Management and Ms. N. Hendrickse Master's student.

Twenty Tourism 1 students volunteered to partake in the event and during the September holidays the crew met to discuss the planning stage for the event. The groups broke into different portfolios, for example, catering, technological, sponsorship and registration.

Responsibilities of the different portfolios were as follows:

Catering

- Three quotes from different catering companies;
- Liaison with the caterers;
- Sending event programme to caterers;
- Liaison with caterers and caretakers;
- Overseeing catering on the day of the event; and
- Helping the caterer clean up after the event.

Technological

- Booking laptops and data projectors for the different venues;
- Setting up and storing laptop and data projectors on the day of event; and
- One student supervised the equipment and liaised with the technical advisor if any difficulties arose.

Sponsorship:

- Sponsorship was provided by STIHL (Outdoor power) and A & K Tours.

Registration:

- Registration of presenters and moderators.
- Organising and compiling gift packs and conference packages for attendees.

The programme for the event was as follows:

Registration:	08:00
Welcoming: Dr. Mngomezulu	08:30
Guest speaker: Professor. S. Davies	08:35
Divide into parallel event groups:	08:50
Retail Business Management	Lecture Theatre 4
Public Management	Lecture Theatre 4
Project Management	Lecture Theatre 4
Marketing	Lecture Theatre 5
Public Relations Management	Lecture Theatre 6
Human Resources Development	Lecture Theatre 6
Human Resources Management	Lecture Theatre 6
Commencement of presentations	09:00

Provisions was made for two tea breaks at 10:30 and 10:45 respectively, and one lunch at 12:30. There was a winner in each venue. The overall winners were announced at lunch by the HOD of Research, Professor A. Slabbert who was overwhelmed at the attendance and the standard of presentations.

The winners were:

3rd prize: Project Management in Lecture Theatre 4.

2nd prize: Marketing in Lecture Theatre 5.

1st prize: Retail Business Management Lecture Theatre 6

The overall event was a success as is expressed in an email by Professor Slabbert on the 25 October 2008 to all Faculty of Business staff members (Email 25 October 2008):

I would like to express my appreciation to a number of role players regarding the above. It took place on Saturday, and I was hugely impressed. The standards were very high, and it was a pleasure to see the enthusiasm and vigour with which the presenters tackled their presentations. Events such as this make me think that yes indeed, we are being true to the nature of our mission, and that education is flourishing at CPUT.

A special thank you to the following:

- Professor Davies for his inspiring address to open the proceedings with.
- All the lecturers who were present- it must be a great support for the students to have had you there.
- The moderators, who played such a crucial role in evaluating the papers and deciding who the winners would be.
- The dean, for his moral and financial support.

- The academic staff who assisted the students with their projects.
- A HUGE thank you to Ms Nida Hendrickse, who organised the actual event (assisted by Ms Makda) and her team of helpers. Nida was just so calm and serene, even in the face of some mini-crises, to the extent that I could not help to think that she and her team were equipped to handle anything that would come their way. Thanks for being the consummate professional, Nida.
- The academic driver behind the process, Dr Mngomezulu, who drove the process from the start, and ensured that the event took place.
- A special word of commendation to Mr. Roland Huckle and his marketers, who had the biggest representation of all departments. From the little that I saw there, the standards in the Marketing Department were extremely high, and very impressive.

Congrats also to the Tourism Department, who had their own conference on Wednesday- well done.

Regards,
Andre

The Tourism students who volunteered enjoyed their involvement in the event and are looking forward to hosting their own events during 2009. The researcher, after participating in the Btech Conference, acknowledges the uniqueness of the Event diploma and agrees that this diploma will improve the skills shortages faced within the industry.

Claire Jason, a volunteer for the Btech Conference, expressed her experience:

“The event was a good experience for me. It was a lot more work than what I had expected and a bit tiring. But it was great to see everyone’s hard work pay off.”

2.8.6 National Diploma: Events Management

The aim of the course is to develop an event practitioner who is capable of managing any type of event in any type of environment. Industry participation is vital as students gain insight and exposure to practical events that are necessary to help them harness and develop the Events Management process in its entirety (Faculty of Business ND: Events Management Course Structure 2006: 1-4).

Below is a detailed outline of the Events Management course structure and the exit level outcomes of the programme.

MODULES PER YEAR

Year 1	Year 2	Year 3
Event Theory I	Event Theory II	Event Practice Theory III
Event Practice I (A&B)	Event Practice II	Event Practice III
Project Management I	Project Management II	Project Management III
Information Technology I	Information Technology II	Event Marketing III
Event Communication I	Event Marketing II	Events and Financial Business Practice III
Event Marketing I		
Event & Financial	Event & Financial	Event Internship-

Business Practice I	Business Practice II	Structured Work placement
Event Tourism Guidance I	Event Tourism Guidance II	

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4)

SEMESTER CLASSIFICATION

Year 1	Year 2	Year 3
Event Communication I	Event Theory II	Event Theory III
Event Theory I	Event Practice II	Event Practice III
Event Practice I (A)	Event Tourism Guidance I	Event Tourism Guidance II
Information Technology I	Information Technology II	Project Management III
		Event and Financial Business Practice III
Semester 2	Semester 2	Semester 2
Project Management I	Project Management II	Event Internship-Structured Work placement
Event Practice I (B)	Event Practice II	
Event Marketing I	Event Marketing II	
Event and Financial Business Practice I	Event and Financial Business Practice II	

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

MODULAR CONTENT

Event Theory I	Event Theory II	Event Theory III
Structures and organisation in the event industry, South Africa and globally	Compliance management	Event risk strategy compilation
Stakeholders and service providers in the event industry	Emergency management	Analysis of legislation and policy
Profiles of event professionals	Insurance management	Infrastructure management
Driving forces and trends	Legal and ethics management	Logistics management
Event impact assessment	Risk assessment management	Programme design management
Event bidding	Security management	Site management
Event tourism operations	Event design	Stakeholder management
Event legislation and policy evaluation	Event legislation and policy evaluation	Technical production management
	Event typology management	Event typology management

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event Practice I	Event Practice II	Event Practice III
Section A	Sections A&B	
Conceptualisation of the event	Practical application of the Events Management process	Practical application of the Events Management process
The event management process	Event practicals (attendance of 6 events)	Event practicals (attendance of 6 events)
Planning the event		
Organising the event		
Toolkit in staging an event		
Event practicals (attendance of 4 events)		
Section B		
Practical application of knowledge gained in first semester, according to the Events Management process of research, design, planning, coordination & evaluation.		

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Project Management I	Project Management II	Project Management III
The event project	Project scoping	The event execution phase
The project triangle	Risks and constraints	The event controlling phase
Event phases	Breakdown of tasks	Project accounting
Event areas of management	Network diagrams	Time management
Project Management: the process	Critical path analysis	
Project initiation phase	Gantt charts	
Project planning phase	Software package application: MS Office	

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event Tourism Guidance I	Event Tourism Guidance II
Travel and tourism operations related to events locally	Events in the travel and tourism industry
Local events and tourist guiding	Regional events, national events and tourist guiding
Role and function of tourist guides for events	Tour conducting for events clients
Destination knowledge of South Africa	Pre and post tour for events
Sustainable tourism knowledge linked to culture and heritage in South Africa	Client psychology
Customer Care	Relationships with accommodation establishments, airlines, tour operators, suppliers and attractions
Tourism and tourist guiding techniques for events clients at local level	First Aid level 2
First aid level I	
South African beverage industry	

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Information Technology I	Information Technology II
Operate a computer and apply word processing skills	Electronic administrative solution for events
Source, utilise and record information	Logistical requirements for events
Construct a database and spreadsheet	Customer relationship management database facilitation
Perform presentations	Delegation of tasks and managing event planning
Generate letters, charts, store, organise and retrieve information	Daily monitoring of all events details
Send, retrieve and organise e-mail	Financial reports and budget tracking
Use research engines on the internet	Managing accurate libraries of data and information for planning the perfect event
Software packages, excel, word, PowerPoint, internet	Report printing
	Operations and management of numerous events over a few days
	Planning more than one event on a day
	Systems management
	Technology management

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event Communication I
Verbal and written communication
Fundamental research reporting
Identifying barriers to successful communication
Intercultural communication using basic sociological and psychological knowledge
Group dynamics
The event communication mix
Event stakeholder communication
Event communication strategies and techniques

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event Marketing I	Event Marketing II	Event Marketing III
The marketing mix	Event market research	Hospitality management
The marketing audit	Event attendance	Marketing plan management
Marketing planning and measuring marketing potential	Consumer research on events	Material management
Segmentation and selecting target markets	Types of surveys	Merchandising management
A benefits model for target marketing	Sampling methods	Promotion management
Marketing strategies	Attendance counts and surveys	Public relations management
Public relations	Market areas surveys	Sales management
		Sponsorship management
Advertising		Media management
Introducing event research		

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event and Financial Business Practice I	Event and Financial Business Practice II	Event and Financial Business Practice III
Macroeconomics	Measures of financial performance	Entrepreneurship
Accounting I	Risk management	Contract law
The budgeting process	Accounting II	Management control systems
The budget and cost-revenue management	Microeconomics	Information management
Cash flow management	Professional industry orientation development programme structure and documentation	Professional industry orientation and personal development programme structures and workplace structures, diversity and etiquette
Key financial statements	Attendance counts and surveys	Public relations management
Human resources management		Sales management
Procurement management		Sponsorship management
Professional industry orientation		Media management

(Faculty of Business ND: Events Management Course Structure, 2006: 1-4).

Event Internship- Structured Work placement

The events industry is large and it draws on the skills, expertise and personalities of a wide range of people. There are event managers who oversee the entire process and ensure the smooth running of the event, the clients brief and budget; the creative team who design and develop innovative ideas and themes; production and technical staff that set up stages and arenas; health and safety and law licensing specialists; marketing and PR officers; and the front of house events staff and supervisors.

To expose the student to the above, an internship of six months at an event company is required. Under the guidance of experiential learning, the student can select a suitable work placement station for the six months' internship

(Faculty of Business ND: Events Management Course, Structure 2006:1-4).

2.8.6.1 Exit Level Outcomes

Exit Level Outcomes of the Event Management Diploma covers all the aspects of developing, nurturing and evaluating potential event managers to ensure that CPUT promotes quality learners and thus illustrates the need and importance to establish Events Management as a separate discipline in South Africa.

The Exit Level Outcomes are as follows (Faculty of Business, National Diploma: Event Management; Exit Level Outcomes, 2006:1-6):

Exit Level Outcomes	Specific Outcomes	Assessment Criteria
1. Evaluate the event industry, structure of the industry, bidding procedures, event typologies, management procedures, policies and legislation.	1.1 Analyse the event industry, type of events, event role players, trends forces in the industry, event impact assessment,	This outcome will be met when students demonstrate competence to:

	<p>event bidding, operational elements and relevant legislation.</p>	<p>1.1.1 Describe the definitions, history, types of events and analyse the trends and dynamics of the event industry;</p> <p>1.1.2 Evaluate the current situation of the events industry in South Africa and develop the concept of ethics and professionalism in Events Management;</p> <p>1.1.3 Differentiate between agencies, intermediaries and organisations in the bidding process of an event;</p> <p>1.1.4 Devise the planning and organising activities, which are indispensable to the bidding process for an event and evaluate the number of impact assessment tools, which are used for events;</p>
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	<p>1.2 Critically analyse and evaluate Events Management procedures for the safe and secure management of any type of event.</p>	<p>1.1.5 Develop mitigating measures for adverse impacts of events;</p> <p>1.1.6 Evaluate relevant event policies and legislation to recommend solid event practices.</p> <p>This outcome will be met when students demonstrate competence to:</p> <p>1.2.1 Identify the key elements of practices in compliance management for events;</p> <p>1.2.2 Introduce strategies and procedures for emergency management for events;</p> <p>1.2.3 Implement health and safety measures for any type of event;</p> <p>1.2.4 Analyse the legal and ethical issues concerned with any type of event and develop ethical guidelines for event operations;</p> <p>1.2.5 Assess safety and security measures for any type of event;</p> <p>1.2.6 To create and produce concepts for any type of event;</p> <p>1.2.7 Plan and manage the safety features of various types of events.</p>
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<p>2. Conceptualise, design, create, plan and stage an event.</p>	<p>1.3 Analyse and implement operational and logistical aspects of events.</p> <p>2.1 Determine the process of designing, creating, planning and staging an event.</p>	<p>This outcome will be met when students demonstrate competence to:</p> <p>1.3.1 Formulate a risk strategy for any type of event;</p> <p>1.3.2 Analyse event policy and legislation to ensure best practice within a national and international context;</p> <p>1.3.3 Implement measures to ensure audience management;</p> <p>1.3.4 Compare the various types of events and assess against the Event Management Body of Knowledge, to make recommendations for improvement and implement an Events Management strategy.</p> <p>This outcome will be met when students demonstrate competence to:</p> <p>2.1.1 Attend events, design, create, plan and stage an event, evaluate the triple – bottom-line of events. Write reports on events and recommendations for best practice.</p>
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<p>3. Manage an event according to project management principles.</p>	<p>3.1 Conduct Events Management according to the basic elements of project management.</p> <p>3.2 Organise the event development programme.</p>	<p>3.1.1 Conceptualise and formulate the foundation of the event project;</p> <p>3.1.2 Apply the event to the project triangle and determine the relevant phases;</p> <p>3.1.3 Introduce the initiation or primary phase of an event.</p> <p>This outcome will be met when students demonstrate competency to:</p> <p>3.2.1 Identify the risks and constraints associated with events;</p> <p>3.2.2 Prepare breakdown structures, use the Gantt charts</p> <p>3.2.3 Apply MS software. PERT principle</p>
<p>4. Develop event tourism guidance</p>	<p>4.1 Place into context and understand events as a sector in the tourism industry.</p>	<p>This outcome will be met when students demonstrate competence to:</p> <p>4.1.1 Evaluate travel and tourism operations;</p> <p>4.1.2 Evaluate the role of tourist guiding in the country;</p> <p>4.1.3 Describe, and discuss South Africa as a sustainable tourism destination,</p> <p>4.1.4 Compile good customer care strategies;</p>

	<p>4.2 The use of basic tourism management principles to ensure effective tourism destination guidance.</p>	<p>4.1.5 Oversee arrivals and departures of customers and take care of customers;</p> <p>4.1.6 Demonstrate first aid level I;</p> <p>4.1.7 Describe the South African beverage industry;</p> <p>4.1.8 Demonstrate tourist guiding and tourism techniques for event clients at a local level.</p> <p>This outcome can only be achieved when students demonstrate the ability to:</p> <p>4.2.1 Develop a code of ethics that is in line with ISES;</p> <p>4.2.2 Analyse and evaluate travel and tourism operations at a local, provincial and national level;</p> <p>4.2.3 Have effective strategies for client compliance and psychology;</p> <p>4.2.4 Establish the relationship of Events Management with airlines, suppliers and attractions;</p> <p>4.2.5 Demonstrate first aid level II;</p> <p>4.2.6 Demonstrate tourism and tourist guiding techniques and principles at regional level.</p>
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<p>5. Effectively use a personal computer in an event related environment.</p>	<p>5.1 Access and use information systems at the disposal of the event industry.</p>	<p>This outcome will be met when students demonstrate the following:</p> <p>5.1.1 Operate a computer and apply basic word processing skills;</p> <p>5.1.2 Source, utilise and record information;</p> <p>5.1.3 Use databases and spreadsheets;</p> <p>5.1.4 Perform presentations;</p> <p>5.1.5 Formulate letters, reports, charts and retrieve information;</p> <p>5.1.6 Send, retrieve and organise email;</p> <p>5.1.7 Use search engines to the Internet.</p>
	<p>5.2 Access and use electronic administration solutions for events.</p>	<p>This outcome will only be achieved when students demonstrate competency to:</p> <p>5.2.1 Use a database to monitor events;</p> <p>5.2.2 Manage events;</p> <p>5.2.3 Generate reports for events;</p> <p>5.2.4 Provide financial reports for events;</p> <p>5.2.5 The printing of general reports;</p> <p>5.2.6 Be able to plan more than one event a day;</p> <p>5.2.7 Formulate a programme;</p> <p>5.2.8 Manage the front of house;</p> <p>5.2.9 Manage tabling and seating for events;</p>

<p>6. Communicate in an event environment.</p>	<p>6.1 Communicate in a verbal and written format</p>	<p>5.2.10 The use of the Web for events; 5.2.11 Manage accommodation and travel for events; 5.2.12 Planning and the monitoring of tasks for events.</p> <p>This outcome will be achieved when students are competent in the following:</p> <p>6.1.1 To be able to conduct business correspondence in an acceptable manner, this includes research and mailing. 6.1.2 Produce acceptable academic writing; 6.1.3 Identify barriers to effective communication and provide solutions to the barriers; 6.1.4 Compile and implement effective cultural communication principles; 6.1.5 Evaluate Events Management communication strategies.</p>
<p>7. Develop a marketing strategy to current event success.</p>	<p>7.1 Use marketing principles to ensure that operations are carried out effectively.</p>	<p>These outcomes will only be achieved when:</p> <p>7.1.1 Develop an event marketing mix; 7.1.2 Develop a SWOT</p>

		<p>analysis;</p> <p>7.1.3 Establish an event marketing plan;</p> <p>7.1.4 Compile an event marketing strategy, public relations campaign and an advertising campaign.</p>
	<p>7.2 Apply event research methods with specific goals.</p>	<p>7.2.1 Conduct market research;</p> <p>7.2.2 Identify why people attend events;</p> <p>7.2.3 Identify the different types of surveys;</p> <p>7.2.4 Identify different types of research and present them.</p>
	<p>7.3 Manage event market strategies and consolidate the event purpose and strategies with the marketing strategy.</p>	<p>7.3.1 Analyse and evaluate marketing strategies for the following:</p> <ul style="list-style-type: none"> • Hospitality Management; • Material Management; • Merchandising Management; • Promotion Management • Public Relations Management; • Sales Management; • Sponsorship

<p>8. The effective use of business management principles and the management of event budgets.</p>	<p>8.1 Ensure effective budgeting, control and performance measurement for events.</p> <p>8.2 Accounting and management principles for events.</p> <p>8.3 Appreciate the scope and the nature of entrepreneurship for events.</p>	<p>Management;</p> <ul style="list-style-type: none"> • Media Management. <p>This outcome will be met when students demonstrate the following:</p> <p>8.1.1 Understand microeconomics;</p> <p>8.1.2 Implement basic budgeting.</p> <p>8.1.3 Manage a cash flow;</p> <p>8.1.4 Compile financial statements;</p> <p>8.1.5 Compile a basic human resources management strategy and procurement strategy.</p> <p>This outcome will be met when students:</p> <p>8.2.1 Are able to do basic accounting and financial control;</p> <p>8.2.2 Identify risks associated with budgeting and financing and to be able to manage these risks;</p> <p>8.2.3 Understand macroeconomics.</p> <p>These outcomes will be met when:</p> <p>8.3.1 learners are able to</p>
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<p>9. Perform technical, operational and basic event support, event coordination and Events Management tasks in the event industry.</p>	<p>9.1 Implementation of operational skills through experiential learning in the events industry.</p> <p>(Faculty of Business: ND: Events Management, Course Structure,2006:1-6)</p>	<p>conceptualise opportunities in the event industry;</p> <p>8.3.2 Manage contractual law, control systems and information management.</p> <p>Develop and present a personal portfolio including all competences acquired through the process of experiential learning.</p> <p>Prepare for interviews, conduct selection and performance interviews and assess presentations;</p> <p>Maintain time management by upholding time management principles.</p>
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Below is an example of an event educational for Event Management first year students (Ms. Tahira Makda, Assignment March 2008):

The South African (SA) Navy festival is a popular annual event in the Western Cape. The core objective of the SA Navy is to defend and protect the Republic of South Africa by maintaining and providing prepared and supported maritime combat forces, services and facilities.

1. As the Event Manager, explain the main operational elements regarding the SA Navy festival.
2. Explain the role players within the SA Navy Festival.
3. Identify and explain one regulation (policy/Act) that would be appropriate and applicable to the SA Navy Festival.
4. Determine and discuss the type of Event Impact Assessment that a project manager would use to assess an event such as the SA Navy Festival.

There are several commercial colleges and institutions that offer Events Management, however not all not comply with national standards. This is one of the shortfalls of the event industry and if Events Management should thrive in order to compete on a global scale, a higher education institution such as CPUT, should execute education of a high standard, not only at entry level, but diploma and degree level as well (Events and Installations, Volume 33, 2008:20).

Research conducted by the Events and Technical Services Task Team discovered that one of the most pertinent aspects of the events industry that needs development and improvement, is a lack of skills of 'qualified' practitioners (Events and Installations, Volume 33, 2008:20).

The article focuses on the three levels of qualifications in the education sector, as well as the Body of Knowledge that monitors the interests of all affected within the events industry.

(a) National Certificate: Event Support

In 2000 Events Management was listed under the Tourism, Hospitality and Sport Education Authority (THETA). It was during this year that the first National Certificate in Tourism was established (Events and Installations, Volume 33, 2008:20). In conjunction to this certificate, learnerships, with the aim of developing skills, was introduced to eventually culminate into one National qualification. Janet Landey of Party Design hosted the first learnerships programme in Johannesburg in 2001. Sixty (60) learners combined for an opportunity to qualify for the NQF level 4 Event support programme. The decision taken at this convention was that the qualification was better suited to fall under the umbrella of the Services Seta. This Seta allows industry professionals to participate in skills training where no formal qualifications exist (Events and Installations, Volume 33, 2008:20).

Stakeholders and industry were tasked to create guidelines of appropriate course structures for the events industry (Events and Installations, Volume 33, 2008:20).

(b) National Diploma: Event Management

An instrumental development in the events industry occurred with the conception of a three year National Diploma: Event Management in 2006. The outcomes of the course discussed earlier falls within the guidelines and objectives of the Standard Generating Body (SGB), which is recognised and endorsed by SAQA. The aim of the programme is to manage any type of event in any type of environment (Events and Installations, Volume 33: 2008:20).

(c) EMBOK

Embok is the Management Body of Knowledge, which is discussed in 3.1. At the Embok Imbizo in Johannesburg in 2007, event practitioners, academics, educational professionals met to discuss areas that fall within the

responsibility of Events Management. A detailed presentation was given discussing all domains, processes and phases of the event phenomenon (Events and Installations, Volume 33:2008:20).

(d) Event Director: NQF level 7

This is the final stage of the developmental process, consisting of a Postgraduate NQF level 7. The programme is attended by a selected few industry professionals at the Graduate School of Business, University of Cape Town, under Professor Tom Ryan.

Learners attending the course are professionals within the industry who have a number of years experience in operating their own business. Some learners had to undergo a Recognition of Prior Learning (RPL) test to ensure that they are well equipped to undergo the learning process.

The outcome of the post graduate course is to determine the candidate's proficiency and knowledge of the events industry in the field of Events Management (Events and Installations, Volume 33:2008:20).

Learners received their assignment in 2007 and the course is scheduled to start in June 2009.

The candidates are as follows (Events and Installations, Volume 33:2008:20):

- Lynne Brown;
- Diana Calvert;
- Anthony Chapman;
- Lisa Crouch-Loeb;
- Joy Donovan;
- Charlene Kapp;
- Cal Kennedy;
- Kholiswa Keinbooi;

- Corne Koch;
- Janet Landey;
- Gift Luthuli;
- Carmen Malgas;
- John Maluleke;
- Xolile Mkhize;
- Rowena Meti;
- Senishi Moonsamy;
- Errol Ninow;
- Nadi Oberholzer;
- Bashni Reddiar;
- Beryl Suriah; and
- Peta Thomas.

This article clearly outlines why development of Events Management should be accepted as a separate discipline in South Africa.

2.9 SUMMARY

An introduction to the events and tourism industry was provided to illustrate the relationship that exists between the two industries.

Although the events industry is a separate entity, owing to the nature of its discipline and its operations, the discipline falls under the ambit of the tourism sector.

Definitions of Events Management were provided with reference to authors, for example, Jaco and Shaw, and Van Der Wagen and Carlos, with current examples of the various types of events.

It is important to note that although several academics have tried, they are not in agreement with each other on actual definition of Events Management.

They do however agree on the following:

- Events may be planned or unplanned;
- They are unique; and
- Transient.

Legal issues pertaining to copyright laws for South Africa as a developing country is essential for the events industry with relation to intellectual property laws. In light of this, a brief summary of the Copyright Act 98 of 1978 is provided in Figure 2.3.7

Due to continued growth in the events sector, the forces that determine Events Management are explained. They are economic, especially the disparity between rich and poor; political, an event providing funds for a needy area; and technological, which has invaded every aspect of hosting an event.

South Africa is known to the world as a developing country with the potential to host events as shown with the successes of the 1995 Rugby World Cup, the 2002 Cricket World Cup and recently the Ms. World Pageant.

This indicates that Events Management and the hosting of events should not only be given to developed countries but to developing countries as well. Cape Town, in particular, has done much to recognise the viability and feasibility of hosting major events, which has led to major improvements in administrative areas of local government bodies, firms and communities.

This Cape Town initiative led to awakening of the current situation of the events industry in South Africa, whereby government realises the challenges of hosting events to benefit the country.

Although the events industry is a growing industry, which is expected to grow faster than the predicted 10-15%; there are few professional bodies or professional education institutions that protect and nurture this new industry.

Australia and the USA have a registered event industry with ISES as a monitorial body that monitors event professionals and ensures that they display and uphold ethical standards which are outlined and endorsed by ISES.

Ethics within Events Management has become one of the most talked about topics. Because of the nature of the industry, an event manager can destroy their reputation if they do not comply with ethical standards. The concept of ethics is linked to the concept of social responsibility of which the main points are as follows:

- Economic: what is the economic impact of event tourism?
- Social: what are the impacts on communities and?
- Environmental: the 'growing green' concept; reducing the environmental aspects when developing event tourism.

Upon consulting the Australian and USA event industries, it became clear that South Africa, as a developing country, should adopt the same or similar approach in order for events to be successful.

As a means to understanding the role of Higher Education South Africa, the Higher Education Quality Committee and the HEQC for programme accreditation, is necessary. This sets the foundation for the establishment of a higher institution qualification, which will provide the events industry with competent professionals that cater for the needs of South Africa.

On 13 December 2005, CPUT established a qualification which is aimed at closing the disparities and lack of skills within the existing events industry. The course itself was designed in collaboration with stakeholders, professionals and academics that share several units with other disciplines, specifically, public relations, sport, hospitality and tourism.

Overviews of all the disciplines were provided, which linked involvement of the events industry with each discipline.

The Events Management diploma was outlined in detail, including Capital Expenditure, as well as exit level outcomes of the programme. Examples of educational materials were also provided, which demonstrates the exposure and experience learners gain that learners gain.

Although the ND: Events Management was successful in its implementation, a post graduate qualification, which is offered by the Graduate School of Business at UCT under Professor T. Ryan, is currently under development. The main aim of the post graduate course is to ensure that event professionals are well equipped to perform in all Events Management environments.

CHAPTER 3 ROLE – PLAYERS AND STAKEHOLDERS IN EVENTS INDUSTRY WITH SPECIFIC REFERENCE TO EMBOK AND ISES

3.1 INTRODUCTION

Chapter Two investigated and discussed concepts of the tourism and events industry, the role of Higher Education South Africa, SAQA and the NQF in institutionalising qualifications as well as the ND: Events Management qualification, in detail.

This chapter investigates the control and monitoring bodies within the events industry which ensures that only qualified professionals are active in the events industry.

These bodies, namely EMBOK and ISES, are pertinent to the survival of the events industry because they set standards and assist event practitioners to provide outstanding results for customers and clients.

Without these bodies, events cannot be justified as a separate discipline.

3.2 EMBOK: A BODY THAT DETERMINES EVENTS MANAGEMENT IN SOUTH AFRICA

3.2.1 History

Embok began in 1999 when William O'Toole conceptualised the idea as part of his masters' thesis in Project Management. Julia Rutherford Silvers used the model to develop the Embok project on her website and then used the outline of the taxonomy for discussion at the first EMBOK meeting (<http://www.embok.org>).

3.3 EMBOK DEFINES EVENT MANAGEMENT

According to EMBOK, Events Management is a process by which an event is planned, prepared, and produced. It includes the assessment, definition, acquisition, allocation, direction, control and analyses of time, finances, people, products, services and other resources to achieve objectives (<http://www.embok.org>). An event manager's job is to arrange every aspect of an event, including researching, planning, organising, implementing, controlling and evaluating an event's design, activities and production (<http://www.embok.org>).

3.3.1 The body further defines Events Management as a profession (<http://www.embok.org>)

Events Management is an emerging profession owing to the fact that no academic, government – issued licensing or private occupational certification credentials are required to practice this complexed enterprise. Without credentials, the status of such professionals is suspect and subject to contemptible actions of untrained and inexperienced practitioners who are not aware of what should be learned in order to be qualify to work in the profession, as well as the scope of legal and ethical responsibilities that are associated with such aspirations.

EMBOK refers to the EVENT MANGEMENT BODY OF KNOWLEDGE; a global body, which is based on the comparison of knowledge systems that support the Events Management industry, including occupational standards, certification knowledge domains, academic curriculum and literature review. The knowledge systems were expanded in 2004 to include five phases, five processes, five core values and five knowledge domains that includes 35 function areas (www.juliasilvers.com).

The EMBOK is a three dimensional description of knowledge and skills that are essential to create, develop and deliver an event. The term event includes conferences, exhibitions, festivals, special events, civic events and sports events. The EMBOK is currently under version 3 construction (<http://www.embok.org>).

The aim of the EMBOK executive is 'to create a framework of the knowledge and processes used in Events Management that may be customised to meet the needs of various cultures, governments, education programs, and organisations (<http://www.embok.org>).

Below is a framework of the core values, five phases, classes and domains, which are explained in greater detail during the ensuing text.

Core Values

- Integration
- Creativity
- Strategic thinking
- Ethics
- Continuous improvement

Phases

- Initiation
- Planning
- Implementation
- Event
- Closure

Processes

- Assess
- Select
- Monitor
- Communicate
- Document

Domains

- Administration
- Design
- Marketing
- Operations
- Risk

(<http://www.embok.org>).

3.4 CORE VALUES (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

The core values indicate principles that should be applied to all decisions regarding every element, phase, and process to ensure that these decisions facilitate successful and sustainable outcomes. It is also important to incorporate all risk management decisions with the same fundamental values.

(a) Continuous improvement (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

This is a Total Quality philosophy, which is expressed in the Capability Maturity Model that depends on the continuous and proactive improvement of all procedures and systems, and relies on reaction-driven planning.

(b) Creativity (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

This value is important to produce innovative solutions and approaches to challenges and opportunities that face management of an event project. An event manager should possess qualities of inventiveness, inspiration, artistry and resourcefulness.

(c) Ethics (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Ethics refer to judgements and choices made by the event practitioner and the actions taken that reflect the beliefs of what is right and what is wrong. The ethics value is found in most codes of conduct. These standards guide decisions, negotiations, and activities in a way that maintains integrity, fairness and decency.

(d) Integration (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

The need to coordinate, synchronise and merge a variety of interactions are imperative to ensure that decisions incorporate all factors that influence and are influenced by those choices.

(e) Strategic thinking (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

This is an ability to align an individuals' project needs with the short and long term goals and objectives in order to focus on the larger issues and impacts that should be factored into plans and tactics.

3.5 PROCESS SYSTEM

The system includes assessment, selection, monitoring, communication and documentation and is based on accepted process systems, particularly within the risk management field (DOD, 2002; PMI, 2000; Standards Australia, 1999 & others).

The process system promotes an active approach to changing the nature of events and risks that emerge. Risk management is an ongoing activity because risks surrounding meetings and events, constantly grow, subside, change, and fluctuate in terms of priority. The risk management process should also be proactive and cyclical; facilitating communication, forecasting and forward planning (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007).

The process system comprises of the following elements (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

(a) Assessment

Assessment is a two step process of first identification and then analyses. Identification encloses all elements in each category. The analytical process enhances predictive capabilities and facilitates prioritising by qualifying and quantifying characteristics of an element or identified risk.

(b) Selection

Selection is the decision making point, choosing methods or tactics that are most likely to be used to achieve the goal or objective. Coupled with this decision, are the assignment of resources, responsibility, and authority to carry out the tactic selected. Typical tactics in risk management include avoidance, reduction, transference, isolation and retention.

(c) Monitoring

Monitoring includes the planned tracking of the progress, status, or conditions of the tactic selected and developing further options and actions, which are needed by reiterating the assessment and selection processes.

(d) Documentation

Documentation includes the recording, reporting, maintaining and archiving of assessments, analyses, response plans, monitoring and control results, as well as other records and documents, providing valuable data and important evidence that leads to a sound risk management process.

(e) Communication

Communication is a vital component of the process system, which includes timely information plus appropriate consultation in decision-making. It is important to involve appropriate bodies to achieve a comprehensive assessment and to foster acceptance of and support for the decisions made.

3.6 THE PHASES

The following phase's effect risk management at every turn in the event cycle
(3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

(a) Initiation

Initiation is the phase in which most of the research is conducted and the concept is defined and developed. This is when goals and objectives are defined and commitment of resources is established. This is also when a commitment to risk management should be constituted.

(c) Monitoring

Monitoring includes the planned tracking of the progress, status, or conditions of the tactic selected and developing further options and actions, which are needed by reiterating the assessment and selection processes.

(d) Documentation

Documentation includes the recording, reporting, maintaining and archiving of assessments, analyses, response plans, monitoring and control results, as well as other records and documents, providing valuable data and important evidence that leads to a sound risk management process.

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(b) Planning

Planning is the phase wherein requirements and specifications for the event project are determined, specifying activities that will occur, how efforts will be organised, resources that are required, and the context, conditions, or assumptions that affect the decisions that should be made. Risk planning provides the structure for making decisions based on realistic assumptions and accepted methods.

(c) Implementation

Implementation is the phase when all goods and services are contracted and coordinated, synchronising all operational and logistical requirements of an event project. Risk management techniques are required during this phase to ensure that verification and control activities are employed.

(d) The Event

The event is set apart from implementation because a different vigorous approach is required once production begins. The above decisions have the possibility of go / no-go decisions, since once the event begins, the only no-go possibility for the event is closure. Risk monitoring and control functions are crucial during this phase so that hazards or incidents are responded to in a timely and effective manner.

(e) Closure

Closure is the phase in which the event production is shut down, dismantled and contractual obligations are completed. This phase also includes collection of feedback and a review of actions, activities and decisions. This information is then evaluated to determine measurements (Return on Investment) or ratings against established criteria (performance critiques), to reveal impacts

(economic, environmental, social, cultural), and to record lessons learned that will facilitate effective transfer of knowledge to the next event project.

3.7 DOMAINS

3.7.1 The administration domain (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

The administration domain deals primarily with the proper allocation, direction and control of the resources that are used in an event project. Resources are finite and it is, therefore, important that they are acquired, developed and utilised in a most efficient and effective manner to benefit the event project and to limit risks.

The administration domain consists of the following:

Financial management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Financial management refers to use of budgets, proper costing and pricing strategies, standard accounting practices, and asset and cash flow management to achieve the financial goals of the event enterprise.

According to EMBOK, learners should acquire knowledge regarding the following financial management principles:

- Asset management;
- Bid preparation;
- Business plans;
- Cash flow;
- Cash handling;
- Procedures;
- Change controls;

- Cost controls;
- Cost estimating;
- Cost benefit/ analysis;
- Credit policies;
- Financial reporting;
- Fixed/ Inventory control;
- Investments;
- Payables and receivables;
- Payroll management;
- Pricing structures;
- Profit objectives;
- Purchasing controls;
- Rate negotiation; and
- Resource definition.

Human Resources management (*3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007*):

Encompasses formulation of the appropriate organisational structure, policies, procedures for recruitment, orientation, training, compensation, motivation, supervision, and discipline of employees, contracted workers and volunteers, according to applicable employment and labour legalities to provide a suitable and diverse workforce to meet the needs of the event project.

Special emphasis is placed on recruitment and selection of staff, discipline, and volunteers because volunteers can render the event either successful or unsuccessful.

- Behaviour policies;
- Benefits;
- Conflict resolution;
- Discipline;
- Employment regulations;

- Hiring/ induction;
- Job analysis;
- Job design;
- Job descriptions;
- Labour relations;
- Leadership;
- Motivation;
- Organisational structure;
- Orientation;
- Paid staff;
- Employee performance;
- Evaluation;
- Professional development;
- Recognition;
- Recruitment;
- Seasonal staffing;
- Succession planning;
- Supervision;
- Team building;
- Casual labour;
- Temporary staffing;
- Termination of services;
- Training of staff;
- Uniforms if a specific theme;
- Union labour; and
- Volunteers.

Information management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes the acquisition, distribution, control and retention of information through implementation of customary reporting, record keeping, privacy,

propriety information, which protect procedures to ensure that necessary business intelligence and institutional memory is captured and preserved.

Learners should be competent in the following:

- Briefings;
- Debriefing;
- Communication;
- Knowledge of equipment;
- Planning;
- Protocols;
- Confidentiality;
- Database management;
- Document design;
- Procedures (event);
- Evaluation of events;
- Feedback systems;
- Acquisition of equipment;
- Information asset;
- Protection of information;
- Distribution of information;
- Intelligence gathering;
- Library/archives;
- Monitoring and reporting;
- Photography/ videography;
- Presentations;
- Privacy policies; and
- Record keeping procedures.

Procurement management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Is comprised of the sourcing, selection, and contracting of suppliers and vendors from whom goods and services are procured using accurate

solicitation materials and quality criterion, suitable documentation, change controls, and cost avoidance measures to ensure that purchases will deliver cost value.

Learners and event practitioners should have knowledge of the following:

- Bid solicitation;
- Contract management;
- Performance evaluation;
- Procurement policies;
- Purchasing procedures;
- Quality control;
- Reimbursement policies; and
- Specifications definition concerning sourcing suppliers.

Stakeholder management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Stakeholder management deals with the engagement of and interactions with varied stakeholder constituencies of the event, including clients, officials, authorities, sponsors, participants, and providers to develop a mutual vision of and commitment to requirements and desired outcomes for the event project.

Events practitioners and learners should have skills to communicate with the bodies below:

- Committees;
- Constituents;
- Communities;
- Facility personnel;
- Government;
- Host community;
- Media;
- Military;

- NGO's (Non Government Organisations);
- Officials and authorities; and
- Tourism/ convention bureaus.

Systems management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Involves the implementation and coordination of various accountability, database, knowledge management, and knowledge transfer systems, which use suitable technology applications and equipment to integrate needs and assets of the event project and enterprise.

Learners and event practitioners should have knowledge of, understand, have access to and use technology listed below:

- Bookkeeping systems;
- Change control systems;
- Communication systems;
- Computers;
- Database systems;
- Electronics;
- Email and voice mail;
- Internet/intranets;
- Inventory systems;
- Knowledge management software;
- Maintenance systems;
- Office equipment;
- Procedural manuals;
- Purchasing systems;
- Reservation/ booking systems;
- Routing systems;
- Security systems;
- Telecommunications;

- Videos;
- Web-based; and
- Wireless equipment.

Time management (*3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007*):

Covers processes that are required for establishment and verifications of timelines, production schedules, and schedule controls that will facilitate the activity architecture, which is necessary to accomplish tasks associated with the event project.

Learners and event practitioners should understand and implement time management techniques, which are listed below to ensure the efficient accomplishment of tasks.

- Critical path analysis;
- Duration estimation;
- Gantt charts;
- Planning tempo;
- Production schedules;
- Program agendas;
- Schedule control;
- Schedule development; and
- Time -lines.

3.7.2 The design domain (*3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007*):

Focuses on artistic interpretation and expression of the goals and objectives of the event project and its experiential dimensions. Elements that are developed within each functional area combine to create the event experience encounter that will either be enjoyed or endured, with some options considered 'risky' by their nature or design.

Content design (*3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007*):

Content design comprises a selection of the appropriate topics, formats and presenters to achieve the communication objectives and educational obligations of the event project, incorporating principles and dynamics of adult learning.

This refers to the academic content that learners should receive with the objective of life-long learning:

- Adult learning;
- Educational objectives;
- Event components;
- Group dynamics;
- Needs analysis;
- Presenters from experienced event practitioners; and
- Topics which are relevant to the event industry, for example, risk management.

Entertainment Design management (*3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007*):

Entertainment design management encompasses the sourcing, selection, and control of suitable entertainment, ancillary programs, and recreational activities for the event project and coordinates support requirements for entertainers and activities in a manner that delivers desired entertainment experiences, which benefits the audience and organisation.

Learners and event practitioners should have knowledge of the following:

- Ancillary programmes;
- Celebrities: how to approach and communicate;

- Entertainer needs;
- Entertainment archive;
- Entertainment interactive giveaways;
- Musical participants;
- Performers;
- Recreational activities; and
- Visual entertainment.

Environment design (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Involves creation or acquisition and arrangement of décor items, props, furnishings, decorative embellishments, and ways for signage systems to enhance the attractiveness and functionality of learning, marketing, ceremonial and entertainment environments.

Learners and event practitioners, upon discussing needs of the client, should have knowledge of the following:

- Ceremonial procedures (traditional Jewish or Muslim wedding);
- Equipment rentals; stage equipment;
- Client entertainment;
- Décor;
- Dressing rooms;
- Environmental issues;
- Furnishings;
- Gifts/ amenities;
- Guest services;
- Lounge facilities;
- Mobile facilities;
- Perimeter controls;
- Reception areas;
- Signage;
- Site development;

- Site inspection;
- Site plans/diagrams;
- Site selection criteria/ contracting;
- Sponsor benefits;
- Storage;
- Temporary structures;
- Tenting; and
- VIP services.

Food and beverage design (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes determination of suitable food and beverage operations and the selection of menus, quantities, and services styles to meet food and beverage needs of the event, including specific requirements associated with serving alcohol.

- Alcohol management design;
- Bar set ups;
- Bar staffing;
- Beverage requirements;
- Buffets;
- Cultural foods;
- Disposable items;
- Food and beverage vendor;
- Ice and ice sculptures;
- Menu purpose 1;
- Menu service style;
- Quantities;
- Rental service ware;
- Service staffing requirements;
- Service staffing;

- Uniforms;
- Serving equipment;
- Speciality foods;
- Staffing;
- Tea, coffee, energy breaks; and
- Water solutions.

Production design (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Deals with incorporation, sourcing, and selection of the appropriate sound, lighting, visual projection, multi media, special effects, and other theatrical elements and services to meet communication objectives and to create desired impressions and atmosphere of the event project.

The following production knowledge should be known to learners and practitioners:

- Audiovisual design;
- Equipment rentals;
- Lighting equipment;
- Multi-media;
- Performer equipment;
- Protection systems;
- Pyrotechnics;
- Sound distribution;
- Sound equipment;
- Special effects;
- Stage configurations;
- Stage requirements;
- Technical procedures; and
- Technical rehearsals.

Program design management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Concerns formation and compilation of the agenda of activities, elements, exhibits and amenities that shape the composition of the event experience to address ceremonial, hospitality, and communication requirements of the goals and objectives of the event project.

The following ceremonial and hospitality requirements are essential and knowledge thereof, for the event practitioner and learner, could be advantageous:

- Ceremonial activities;
- Alcohol management;
- Catering management;
- Performer management;
- Certification requirements;
- Children's programs;
- Companion programs;
- Competitions;
- Educational objectives;
- Entertainment management;
- Exhibits;
- Feasibility analysis;
- Gap analysis;
- Learning environments;
- Needs assessment;
- Speakers/ participants;
- Sport/ recreational activities;
- SWOT analysis (strengths, weaknesses, opportunities, threats); and
- Theme development.

Theme design management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Is the application of theme development principles and cultural principles to communicate and integrate the purpose, message, image, and branding of the event project.

This is essential for learners and practitioners to know, because choosing an incorrect theme, could have disastrous effects on the event.

- Art and craft concepts;
- Brainstorming ideas;
- Colour concepts;
- Creativity;
- Emotions and values;
- Entertainment concept;
- Historical concepts;
- Indigenous concepts;
- Interpretation of ideas;
- Location concepts;
- Needs assessment;
- Philosophical concepts;
- Physical concept;
- Psychological concepts; and
- Purpose of the event.

3.7.3 The marketing domain (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Addresses functions that facilitate business development, cultivate economic and political support, and shape the image and value of the event project. The nature of the event, as an experience necessitates an understanding of the unique buyer-seller relationship, which is associated with this tangible product.

Marketing plan management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Concerns development and supervision of the overall marketing strategy and tactics that should be employed, including target customer definition, acquisition and retention; internal and external messages and mediums; and maintenance of positive customer or guest relations to achieve the marketing aspirations for the event project and the housing organisation.

Understanding the product helps the event practitioner to plan a successful marketing strategy by having knowledge of the following:

- Branding requirements;
- Customer intelligence;
- Customer needs;
- Customer relations;
- Database building;
- Demographics;
- Differentiation;
- Image enhancement;
- Market research;
- Market segmentation;
- Marketing mediums;
- Marketing messages;
- Marketing objectives;
- Niche marketing positioning;
- Product definition;
- Product pricing;
- Retention marketing;
- ROI Marketing (Return on Investment);
- Schedule definition;
- Situation analysis; and

- Strategic marketing.

Materials management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes design, acquisition or production, and delivery of printed materials and other collateral materials that are utilised to support marketing and operational activities that are necessary for the event project.

Knowledge of the following is required:

- Advertising;
- Awards/prizes;
- Badges/passes;
- Credentials;
- Brochures;
- Coupons;
- Distribution;
- Flyers;
- Forms;
- Invitations;
- Media kits;
- Newsletters
- Posters;
- Printing production;
- Printing;
- Specifications programs;
- Registration packets;
- Tickets; and
- Videos/ CD ROM's/DVDs/ MP3.

Merchandise management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Is the oversight of product development, manufacture and distribution of retail merchandise, which are associated with the event project to protect brand integrity and achieve profit objectives. Possessing information on legalities, which protect brands and imaging, is required in this segment.

- Brand management;
- Collectables;
- Commemoratives;
- Concessions;
- Customer project;
- Licensing;
- Logo wear;
- Manufacturing;
- Packaging; and
- Souvenirs.

Promotion management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes procurement, orchestration, and organisation of advertising campaigns, promotional events, cross promotion alliances, and contest or giveaway activities, which are conducted to generate attention, interest, and demand for the event project.

Knowledge of the following is required:

- Advertising;
- Broadcasting;
- Ceremonies;
- Contests;

- Sweepstakes;
- Couponing;
- Cross promotions;
- Direct mail;
- Displays;
- FAM tours (family tours);
- Giveaways;
- Logo management;
- Networking;
- Product demonstrations;
- Product sampling;
- Proof of purchasing;
- Discounts;
- Sales promotions;
- Special appearances;
- Stunts;
- Trade shows; and
- Participation.

Public Relations management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Deals with formulation and execution of tactics for an event project through maintenance of advantage relationships with the media, as well as preparing for improvement and control of impressions, image, and issues that surround the event project and enterprise, particularly in times of disaster and altercation.

Knowing how to respond to disasters on behalf of the client or event company, is essential particularly in the following situations while event practitioners and learners should have knowledge of the following:

- Disaster recovery;
- Disaster response;
- Media conferences;
- Media contact lists;
- Media kits;
- Media previews;
- Media relations;
- Media releases;
- Photo opportunities;
- Publication articles;
- Requests for coverage; and
- Spokespersons (different methods namely email and fax).

Sales management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Involves establishment and supervision of procedures, platforms, and transaction processes for all on-site, remote, and electronic sales activities that are connected with the event project such as ticketing operations, grants and other retail matters, in order to achieve profit expectations.

Knowledge of the following sales requirements are necessary:

- Box office operations;
- Cash handling;
- Concession sales;
- Coupon redemption;
- Merchandise sale;
- Sales technique;
- Sponsorship sales;
- Ticketing operations;
- Web-based sales;
- Benefits delivery;
- Benefits packaging;

Attendee management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Addresses development of procurement and control systems such as registration, ticketing, and housing, as well as tactics for facilitating proper movement and pedestrian traffic flow of the event crowds. Events can become difficult to control if there is no proper crowd control. The following systems can assist the event practitioner and ensure smooth running of the front of house.

- Access controls;
- Admission controls;
- Admission systems;
- Credential systems;
- Crowd management;
- Group movements;
- Guest relations;
- Pedestrian traffic flow;
- Protocol requirements;
- Queue management;
- Registration systems;
- Seating systems;
- Ticketing systems; and
- Ushering systems.

Communications management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Communication management involves acquisition of equipment and development and implementation of the modes and protocol for on-site briefing and de-briefing activities and information exchange with internal and external constituents of the event project, including preparation and

incorporation of applicable documentation and contact information into a comprehensive and accessible format.

Knowledge of the following communication systems is essential:

- Announcement protocols;
- Briefings/debriefings;
- Channel distribution;
- Contact lists;
- Delegation;
- Event orders;
- External connectivity;
- Guiding/coaching;
- Interpreter services;
- Notifications;
- On-site communications;
- Public address systems;
- Scoring systems;
- Translation services; and
- Verification documentation.

Infrastructure management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Concerns confirmation, acquisition or enhancement of equipment and services to ensure sufficient transportation systems, parking facilities, utilities, sanitation and waste management, as well as emergency response services, which are in place to meet the functional needs of the event project.

Knowledge of the following is important to ensure smooth running of events:

- Emergency services;
- Gas services;
- Handicap services;

- Housekeeping/ maintenance;
- Medical services; and
- Parking services.

Logistics management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes analysis, succession, and supervision of the tasks and providers that are necessary for the, move-in installation, maintenance, disassembly, and move out activities that are associated with the event project. Maintenance procedures are important to know as they ensure the smooth running of events.

- Action plans;
- Ceremonial protocol;
- Checklists;
- Contractor coordination;
- Dismantling;
- Installation;
- Loading dock management;
- Precedence order;
- Replenishing requirements;
- Staging/marshalling;
- Task analysis;
- Task assignment;
- Task identification; and
- Task monitoring.

Participant management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Encompasses coordination and facilitation of measures necessary to meet procedural, practical and hospitality requirements of those individuals that have a direct and predetermined participatory role in the event project. This refers to the needs of all those involved in the event. Having insight to what their needs are will make the event practitioner' role easier in satisfying the needs of participants.

- Client management;
- Committees;
- Constituents;
- Economic objectives;
- Facility personnel;
- Government host community;
- Media;
- Military;
- Officials and authorities;
- Participants; and
- Tourism/ convention bureaus.

Site management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

:
Involves sourcing, inspection, selection, and contracting of locations and facilities that will serve the needs of the event project and ensure proper development and layout of the site wherein the event project takes place.

Knowledge of site inspection protocols is essential for the successful planning by the event practitioner and learner. The following should be taken into account:

- Accessibility issues;
- Environmental controls;
- Environmental impact;
- Equipment rentals;
- Maps;
- Mobile facilities;
- Perimeter controls;
- Signage;
- Site contracting;
- Site cost;
- Site development;
- Site facilities;
- Site inspection;
- Site location;
- Site personnel;
- Site plan elements;
- Site plans/ diagram;
- Site selection criteria;
- Site space;
- Staging equipment;
- Storage;
- Structural impact;
- Temporary structure;
- Tenting; and
- Traffic flow.

Technical management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes acquisition of staging and equipment, and supervision of its installation, operation, an attended technician personnel to ensure realisation of production plans of the event project within the physical constraints of the

event site. Although technical expertise is outsourced, knowledge and understanding of technology is needed. This includes:

- Audiovisual services;
- Entertainment equipment;
- Equipment rentals;
- Lighting equipment;
- Multi-media performer equipment;
- Protection systems;
- Sound distribution;
- Sound equipment;
- Special effects;
- Stage configurations;
- Staging requirements;
- Technical producers;
- Technical rehearsals; and
- Technicians/engineers.

3.7.5 Risk management domain (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Deals with protective obligations, opportunities and legalities which are associated with any enterprise, including an event project. These areas are linked with every choice made and all activities conducted and are mandated by stakeholders ranging from regulatory authorities to discriminating event consumers.

Compliance management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Includes acquisition of instruments that demonstrate adherence to all accessibility mandates, property rights requirements and other applicable statutes, codes and regulations which signify the event project is in

compliance. Legalities concerning compliance is necessary for the smooth planning of an event. This includes knowledge of the following:

- Accessibility;
- Alcohol/ liquor laws;
- Antitrust laws;
- Codes and regulations;
- Consent forms;
- Environmental protection exemptions;
- Fire safety;
- Food services codes;
- Intellectual property licenses;
- Merchandise licensing;
- Music licensing;
- Permits;
- Releases;
- Safety inspections;
- Special effects codes;
- Union jurisdictions;
- Waivers; and
- Work permits/ visas.

Decision management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Encompasses establishment of practical decision-making systems for the event project that include accurate framing of decisions; application of resources, criteria, rules, and restraints which facilitate suitable calculation and co-action; and ensures that the proper authority and empowerment are granted. Every decision made by the event practitioner could have hazardous results if rules are not followed and if the event practitioner is not informed of the following plans:

- Contingency plans;
- Crisis plans;
- Hazard mapping;
- Incident reporting;
- Prevention plans;
- Residual/secondary risk;
- Response planning;
- Risk analysis;
- Risk avoidance;
- Risk control;
- Risk diffusion;
- Risk documentation;
- Risk fields;
- Risk identification;
- Risk mitigation;
- Risk monitoring;
- Risk resilience;
- Risk retention;
- Risk transference; and
- Walk- through inspections.

Emergency management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Is identification and notification of proper authorities, medical services, and other emergency responders, as well as acquisition and development of plans and procedures that are suitable for responding to incidents, evacuation, crises, or disasters that may occur during the event project.

Knowledge and awareness of the following is essential:

- Audience preparation;
- Civil disorder;

- Command structure ;
- Communications plan;
- Crowd control ;
- Disaster preparedness;
- Earthquake evacuations;
- Fire;
- Flood;
- Hazardous material;
- Medical services;
- Power loss response;
- Response services;
- Severe weather;
- Shutdown procedures;
- Terrorism;
- Threat assessment;
- Training and drills;
- Transportation;
- Incident triage;
- Vehicles and equipments; and
- Warning systems.

Health and safety management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Involves establishment and implementation of fire and life safety, as well as crowd control policies and procedures that ensure the health and welfare of all individuals who are involved in or are in attendance at the event project. With every event, a health and safety plan should be instituted. Knowledge of the following is needed:

- Chemical hazards;
- Equipment training;
- Fall protection;

- Fire safety systems;
- Infectious materials;
- Lighting/visibility;
- Manual handling procedures;
- Noise levels;
- Occupational hazards;
- Occupational Health and Safety (OHS) requirements;
- Pollution protective equipment;
- Safety meetings;
- Sanitation systems;
- Slip and trip hazards;
- Structural integrity; and
- Waste management.

Insurance management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Deals with determining liability exposures and legal requirements, sourcing suitable providers, and acquiring proper insurance policies in order to maintain suitable loss prevention coverage and risk financing for the event project. Knowledge of the following is required:

- Business insurance;
- Certificates of insurance;
- Errors and omissions;
- Event specific insurance;
- Legal requirements;
- Liability exposures;
- Liquor liability;
- Negligence liability;
- Property loss/ damage; and
- Workers compensation.

Legal management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Is comprised of negotiation and execution of the contracts and other legal documents which are associated with acquisitions of the event project, as well as oversight of the lawful design and implementation of the policies, procedures, and practices of the event organisation and its representatives.

An event cannot take place without knowledge of the following:

- Access to information Act;
- Anti-discrimination laws;
- BEE codes of practice;
- Behaviour policies;
- Local by-laws;
- Contract management;
- Contract negotiation;
- Dispute resolution;
- Employment laws;
- Equal opportunity policies;
- Fraud;
- Fundraising laws;
- Gift acceptance policies;
- Liquor laws;
- Not-for-profit laws;
- Privacy laws;
- Public assembly laws;
- Public safety laws;
- Skills Development Act;
- Statutory compliance;
- Taxation laws;
- Terms and conditions;
- Traffic/ transport laws; and
- Zoning laws.

Security management (3rd International Embok Imbizo, Gauteng, South Africa, 2-4 July 2007):

Covers sourcing, selection and deployment of personnel and equipment that should be used to provide protective services and support for the event project, and implementation and supervision of the command and control systems to ensure its skilfulness. Although security is outsourced and some VIP's have their own security, the safety of guests, clients and customers is of utmost importance and, therefore, understanding the following control and security mechanisms, is important.

- Access control;
- Command centre communications;
- Crime deterrence;
- Detection sweeps;
- Emergency assistance;
- Escorting;
- Guarding;
- Incident reporting;
- Incident response;
- Law enforcement;
- Peer security;
- Personal / VIP protection;
- Private security personnel;
- Property protection;
- Stewarding;
- Surveillance vehicles; and
- Volunteer personnel.

Each domain represents an area that events managers should take into account when planning an event. Within each domain there are practices that events managers should take cognisance of when preparing for events.

These domains also represent theoretical content that learners or future event practitioners should know and experience before they enter the events industry. CPUT creates this environment through theoretical examinations and literature, and practically through site visitations and tours which are explained in Chapter Two. The role that EMBOK plays in advising and guiding higher education institutions such as CPUT, is critical in development of Events Management establishing itself as a separate discipline in South Africa.

3.8 ROLE OF ISES IN MONITORING AND DEVELOPING EVENT PROFESSIONALS

The International Special Events Society consists of over 5,500 professionals in over 35 countries representing event producers, caterers, decorators, florists, destination management companies, rental companies, special effects experts, tent suppliers, audio-visual technicians, party and convention coordinators, balloon artists, educators, journalists, hotel sales managers, speciality entertainers, convention centre managers, and several more professional disciplines (<http://www.ises.com>).

3.8.1 ISES history

ISES was established in 1987, joining professionals around the globe to focus on the "event as a whole" rather than individual parts. Since then ISES has developed and grown to 5 000 members who are active in 41 chapters globally. The ISES network provides assistance to event professionals to produce outstanding results for clients, as well as creating positive working relationships with event colleagues (<http://www.ises.com>).

3.8.2 Professional development and certification

ISES provides event practitioners with opportunities to stay abreast of industry trends through educational programmes, annual conference such as ISES Event World and ISES sponsored classes. ISES also offers accreditation through the Certified Special Events Professional (CESP) program (<http://www.ises.com>).

3.8.3 Recognition

ISES commends industry excellence through its awards program, namely the ISES Espirit Awards. The Espirit Awards challenges event professionals and gives rise to a competitive spirit amongst competitors in specified categories.

Categories within the Espirit De Corps Awards recognize the best and most creative within the special events industry. The Espirit Awards creates recognition for ISES members through participation. The program commends professionals who demonstrate a “spirit of excellence” in their work (<http://www.ises.com>).

3.8.4 ISES Vision:

The ISES vision statement is as follows (<http://www.ises.com>):

Dedicated and Educated to Deliver Creative Excellence and Professionalism in Special Events.

3.8.5 ISES Mission:

The mission statement of ISES is as follows (<http://www.ises.com>):

To educate, advance and promote the special events industry and its network of professionals along with related industries.

ISES strives to (<http://www.ises.com>):

- Uphold the integrity of the special events profession to the general public through our “Principles of Professional Conduct and Ethics”;
- Acquire and disseminate useful business information;
- Foster a spirit of cooperation among its members and other special events professionals; and
- Cultivate high standards of business practices.

3.8.6 Strategic Initiatives (<http://www.ises.com>):

The vision is activated by three strategies, namely:

1. **Gain Knowledge;**
2. **Innovation** at work for you; and
3. **Quality** services and programs.

The following is displayed under each of the strategies:

3.8.6.1 Gain Knowledge

Education and programmes (<http://www.ises.com>):

- ISES Event world- An Institute for professional development;
- ISES Chapter Meetings and Events;
- Register as a Special Event Industry speaker;

- Search for a special Event Industry speaker;
- List of universities and colleges;
- Schools of the hospitality Industry: A special hospitality 1st report;
- Industry calendar; and
- Search Educational Scholarship Programs.

Research and Reading (<http://www.ises.com>):

- Convention Industry council website;
- Special events magazine;
- ISES Bookshelf; and
- Apex (accepted practices exchange).

Career resources (<http://www.ises.com>):

- ISES career centre (job seekers, employers, job search);
- Career Coaching;
- Career resource library;
- Resume writing resources and assistance; and

- CIC member industry career resources.

Green meeting and event resources (<http://www.ises.com>):

- Green meeting industry council;
- Convention industry council green meetings;
- Environmental protection society;
- The National recycling coalition;
- Greenbiz.com;
- Green meetings case studies;
- PCMA conference
- Ecospeakers.com; and
- Green exhibiting.

Search Foundation:

The search foundation was created in 1997 and supports individuals who are confronted with disastrous situations through fundraising, volunteer services, or donations that are made through industry alliances and charity organizations (<http://www.searchfoundation.org>).

3.8.6.2 Innovation at work for you:

Find an event professional for your event

ISES has dedicated much of its website to customers and allows its members to find other ISES members (<http://www.ises.com>):

The ISES member forum (<http://www.ises.com>)

The forum, a marketing tool, which allows ISES members to communicate with each other and to provide each other with tips on business topics, risk management and other issues that affect the Special Events Industry.

3.8.6.3 Quality Services and Programs (<http://www.ises.com>)

Certified Special Events Professional (<http://www.ises.com>)

The CSEP is a major achievement in the Special Events industry. It is earned through education, performance, experience and service to the industry and reflects a commitment to professional conduct and ethics.

The CSEP differs from the Certified Meeting Professional (CMP) as the CMP is a non competitive board, whilst the CMP is designed to compliment the CSEP. The CMP focuses on meetings and trade shows; the CSEP focuses on the event as whole-planning from the proposal to post-event evaluation.

The Convention Industry Council (CIC) (<http://www.ises.com>)

The CIC was established in 1949 and ISES is one of its members. The CIC offers tools and programmes to support the event industry and to meet challenges that the industry may face. The CIC also assists the event industry in educating the economic impact, and ensuring high standards of quality, including administrating the CMP certification program.

Some CIC resources are indicated below (<http://www.ises.com>):

- Apex industry glossary;
- APEX post event report;
- Apex event specifications guide;
- Apex housing and registration accepted practices;
- CIC's project attrition; and
- Green meetings report.

NOCA- National Organisation Competence Insurance (<http://www.ises.com>)

NOCA was established in 1977 and ISES is a member. NOCA is the body, which sets quality standards for to accredit organizations.

NOCA promotes excellence in competency assessment for practitioners in all occupations and professions by:

- Providing expertise and guidance;
- Developing and implementing standards for accreditation of certification programs through the NCCA (NOCA's accrediting body);
- Providing educational and networking resources; and
- Serving as an advocate on certification issues.

3.9 ISES PRINCIPLES OF PROFESSIONAL CONDUCT AND ETHICS

Each member of ISES agrees to the following (<http://www.ises.com>):

- Promote and encourage the highest level of ethics within the profession of the special events industry, while maintaining the highest standards of professional conduct.
- Strive for excellence in all aspects of our profession by performing consistently at or above acceptable industry standards.
- Use only legal and ethical means in all industry negotiations and activities
- Protect the public against fraud and unfair practices, and promote all practices, which bring respect and credit to the profession.
- Provide truthful and accurate information with respect to the performance of duties. Use a written contract, which clearly states all charges, services, products, performance expectations and other essential information.
- Maintain industry accepted standards of safety and sanitation.
- Maintain adequate and appropriate insurance coverage of all business activities.
- Commit to increasing professional growth and knowledge, to attend educational programs, and to personally contribute expertise to meetings and journals.

- Strive to cooperate with colleagues, suppliers, employees, employers and all persons supervised in order to provide the highest quality service at every level.
- Subscribe to the ISES principles of Professional Conduct and Ethics, and abide by the ISES bylaws and policies.

3.10 ISES MEMBERSHIP (<http://www.ises.com>)

When joining ISES, a member gains access to an elite pool of Special Events resources. Members enjoy exclusive discounts, business opportunities and promotion, as well as tailored educational information. Members also have access to tips that allow the event practitioner to create events that go beyond expectations of clients, surpassing the competition and improving the portfolio.

ISES members have access to (<http://www.ises.com>):

- Superior educational programming;
- Extensive resources;
- Peer interaction;
- Chapter membership;
- Subscription to Special Events magazine;
- Unlimited use of ISES online; and
- Special member discounts and access to affinity programmes.

3.11 CESP CERTIFICATION (<http://www.ises.com>)

The CSEP is the hallmark of professional achievement within the Special Events industry. It is earned through education, performance, experience, and service to the industry and reflects as a commitment to professional conduct and ethics.

The CSEP is awarded by the International Special Events Society and its Certification Committee. ISES is the only international body that represents professionals in all disciplines of the Special Events industry. Education and a commitment to professionalism are entrenched in the ISES principles.

Established in 1993, the CSEP program was developed to increase recognition of professional growth and to identify professionals who have shown excellence in all components of the Special Events industry, which is to:

- Foster enlightened performance through education while promoting ethical conduct and increasing industry standards;
- Increase professionals of practitioners in all sectors of the events industry;
- Increase proficiency in principles and practices of the Special Events industry; and
- Acknowledge the high calibre work of CSEP's and the value product specialized skills.

The CSEP continues to succeed in recognition as the event industry develops. Professionals within the industry recognize the CSEP's role in education and in the promotion of ethics and standards. Being or becoming a recipient of the CSEP shows dedication to enhance individual and

professional development. The Special Events industry has shown growth over the last few years and, as the industry changes growth occurs at a vast rate. Presently, Special Events are more challenging and rely on educated professionals to perform.

The success of the CSEP program is reliant on the success of professionals and obtaining the CSEP certificate sets members apart from competitors and displays a commitment to personal growth and knowledge within the Special Events industry.

When attaining the CSEP a member (<http://www.ises.com>):

- Commits to one's profession;
- Separates one from the competition;
- Enhances one's professional credibility; and
- Provides proof of one's expertise.

Members should consider achieving their CSEP owing to the following (<http://www.ises.com>):

- Certification demonstrates one's commitment to the events industry;
- It enhances one's professional image;
- It establishes one's professional credentials;
- It improves one's career opportunities;
- It improves one's knowledge and skill; and

- It offers one greater recognition from one's peers.

3.12 CERTIFICATION VS. CERTIFICATE

Certification

Certificate

Results from an assessment process	Results from an educational process
Requires some professional experience	For both newcomers and experienced professionals alike
Awarded by a 3 rd party, namely a standard setting organization (ISES)	Awarded by educational programs or institutions
Indicates competency by applicable exam	Indicates completion with a specific focus; different than a degree granting program
Standards are set through an industry wide process that results in required knowledge and skills	Course content is set in a variety of ways
Results is a designation to be used behind one's name	A document issued to hang on one's wall
Has ongoing requirements to maintain	Is the end result, demonstrating knowledge at the end of a set period

(<http://www.ises.com>).

3.13 The CSEP has professional advantages found in the benefits below

(<http://www.ises.com>):

- Competitive marketing advantage: the CSEP designation indicates expertise in the execution of a successful Special Event.
- Professional development preparation for the CSEP exam increases knowledge of all aspects of the Special Events industry.

- Networking opportunities: CSEP's are eligible to participate in an annual review of the exam content in addition to becoming part of an elite group that shares this designation.
- Recognition: a certificate of achievement is provided along with authority to use the CSEP designation on letterheads, business cards, as well as forms and addresses.
- Increased exposure

The CSEP encourages clients to hire ISES professionals for the following reasons (<http://www.ises.com>):

- Expertise: Due to the events environment growing, ISES members have continued to educate themselves; ensuring that the client's event will be effective, efficient and safe.
- Ethics: all members subscribe to the ISES Principles of Professional Conduct and Ethics. This will give the client assurance that the chosen ISES member will manage the event with integrity.

3.14 ISES also provides an extensive guide to help clients to choose the right professional to manage their event

The guide is as follows (<http://www.ises.com>):

1. Special Event professionals save time and eliminate unnecessary stress.
2. Special Event professionals can save one money by negotiating event contracts because they have valuable resources and contacts to draw upon.

3. They manage facets of an event meeting so one can focus on guests and attendees.
4. Special Event professionals can effectively market and promote an event.

The following action steps, tips and tactics and other resources are recommended (<http://www.ises.com>):

- Know the kind of event one want to host before one speaks with an event professional;
- Research event options;
- Interview potential candidates and always ask for references;
- Negotiate fees beforehand; and
- Read and sign a contract.

Tips and tactics (<http://www.ises.com>):

- Ask event professionals if they are certified;
- Ask event professional how they would handle event catastrophes;
- Try and visit the event professional at one of the events in progress; and
- Explain the event in detail. Describe the event in detail and finalise all payment information in a written signed contract.

Other resources (<http://www.ises.com>):

- Plan the perfect party;
- Convention industry council;
- Tips on hiring a speaker;
- How to hire a professional photographer;
- How to hire a caterer; and
- Event production and entertainment (<http://www.ises.com>).

3.15 Institute of Events Management lists South African based resources as follows (<http://www.ises.com>):

Bill O' Toole

- www.epms.net;

Janet Landey CSEP

- www.janetlandey.co.za;

Exhibition & Event Association of Southern Africa

- www.exsa.co.za;

Federated Hospitality Association of South Africa

- www.fedhasa.co.za;

Southern African Association for the Conferences Industry

- www.saaci.co.za; and

- www.satsa.com.

The role of ISES in monitoring and developing event professionals further justifies Events Management becoming a separate discipline in South Africa.

3.16 CAREERS IN A CHANGING ENVIRONMENT

Cultural festivals include arts festivals, popular and classical music festivals, film festivals, and sporting events such as the Olympic Games. The event industry is a growing industry which has several dynamics and it is important that before one decides to take on the role of an event organizer, that one considers not only the institution offering the programme, but the career opportunities that exist within the specific field (Van Der Wagen & Carlos, 2005:257).

According to Van der Wagen and Carlos, (2005: 257) crowd management and crowd control are the most problematic areas. Event practitioners have ethical obligations to be trained or have access to knowledge and the latest technology for the safety of staff, the audience and participants. Knowledge in crowd psychology is pertinent if an event manager should predict any crowd problems that may occur during an event.

An event manager requires knowledge of the following (Van Der Wagen & Carlos, 2005:257):

- Crowd behaviour;
- Consumer decision making;
- Financial management;

- Human resources management;
- Marketing;
- Safety; and
- Logistics management.

Expertise in legal issues and risk management will also be beneficial for the event organizer (Van Der Wagen & Carlos, 2005:257).

Below are positions and job opportunities, which are explained in detail, thus further illustrating the need for accepting Events Management as a separate discipline in South Africa.

3.16.1 As a candidate wanting to enter into the event industry, one could consider positions in the following functional areas (Van Der Wagen & Carlos, 2005:256):

- Operations logistics manager;
- Entertainment manager;
- Sports competition manager;
- Risk manager;
- Tourism event coordinator;
- Security coordinator;
- Venue manager;

- Catering and waste manager;
- Pyrotechnics consultant;
- Administration coordinator;
- Sponsorship manager;
- Lighting/ sound engineer;
- Technology support officer- meetings;
- Technology support officer- exhibitions;
- Event designer;
- Registration manager; and
- Equipment rental sales manager.

The following tasks provide enlightenment into a few of the above mentioned positions.

3.16.2 Event manager (Van Der Wagen & Carlos, 2005:258-9)

The event manager is an overall organizer of the event and performs a number of roles. The following tasks are associated with an event manager:

1. Develop an event concept, purpose and objectives;
2. Establish a committee and/or event planning, if not in place already;

3. Review the feasibility of the event to maximize strengths and opportunities;
4. Conduct a risk management analysis to minimize weaknesses and risks;
5. Develop a marketing plan for the event;
6. Develop a budget, break -even analysis and cash flow analysis;
7. Prepare detailed event plans, and obtain support of the stakeholders, as well as required approvals;
8. Organize specific themes and staging effects;
9. Recruit and select staff, train, and lead staff effectively;
10. Develop detailed plans for event safety and security, including emergencies;
11. Develop policies and procedures for event logistics and daily operations;
12. Develop monitoring and control systems, as well as evaluation procedures; and
13. Write a post event evaluation report, which should be presented to sponsors/ stakeholders.

3.16.3 Venue Manager (Van Der Wagen & Carlos, 2005:258-9).

The venue manager is a permanent employee who has expert knowledge on the venue and provides anyone with information who wishes to book the venue.

The venue manager's tasks are as follows (Van Der Wagen & Carlos, 2005:258-9).

1. Develop a site diagram, site dimensions and specifications;
2. Negotiate contracts and deposits/ fees;
3. Negotiate organizational structure and staffing with event organizers;
4. Discuss needs of the event's audience;
5. Review the feasibility of plans for logistics and operations;
6. Provide support for setup, including signs and crowd management facilities;
7. Ensure development and implementation of safety and security plans;
8. Discuss needs of performers;
9. Monitor the site for health, safety, and cleanliness;
10. Work with the event team to ensure that an emergency evacuation plan is in place and that roles are clear;
11. Check entrances, exits and equipment;

12. Assist with teardown at the end of the event;
13. Check all assets, and monitor security during teardown; and
14. Manage payment of fees.

3.16.4 Exhibition registration manager

Registration plays an important role in the success of an event for two reasons: it saves time on entry to the event and it allows for registration of participants who intend to visit but do not make it on the day (Van Der Wagen & Carlos, 2005:260).

When completing the registration form, the person indicates the area of interest, which allows exhibitors to target this individual for advertising. The database of visitors is a fundamental asset of any exhibition. It is therefore, essential that no technical glitches are allowed, as this may cause delays and, worse yet, a loss in information (Van Der Wagen & Carlos, 2005:260).

The following are tasks of the registration exhibition manager (Van Der Wagen & Carlos, 2005:260).

1. Meet with the committee to establish registration requirements;
2. Develop a registration plan, including selection of software;
3. Develop an operational plan and a diagram for registration and review feasibility with the venue concerned, with emphasis on cabling and back-up equipment;
4. Recruit, select and train-staff for registration duties;

5. Assist with planning of advance mail-out advertising, including information on pre-registration;
6. Organize name tags, magnetic cords, or other materials for registration;
7. Set up registration area;
8. Allocate duties to staff, and schedule tasks to suit levels of demand;
9. Manage operational issues, questions, problems and complaints;
10. Monitor and manage those in waiting lines; and
11. Close registration and provide required reports to exhibition managers.

Positions in the event field are varied and it is often that people who head into the events field, have expertise in the field of administration, sport, entertainment, television production and even nursing.

The nursing field is an indicator that those from medical backgrounds find relevance in the event industry in functional areas of first aiders, occupational health and safety training, as well as risk management.

Figure 3.16.4.1 below provides an overview of actual job openings in the Events Management industry.

Event managers

Expanding trade association seeks organized, creative manager to plan workshops and special events. Responsibilities include budgeting, scheduling, site selection, contract review/ negotiations, catering and all related meeting activities. Candidate must have excellent computer skills; marketing background a plus.

Meeting coordinator

A pharmaceutical industry association seeks meeting coordinator and speaker assistant. Candidate should be highly organized and able to manage multiple tasks. Support a team of meeting planners and program managers to provide administrative and logical support for over 20 conferences and seminars ranging in size from 10-1,000 attendees; creating and distributing marketing materials; coordinating with staff, speakers, hotels, and vendors, managing accounts receivable.

Catering manager

Candidate will coordinate catering functions at a busy convention and event centre. Catering manager will work with our catering consultants who will handle all incoming catering enquiries from large conventions to wedding parties of up to 3,500 guests. Responsibilities include job pricing, customer contact, follow up, as well as staff training, scheduling and overseeing jobs. Other duties include rental pricing, as well as billing and receiving payments.

Exhibitor services manager

A business college degree and a minimum of two year's sales, convention services or hospitality experience preferred. Customer service and telemarketing experience is paramount. This challenging position requires extraordinary interpersonal skills, oral and written communication, and an ability to exercise independent judgment with minimal supervision. You must be a team player with an ability to perform well under pressure owing to constant deadlines. Computer literacy is also a must.

Concessions Operations Manager

This manager will oversee food and beverage operations on the three levels of general seating of a major sports arena. Duties include training of all personnel, assisting the director in all operations, follow HR and union procedures regarding hiring, discipline and termination of services, prepares weekly schedules. Employee must be able to work evenings, weekends and holidays, if necessary.

Event supervisors

This role involves overseeing the service provided by ushers and event staff. Employee will manage a team for a minimum of three shifts over four days. Previous experience in two-way radio, large crowds, and working with volunteers, would be useful. You must have excellent communication and team leadership skills.

Communication executive

This individual needs strong communication skills to manage the content, production, and presentation of all event communication material, written, published or electronically presented. Managing a comprehensive media program will be required.

(Van Der Wagen & Carlos, 2005 362-263).

Vice president of Banquet operations

This senior executive position is to influence restructuring of banquet and conference services for a major resort. Extensive experience is required at premier properties in excess of 100,000 square feet of space. A unique opportunity with major expansion planned.

Director of sales

This individual must understand conventions and have a thorough understanding of vertical and geographic markets. The director will be required to direct and train a strong sales team to shift gears from current focus on small business to major group and convention business.

Risk management

This individual will be responsible for the ongoing assessment of risk exposures, controls and responses and overseeing compliance. A major focus will be enhancement of risk management systems, policies, and strategies and analysis and reporting of risks.

Sponsorship and Events manager

This individual must have an ability to communicate on a professional level and have experience in business development. The candidate will also be responsible for maintaining relations with corporate sponsors, planning and budgeting.

Promotions coordinator

The position involves organizing promotions from concept design to execution for a facility that has a capacity to seat 600 people. A marketing or event management background will be helpful.

(Van Der Wagen & Carlos, 2005:262-263).

Entertainment director:

Guest relations require professional with flair, creativity, and initiative is required to take on this exciting opportunity. This position will involve creating and managing entertainment, social activities for guests and assisting the sales team in liaising with journalists and photographers.

Special events rental consultant

This candidate must have a strong background in coordinating special events. Must be able to travel within the region to conduct site surveys for installation, produce accurate site drawings and be familiar with rental accessories, as well as be computer literate. Candidate must also be willing to work long hours.

Sponsorship executive

In conjunction with external consultants, the candidate will be involved in the development of proposals and identification of prospective sponsors. Candidate will also be responsible for developing and delivering all sponsorship benefits to a large sponsor base.

(Van Der Wagen, and Carlos, 2005: 262-263).

3.17 The following advertisement was placed on the jobs and guardian website; 7 November 2008: <http://jobs.guardian.co.uk/jobs/general/>

Event Manager - Arabic Speaking

Our client is looking for an experienced Event Manager to join their expanding team working on international events.

You will need to speak fluent Arabic to apply for the position.

You will manage your own portfolio of conferences, exhibitions and training events, predominantly but not exclusively, in the Middle East. You will be the type of person who enjoys a very busy and fun working environment. Being a team player is extremely important in this position as the success of the events has been based on the success of the events team.

You will be responsible for ensuring operational aspects of the event making sure that the event is cost effective and a success.

Other responsibilities include all speaker/delegate liaison, all travel arrangements, supplier negotiation, project meetings and post event evaluation.

The following jobs were found on the website listed below on 11 November 2008:

<http://www.gssc.gpg.gov.za/GPGHRvacancies/GPGVacanciesDetail.asp>

Events co-ordinator (R12K - R15K / Month CTC) Ad ID: 83860498

Location: Cape Town Cape Town City Bowl City Centre

Date Listed: 28/10/2008

Reporting to : Project Managers – Marketing

Department : Marketing

EDUCATIONAL QUALIFICATIONS

- Minimum of 3 year diploma/degree in Marketing

SKILLS REQUIRED

- Basic knowledge of Marketing, Promotions and Events
- Valid driver's license and own transport
- Computer literate
- Ability to remain calm under pressure
- Clear and concise communication skills
- Good time management skills
- Good relationship building skills – people oriented
- Attention to detail, focus and planning are key to performance
- Good administrative skills
- Willingness to learn relevant skills for long-term growth

EXPERIENCE REQUIRED

- Minimum of 3 years experience in event co-ordinating
- Overall understanding of Principals of Marketing
- Relevant marketing experience in a media related industry would be an advantage.

PERSONALITY ATTRIBUTES

- Willingness to learn
- Show initiative
- Punctual, dependable
- Willing to work long hours and some weekends
- Positive attitude
- Team player
- Good administration and organizational skills
- Self starter, goal driven
- Respect for authority
- Be able to take feedback and grow long-term
- Relationship builder

KEY OUTPUTS

- Assist Marketing Manager, Project Managers and current Events Team with co-ordination of station promotions and events
- Learn how the In-house brands work
- Take briefs with regard to planning of station promotions and events
- Learn processes with regard to internal communications and briefing regarding station promotions and events (Programming, Productions, News, and On-line Departments)
- Learn processes with regard to the Publicity created by the PR Manager

According to Ms Tahira Makda, (*Interview 18 September 2008*), there is great potential for future employees in the events industry particularly with the 2010 World Cup Soccer showcase in South Africa, as well as other annual, local and international events. With 2010 nearing there will be a definite increase in employment and job creation. She stated that students would most likely find positions such as an event coordinator in an events company and when they have sufficient industry experience, become event consultants.

The above advertisements demonstrate the diversified field of Events Management and opportunities that exist in the events sector for future event practitioners. Both advertisements are proof that Events Management is recognised as a separate discipline.

3.18 SUMMARY

William O' Toole was responsible for formulating the EMBOK project as an idea, which resulted from his master's thesis in Project Management. This clearly indicates the similarities in both disciplines as they share the same concepts and techniques.

EMBOK refers to the Events Management Body of Knowledge, which supports the Events Management industry and developed the phases, namely processes values and knowledge domains, which were discussed earlier.

One of the main aims of EMBOK is to provide a framework of knowledge for academic institutions and programmes. EMBOK played an important role indirectly in the formulation of the ND: Events Management qualification because the body provides educators with a solid platform on which to build their theoretical framework or course work.

The domains, namely, administration, design, marketing, operations and risk management were discussed to illustrate the depth of Events Management as well as competencies and skills that are required of event practitioners to stage successful events.

With EMBOK being the knowledge system that supports Events Management, ISES is the monitorial body that assists event professionals to produce excellent work for clients, customers, as well as ensure that relationships amongst practitioners remain positive.

The CSEP (Certified Special Events Professional) program allows event practitioners to improve themselves by accessing information on the latest trends, as well as construction of a search foundation, which allows individuals that are confronted with disastrous events some monetary relief.

The ISES Principles and Professional Conduct and Ethics is agreed to by all members, while one of the codes is to commit to professional growth and to contribute expertise to meetings and journals.

This is essential for tertiary institutions or Universities of Technology that pride themselves on experiential learning. Institutions such as CPUT can make use of these individuals as guest lecturers and evaluators on practical events so that learners may benefit from their experiences.

Another positive aspect of the ISES website is its guide to clients on how to choose the right event practitioner to stage an event. This can certainly save the client much money and unnecessary stress. For the event practitioner, this is the ideal way to showcase and advertise their skills and knowledge.

As for future event practitioners wanting to enter into this untapped market, there are a variety of positions that one could apply for, and some include, entertainment manager; site manager; risk manager and venue manager.

Whatever the position, the requirements will always be a qualification from a recognised registered institution with at least two years experience in the events industry. The advertisements on page 202 -205 are proof of this statement.

CHAPTER 4: RESEARCH METHODOLOGY

INTRODUCTION:

This section explains the methodology that was used to conduct research. A brief overview of the pilot study is given and, although the pilot study has no significance to the actual outcome or statistics, the results thereof proved to the researcher that the statements in the questionnaire were valid and relevant in terms of the study.

A definition of research methodology is explained as well as various classifications of methodologies, namely quantitative and qualitative.

A full empirical study is explained in terms of the questionnaire that was adopted. The questionnaire confronts 11 statements, which were formulated from key questions in the research proposal. These questions are supported by the literature study in chapters Two and Three.

RESEARCH METHODOLOGY THEORY

Research methodology is defined as techniques, methods and procedures adopted in terminology research (<http://www.translationbureau.gc.ca>).

Research methodology is generally divided into two sections, namely quantitative and qualitative (Botha & Engelbrecht, 1992:70). The quantitative approach is formalised and controlled with a range that is well defined. This approach is used in both natural and social sciences, for example, biology, sociology and journalism.

Qualitative approaches are more philosophical and generally not too defined. This approach is mostly used by those in the social sciences fields; investigating the why and how of decision-making and not merely what, where and when (Botha & Engelbrecht, 1992:70).

Examples of qualitative and quantitative approaches are as follows (<http://www.translationbureau.gc.ca>):

- Quantitative: surveys and experiments; and
- Qualitative: direct observation and in-depth interviews.

REFERENCE TO THE PILOT STUDY

The methodology used was quantitative as a research questionnaire was developed, as well as interviews with academics in different fields relating to the events industry, namely, Tourism, Hospitality, Public Relations, and Events Management.

The researcher chose the Likert scale method and asked 10 questions related to the original proposal and problem statements, which were identified in the proposal. The target population consisted of full-time students, part-time students, academics and members within the Events Management industry. In order for the study to be more specific and to generate reliable results, the target population consisted of full-time and part-time students in different fields of Events Management, Tourism, Public Relations, Hospitality and Sports Management in there different levels of study, for example, 1st, 2nd, 3rd and 4th years.

In September 2008, a pilot sample (8 questionnaires) was given to academics in the field of Tourism and Events Management to determine whether questions that were formulated by the researcher were relevant, reliable and worthy of introducing to the target population. The results were positive with several academics providing feedback and advice on slight changes that they felt could be made to improve the questions to ensure that the target population understood what was expected of them.

The final draft of the questionnaire was proofread before distributed to the target population and all grammatical and language errors were changed.

4.4 FULL EMPIRICAL STUDY (QUESTIONNAIRE)

According to Maree (2007: 158) questionnaire design is an important part of the research because this is the process where data is generated. When the questionnaire is designed, the researcher should keep in mind what type of data will be generated and what statistical techniques will be used to analyse it.

Attention to the following requirements is necessary Maree, (2007: 158):

- Appearance of the questionnaire;
- Question sequence;
- Wording of questions; and
- Response categories.

The appearance of the questionnaire should be clearly outlined, and should be ready to use to receive or extract information.

Instructions

Instructions should be simple, clear and concise, and specific to respondents or target population. Any confusing instruction could lead to the target population misunderstanding what is required of them (Maree, 2007: 159).

Appearance of questionnaire

The appearance should be professional and friendly, particularly if questionnaires are posted. Neat printing, readable fonts, clear instructions and good quality paper, are items researchers should take cognisance of (Maree, 2007: 159).

Completion time of questionnaire

Learners should complete the questionnaire in 30 minutes and adults in 20 minutes. A structured questionnaire should, therefore, not have more than 120 items and, generally, the time frame can be determined by the pilot study.

Question sequence

Maree, (2007: 160) states the following:

- Questions should not confuse the respondent;
- Start with easy to answer questions, for example, biographical details;
- Keep questions relevant to the study;
- Topics should follow in a logical sequence; and
- Group questions that require similar responses together.

Types of questions

There are two types of questions identified by Bell (2005), namely closed and open. Hopkins (2005) maintains that open questions are used to generate research hypotheses, while closed questions are used to test research hypotheses.

Examples of open and closed questions are as follows (*Hopkins, 2005*):

- Open: Why did you (not) vote in the elections and
- Closed: By means of choice, what type of accommodation do you have while studying?

SCALES

Scales are a common way of measuring how respondents feel or think about something. There are two types, namely Likert and Semantic. For this research study, the Likert scale was used and is explained below.

Likert Scale

The Likert scale is a most widely used scale and provides an original measure of a respondent's attitude. The most common use of the Likert scale is asking respondents whether they agree or disagree with a statement. According to (Maree, 2007: 167), an example of the four response categories is the following:

- Strongly agree;
- Agree;
- Disagree; and
- Strongly disagree.

The researcher may also want to include a neutral or undecided option; in this case, the following may be used (Maree, 2007: 167)

- Strongly agree;
- Agree;
- Neutral or undecided;
- Disagree; and
- Strongly disagree.

Brief explanation of actual questionnaire

The questionnaire consisted of four pages, used Arial 12 font, with the actual questions positioned on page four (4). The cover page presented the title of the thesis and requested the target population to cooperate as part of a randomised sample to assess development of Events Management as a separate discipline in South Africa. The researcher stated that answering the questionnaire would require minimal time and that responses would be used for the outcome of the research. Contact details of the researcher were provided and a statement regarding confidentiality of the information, as well as confidentiality with regard to the individuals answering the questionnaires, was boldly outlined.

The purpose and objectives of the study were clearly indicated in order to determine the importance of the industry of Events Management; to understand to what extent the Events Management discipline has impacted on the Western Cape; and to determine whether Events Management should be a separate discipline.

Questionnaires were requested to be returned to the researcher by October 2008 and signage was provided by the researcher, as well as the supervisor.

Annexure A states the target population, namely selected event practitioners, Events Management students, Public Relations students, Sports Management students, Hospitality students and Tourism students. The research project was named Theoretical Analysis of the Development of Events Management as a Separate Discipline in South Africa.

The questionnaire was divided into sections A and section B. A copy of the actual questionnaire can be found in Annexure A on page 272.

4.5.3 The following fields and levels of study participated in answering the questionnaires:

National Diploma: Tourism

- Tourism 1 students
- Tourism 3 students

Tourism 2 students were on cooperative (industry) training and the 4th year students did not participate.

National Diploma: Public Relations

- Public Relations 1
- Public Relations (part-time)

The Public Relations students in the 2nd, 3rd and 4th years see lecturers in groups; only the first years have a combined class.

National Diploma: Sport Management

- Sports Management 2

National Diploma: Events Management

- Events Management 1
- Events Management 2

National Diploma Hospitality:

The hospitality students were on training at the time of the study.

SUMMARY

There are a number of ways that methodologies and surveys can be conducted. This chapter introduced the concept of research methodology, as well as provided an overview of what the chapter would include.

Definitions by Botha and Engelbrecht (1992) were highlighted in terms of research methodology theory and the concepts of qualitative and quantitative methodologies were defined and examples provided.

A brief overview of the pilot study, which was conducted in September 2008 was explained and emphasis was placed on the fact that although the pilot study had no significance to the actual research, results thereof demonstrated to the researcher that questions were valid and appropriate in terms of the study.

A theoretical analysis of the questionnaire was provided with specific references to the instructions, appearance, completion time of the questionnaire, question sequence and types of questions.

A theoretical explanation and importance of the Likert scale was mentioned with a detailed brief on how the Likert scale is applied and measured. For uniformity and relevance, an explanation of the actual questionnaire was provided, as well as a breakdown of the respondents who formed part of the study.

5.1 INTRODUCTION

This chapter presents the findings of the research, which were obtained from the questionnaires. The questionnaires were completed by learners and industry professionals within the field of Events Management.

Explanations regarding frequency distribution, under the heading statistical analysis theory, is provided as well as an in depth interpretation of the findings and a summary.

5.2 STATISTICAL ANALYSIS THEORY

Statistical analysis according to Welman (2008:210) should be decided before commencement of data collection. The data was coded along the guidelines of the attitudinal scale and the responses were ranked in ascending order from strongly disagree to strongly agree.

Maree and Pietersen (2007: 183) explain that once information has been collected and captured as numbers or raw data, the analysis begins with descriptive statistics.

The term descriptive statistics refers to the collective name for a number of statistical methods that are used to organise and summarise data in a meaningful way, Maree and Pietersen (2007: 183). They add that statistics can be divided into two categories namely, graphically or numerically. The statistical analysis of the data is usually done by a registered statistician.

In this research study qualitative data was captured and was briefly explained. The numerical way of summarising is by means of a frequency distribution.

In this distribution different response categories of the variables are shown together with the frequency (number) of respondents in each of the different categories.

A bar chart is another commonly used graphical means of summarising qualitative variables and was used in this study as well. An advantage of these graphs is highlighted by Maree and Pietersen (2007:185) as:

- an immediate indicator to the prominent answers of the responses to the questions.

In collaboration with the resident statistician at the Faculty of Business, the use of the Statistical Package for Social Sciences (SPSS) computer statistics program was included in the research analysis process. Therefore, the frequency of responses are measured and presented in the form of tables and figures.

5.3 INTERPRETATION OF FINDINGS

Table 5.3.1: Indicate the field of study

		Field		
		Percent	Valid Percent	Cumulative Percent
Valid	Events	19.6	19.6	19.6
	P.R	15.3	15.3	34.9
	PR (PT)	2.1	2.1	37
	Sport	7.9	7.9	45
	Tourism	55	55	100
	Total	100	100	

Figure 5.3.1: Indicate the field of study

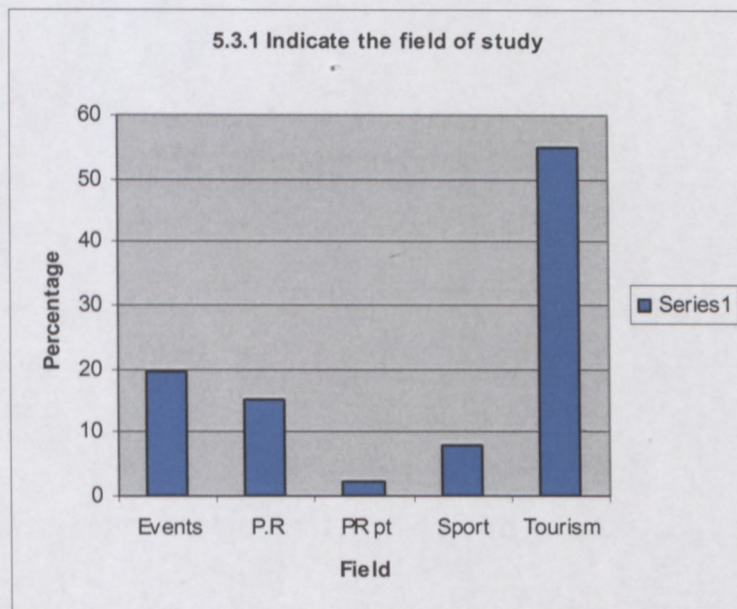


Table 5.3.1 refers to the field of study of the target population. Results show that a majority (55%) of responses were from the ND: Tourism Management. The least number of responses were from the Public Relations Management part-time group (2.1%), while the ND: Hospitality Management did not participate in this survey.

Table 5.3.2: Indicate the year or level of study

		Study/ Year		
		Percent	Valid Percent	Cumulative Percent
Valid	1st	48.7	48.7	48.7
	1ST	1.1	1.1	49.7
	2nd	24.3	24.3	74.1
	3rd	24.9	24.9	98.9
	4th	0.5	0.5	99.5
	Btech	0.5	0.5	100
	Total	100	100	

Figure 5.3.2: Indicate the year or level of study

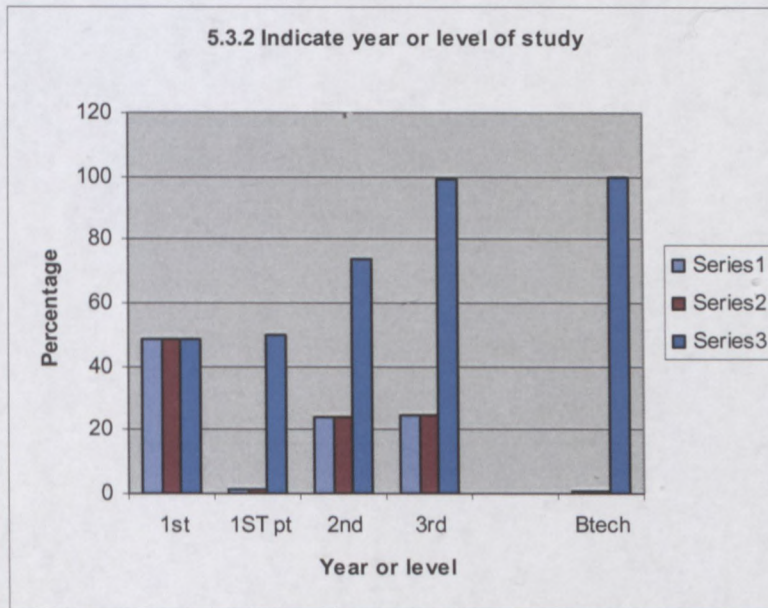


Table 5.3.2 refers to the year or level of study of respondents. Results indicate that a majority of respondents who participated in the study were first year students (48.7%). The second (24.3 %) and third (24.9%) year levels totalled a combined percentage of 49.2 %. Respondents who participated the least were 4th year or Btech students with 0.5%.

Table 5.3.3: Indicate whether full-time (FT) or part-time (PT)

		FT/PT		
		Percent	Valid Percent	Cumulative Percent
Valid	FT	92.1	92.1	92.1
	PT	7.9	7.9	100
	Total	100	100	

Figure 5.3.3: Indicate whether full-time (FT) or part-time (PT)

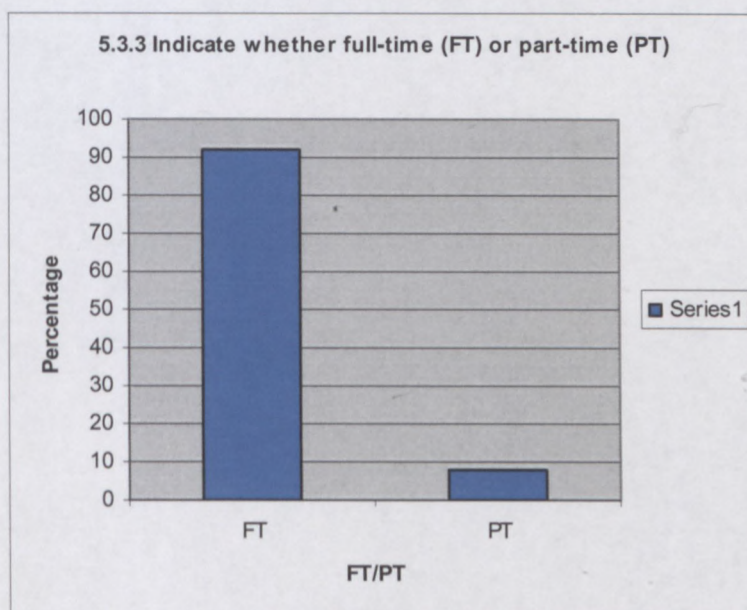


Table 5.3.3 indicates that a majority of participants in the study were full-time learners (92.1%) compared to 7.9 % who comprise part-time learners. This discrepancy displays a lack of acknowledgement by part-time learners to participate in the study and a lack of understanding regarding the relevance of Events Management being justified as a separate discipline.

Table 5.3.4: If FT, indicate if you do part-time work

PT Work			
	Percent	Valid Percent	Cumulative Percent
Valid			
No	2.6	2.6	2.6
NO	69.3	69.3	72
Yes	1.1	1.1	73
Total	27	27	100
	100	100	

Figure 5.3.4: If FT, indicate if you do part-time work

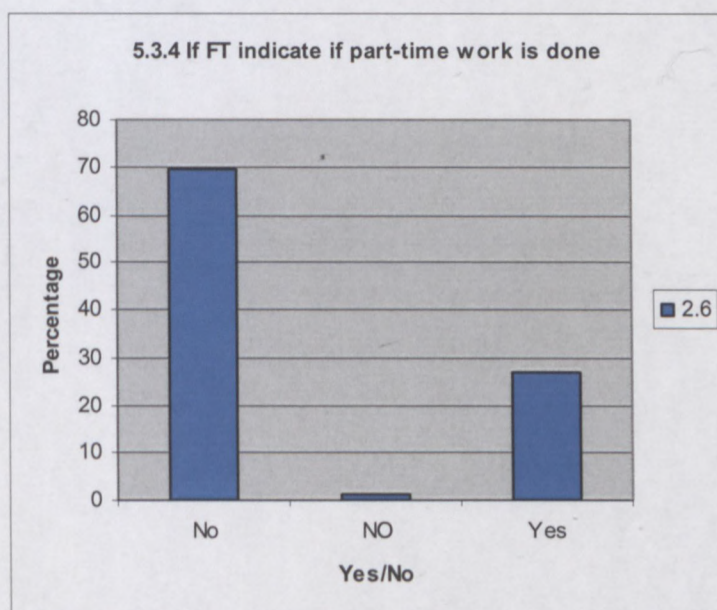


Table 5.3.4 illustrates that a majority (69.3%) of full –time learners do not do any part-time work, while 27% of the population indicated that they are involved in part-time work.

Table 5.3.5: Indicate type of work and where you work

		Percent	Valid Percent	Cumulative Percent
Valid		72.5	72.5	72.5
	ABSA	0.5	0.5	73
	Administration	0.5	0.5	73.5
	Assistant/CPUT	1.6	1.6	75.1
	BAXTER THEATRE	0.5	0.5	75.7
	Boardmans	0.5	0.5	76.2
	Butchery	0.5	0.5	76.7
	CALL CENTRE	0.5	0.5	77.2
	Catering	0.5	0.5	77.8
	CCC	0.5	0.5	78.3
	CTICC Amanzi Blue	0.5	0.5	78.8
	Customer Services	0.5	0.5	79.4
	Edgars	0.5	0.5	79.9
	Edgars	0.5	0.5	80.4
	Edgars, Watertfront	0.5	0.5	81
	Events Practitioner	6.9	6.9	87.8
	Guess	0.5	0.5	88.4
	Hospitality: Mount Nelson	0.5	0.5	88.9
	Kingpin Advertising	0.5	0.5	89.4
	Kirstenbosch Gardens	0.5	0.5	89.9
	OGILVI	0.5	0.5	90.5
	Pick 'n pay	1.1	1.1	91.5
	Promotion	0.5	0.5	92.1
	Promotions	0.5	0.5	92.6
	Receptionist Canal Walk	0.5	0.5	93.1
	Retail	0.5	0.5	93.7
	RETAIL	0.5	0.5	94.2

Sales Assistant YDE	0.5	0.5	94.7
Service	0.5	0.5	95.2
Service	0.5	0.5	95.8
Trainer, Planet Fitness			
	0.5	0.5	96.3
Video store			
	0.5	0.5	96.8
Videographer			
	0.5	0.5	97.4
Virgin Active			
	0.5	0.5	97.9
Vodacom	0.5	0.5	98.4
WAITRESSING			
	0.5	0.5	98.9
Woolworths			
	1.1	1.1	100
Total	100	100	

Figure 5.3.5: Indicate types of work and where you work

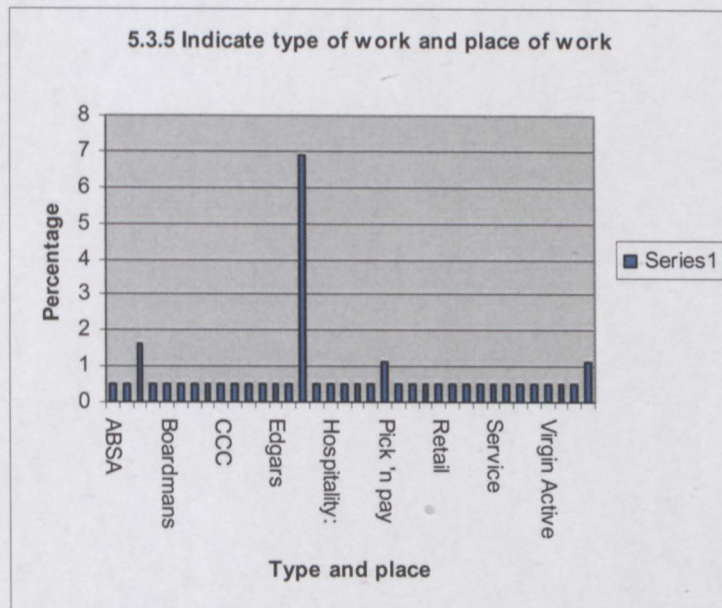


Table 5.3.5 illustrates places of work of the 27% of respondents that currently work part-time.

Table 5.3.6: If PT, indicate the industry in which you work

Type Industry			
	Percent	Valid Percent	Cumulative Percent
Valid	97.4	97.4	97.4
Airline	0.5	0.5	97.9
Economic Development and Tourism	0.5	0.5	98.4
Events Management	0.5	0.5	98.9
Not working	0.5	0.5	99.5
Travel	0.5	0.5	100
Total	100	100	

Figure 5.3.6: If PT, indicate the industry in which you work

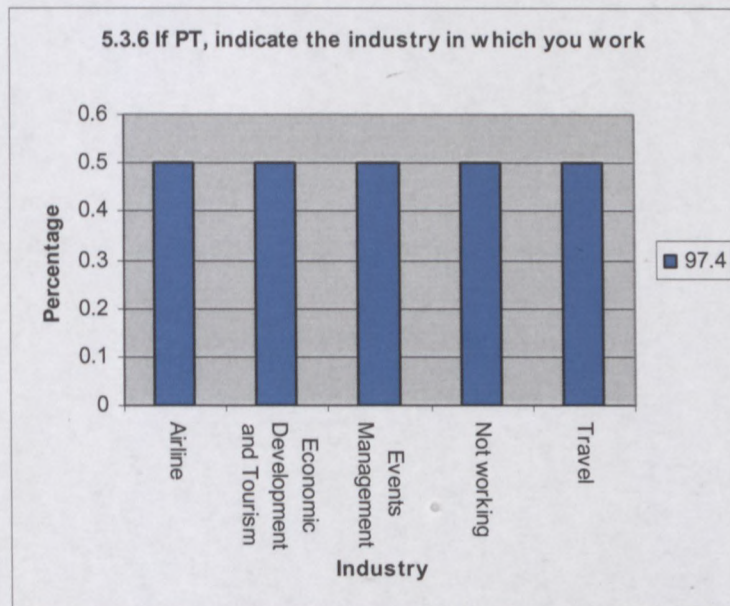
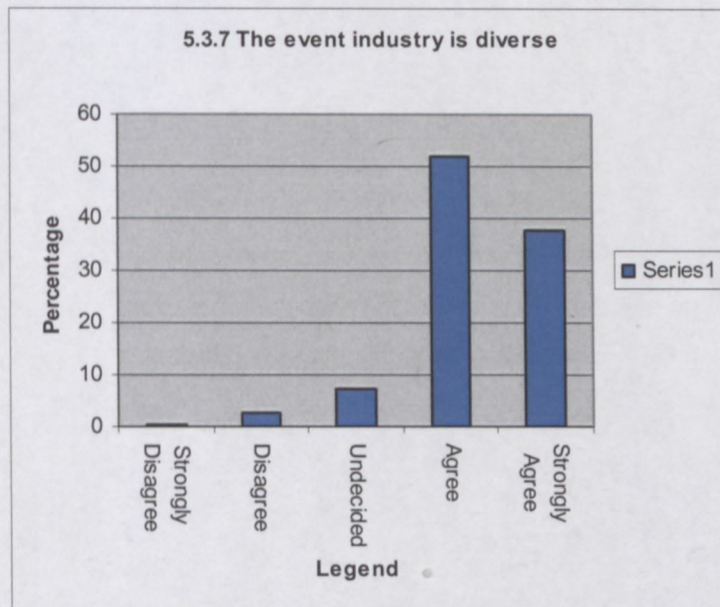


Table 5.3.6 illustrates industries of part-time participants.

Table 5.3.7: The event industry is diverse

The event industry is diverse				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0.5	0.5	0.5
	Disagree	2.6	2.6	3.2
	Undecided	7.4	7.4	10.6
	Agree	51.9	51.9	62.4
	Strongly Agree	37.6	37.6	100
	Total	100	100	

Figure 5.3.7: The event industry is diverse



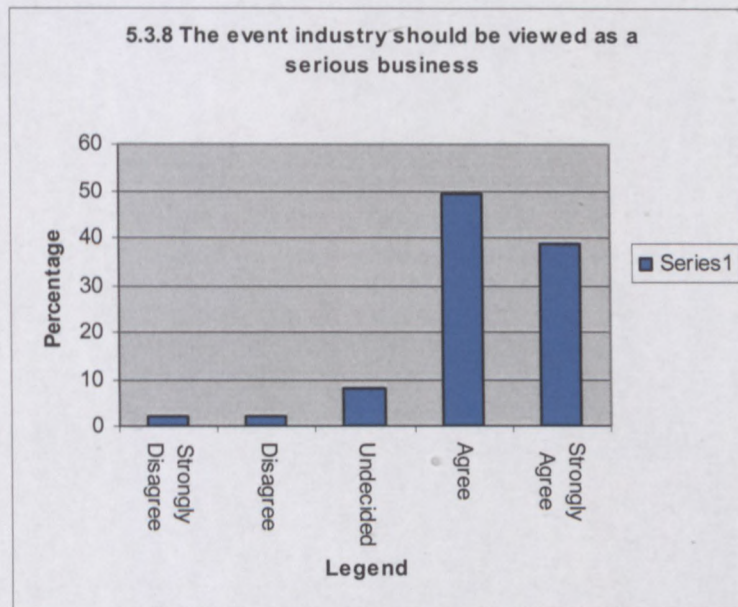
Responses to statement 5.3.7 indicate that 51.9 % and 37.6% (89.5%) of the respondents agreed and strongly agreed, respectively, that the event industry is diverse, while 7.4 % were undecided, 2.6% and 0.5% (3.1%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that the event industry is

diverse and that there is a strong tendency to recognise the events industry as a separate discipline.

Table 5.3.8: The event industry should be viewed as a serious business

The event industry should be viewed as a serious business				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2.1	2.1	2.1
	Disagree	2.1	2.1	4.2
	Undecided	7.9	7.9	12.2
	Agree	49.2	49.2	61.4
	Strongly Agree	38.6	38.6	100
	Total	100	100	

Figure 5.3.8: The event industry should be viewed as a serious business



Responses to statement 5.3.8 indicate that 49.2% and 38.6% (87.8%) of the respondents agreed and strongly agreed, respectively, with the statement that the event industry should be viewed as a serious business, while 7.9% were undecided, 2.1% and 2.1% (4.2%) disagreed and strongly disagreed with the

statement. This result shows a significant tendency in favour of the statement that the event industry should be viewed as a separate discipline and that because of this strong favourable response, respondents acknowledge value in recognising Events Management as a separate discipline.

5.3.9: Events Management has become a sought-after profession

Events Management has become a sought - after profession				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	3.7	3.7	4.8
	Undecided	14.3	14.3	19
	Agree	57.1	57.1	76.2
	Strongly Agree	23.8	23.8	100
	Total	* 100	100	

Figure: 5.3.9: Events Management has become a sought-after profession



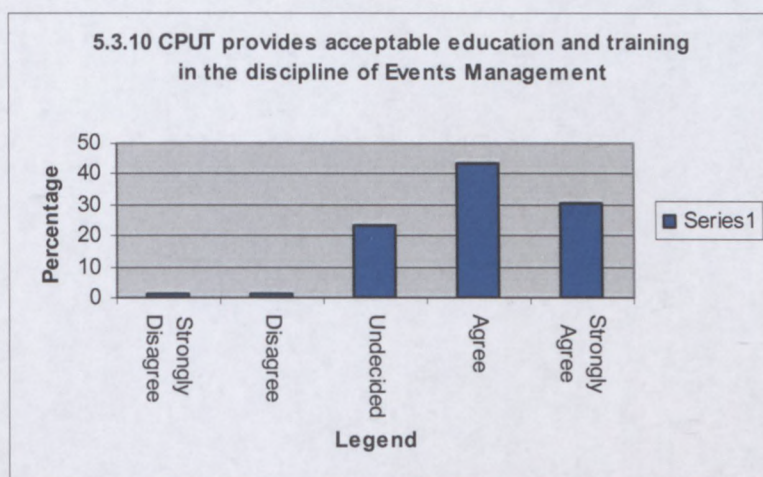
Responses to statement 5.3.9 indicate that 57.1% and 23.8%; (80.9%) of the respondents agreed and strongly agreed, respectively, that Events

Management has become a sought-after profession, while 14.3% were undecided, 3.7% and 1.1% (4.8%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that Events Management has become a sought- after profession and therefore, the results demonstrate that Events Management should be recognised as a separate discipline.

Table 5.3.10:CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management

CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	1.6	1.6	2.6
	Undecided	23.3	23.3	25.9
	Agree	43.4	43.4	69.3
	Strongly Agree	30.7	30.7	100
	Total	100	100	

Figure 5.3.10: CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management.

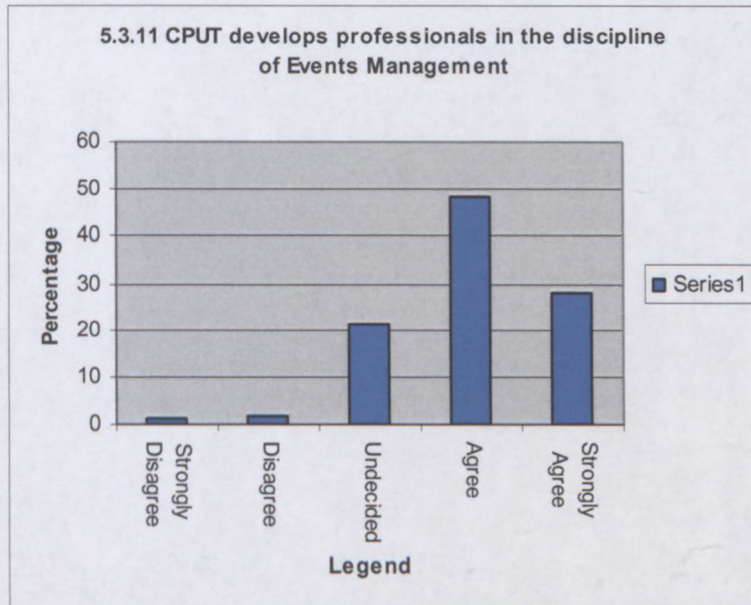


Responses to statement 5.3.10 indicate that 43.4% and 30.7% (74.1%) of the respondents agreed and strongly agreed, respectively, that CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management. A total of 23.3% were undecided and 1.6% and 1.1% (2.7%) disagreed and strongly disagreed, respectively, with the statement. The result shows a significant tendency in favour of the statement.

Table 5.3.11: CPUT develops professionals in the discipline of Events Management.

CPUT, develops professionals in the discipline of Events Management				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	1.6	1.6	2.6
	Undecided	21.2	21.2	23.8
	Agree	48.1	48.1	72
	Strongly Agree	28	28	100
	Total	100	100	

Figure 5.3.11 CPUT develops professionals in the discipline of Events Management

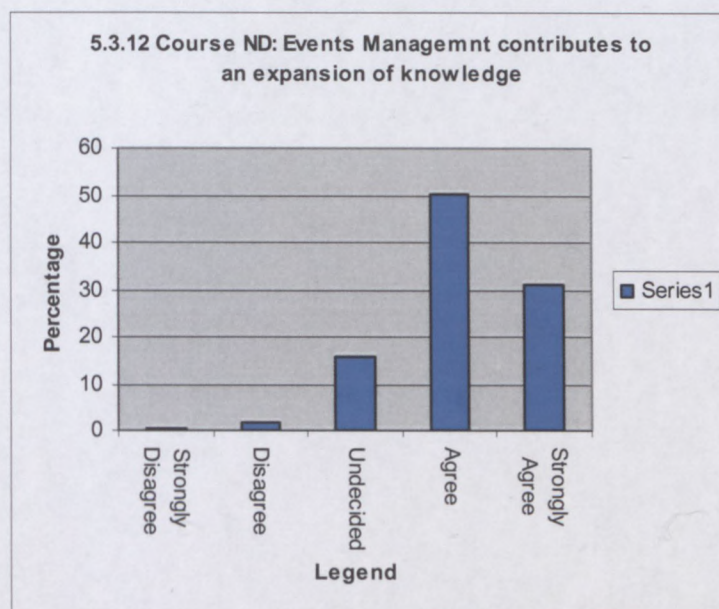


Responses to statement 5.3.11 indicate that 48.1% and 28% (76.1%) of the respondents agreed and strongly agreed, respectively, that CPUT develops professionals in the discipline of Events Management; while 21.2% were undecided, 1.6% and 1.1% (2.7%) disagreed and strongly disagreed, respectively, with the statement that CPUT develops professionals in the discipline of Events Management.

Table 5.3.12: Course ND: Events Management contributes to an expansion of knowledge

Course The ND: Events Management contributes to an expansion of knowledge				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0.5	0.5	0.5
	Disagree	1.6	1.6	2.1
	Undecided	15.9	15.9	18
	Agree	50.3	50.3	68.3
	Strongly Agree	31.2	31.2	99.5
	45	0.5	0.5	100
Total		100	100	

Figure 5.3.12: Course ND: Events Management contributes to an expansion of knowledge.

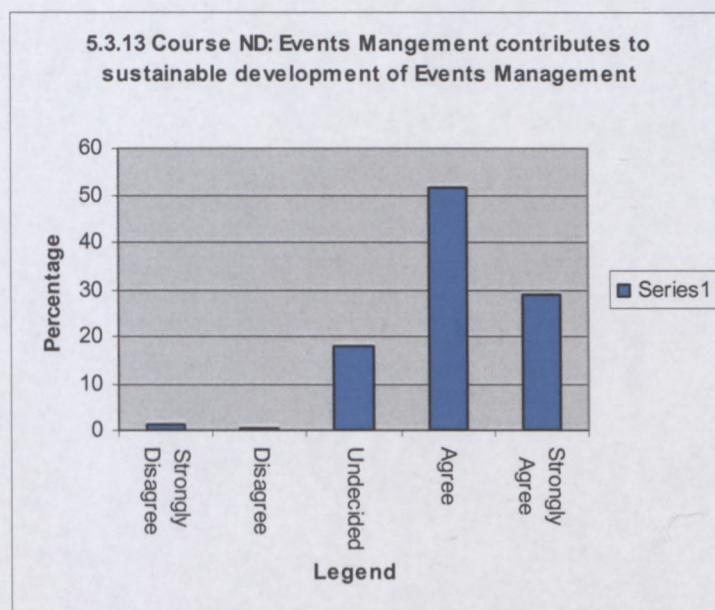


Responses to statement 5.3.12 indicate that 50.3% and 31.2% (81.5%) agreed and strongly agreed, respectively with the statement that the course ND: Events Management contributes to an expansion of knowledge; while 15.9% were undecided, 1.6% and 0.5% (2.1%) disagreed and strongly disagreed, respectively, with the statement that the course ND: Events Management contributes to an expansion of knowledge.

Table 5.3.13: Course ND: Events Management contributes to sustainable development of Events Management.

Course The ND: Events Management contributes to sustainable development of Events Management				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	0.5	0.5	1.6
	Undecided	18	18	19.6
	Agree	51.3	51.3	70.9
	Strongly Agree	29.1	29.1	100
	Total	100	100	

Figure 5.3.13: Course ND: Events Management contributes to sustainable development of Events Management.

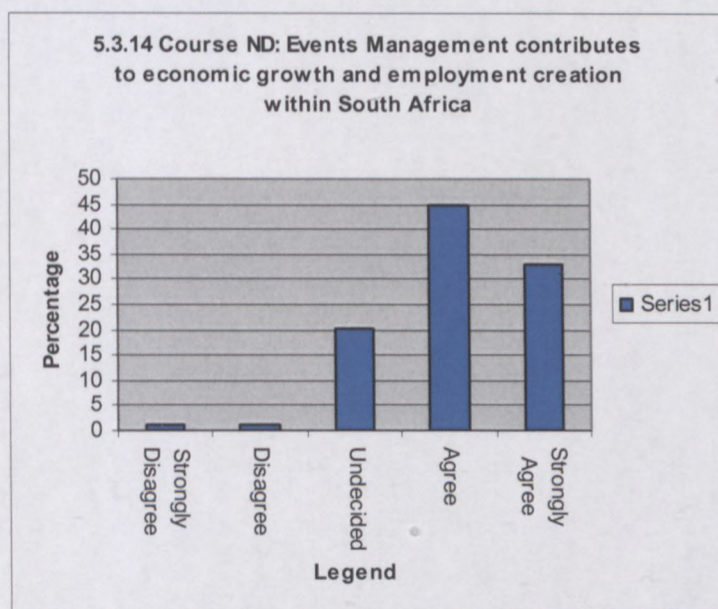


Responses to statement 5.3.13 indicate that 51.3% and 29.1% (80.4%) of the respondents agreed and strongly agreed, respectively, that the course ND: Events Management contributes to sustainable development of Events Management; while 18% were undecided, and 0.5% and 1.1% (1.6%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that the course ND: Events Management contributes to sustainable development of Events Management.

Table 5.3.14: Course ND: Events Management contributes to economic growth and employment creation within South Africa

Course The ND: Events Management contributes to economic growth and employment creation within South Africa				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	1.1	1.1	2.1
	Undecided	20.1	20.1	22.2
	Agree	45	45	67.2
	Strongly Agree	32.8	32.8	100
	Total	100	100	

Figure 5.3.14: Course ND: Events Management contributes to economic growth and employment creation within South Africa



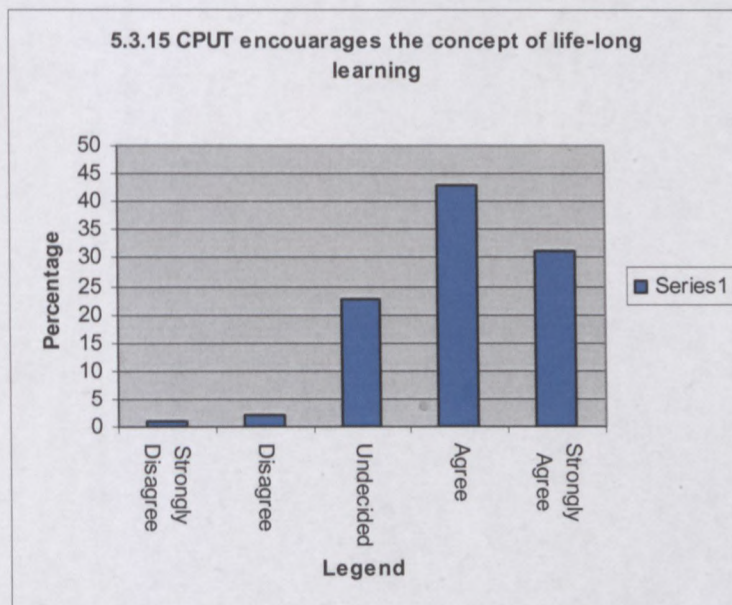
Responses to statement 5.3.14 indicate that 45% and 32.8% (77.8%) agreed and strongly agreed, respectively, that the course ND: Events Management contributes to economic growth and employment creation within South Africa; while 20.1% were undecided, 1.1% and 1.1% (2.2%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant

tendency in favour of the statement that the course ND: Events Management contributes to economic growth and employment creation within South Africa.

Table 5.3.15: CPUT encourages the concept of life-long learning.

CPUT encourages the concept of life-long learning.				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	2.1	2.1	3.2
	Undecided	22.8	22.8	25.9
	Agree	42.9	42.9	68.8
	Strongly Agree	31.2	31.2	100
	Total	100	100	

Figure 5.3.15: CPUT encourages the concept of life-long learning.



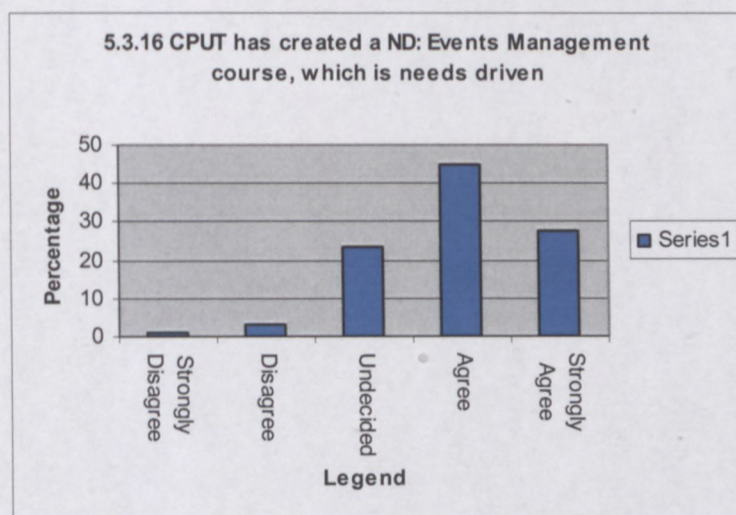
Responses to statement 5.3.15 indicate that 42.9% and 31.2 % (74.1%) agreed and strongly agreed, respectively, that CPUT encourages the concept of life-long learning, while 22.8% were undecided, and 2.1% and 1.1% (3.2%)

disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that CPUT encourages the concept of life-long learning.

Table 5.3.16 CPUT has created a ND: Events Management course, which is needs driven.

CPUT has created a ND: Events Management course, which is needs driven.		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1.1	1.1	1.1
	Disagree	3.2	3.2	4.2
	Undecided	23.3	23.3	27.5
	Agree	45	45	72.5
	Strongly Agree	27.5	27.5	100
	Total	100	100	

Figure 5.3.16 CPUT has created a ND: Events Management course, which is needs driven.



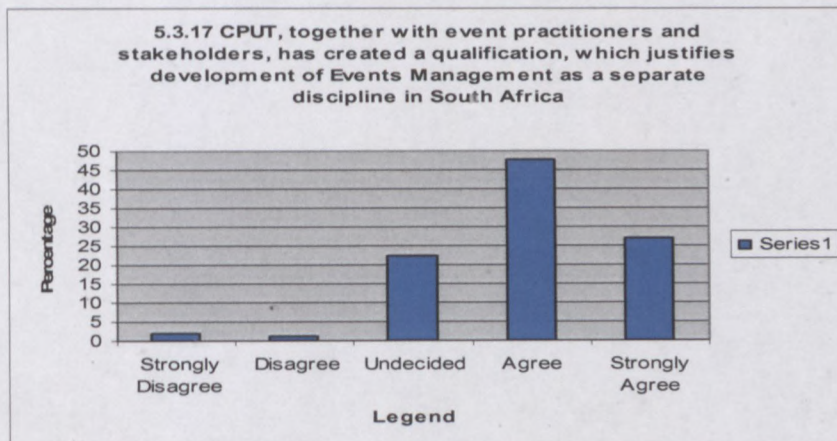
Responses to statement 5.3.16 indicate that 45% and 27.5 % (72.5%) of the respondents agreed and strongly agreed, respectively, that CPUT has created a ND: Events Management course, which is needs driven, while 23.3% were

undecided, 3.2% and 1.1% (4.3%) disagreed and strongly disagreed, respectively, with this statement. This result shows a significant tendency in favour of the statement that CPUT has created a ND: Events Management course, which is needs driven.

Table 5.3.17: CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa

CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa				
		Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2.1	2.1	2.1
	Disagree	1.1	1.1	3.2
	Undecided	22.2	22.2	25.4
	Agree	47.6	47.6	73
	Strongly Agree	27	27	100
	Total	100	100	

Figure 5.3.17: CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa



Responses to statement 5.3.17 indicate that 47.6% and 27% (74.6%) agreed and strongly agreed, respectively, that CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa, while 22.2% were undecided, 1.1% and 2.1% (3.2%) disagreed and strongly disagreed, respectively, with the above statement. This result shows a significant tendency in favour of the statement that CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa.

5.3 SUMMARY

The chapter was introduced with an overview of the content that would be included in the chapter. A theory definition of statistical data was provided by Welman (2008:210) and an explanation of statistical analysis was referenced by Maree and Pietersen (2007:183).

The terms description of statistics, graphic and numeric was explained and the concept of frequency distribution, was introduced. A graphic way of summarising the data was provided via bar charts, and an advantage thereof was highlighted.

An interpretation and articulation of the findings was explained, in-depth, in collaboration with the registered statistician at CPUT's Faculty of Business.

CHAPTER 6 RECOMMENDATIONS AND CONCLUDING REMARKS

6.1 INTRODUCTION

The Event Management profession includes a multitude of events. The industry itself has demarcated itself into various categories, but all of them encompass planning and production of an event, which bring people together at a particular time, place and for a particular purpose.

With the above in mind, every event that is staged or organised by an event manager, has to be a once-in-a-lifetime experience for the participant.

Larry Jaeger, President of Event Xtraordinaire, states that the event planning and management industry has an extremely positive future (www.eventsx.com).

In this chapter, a brief exposition of all the chapters is highlighted, recommendations are provided, and concluding remarks are presented.

6.2 BRIEF EXPOSITION OF CHAPTERS

6.2.1 Introduction and background to the study

Chapter 1 oversees and provides a brief explanation of the events industry, including establishment of the first SAQA registered Events Management Diploma in South Africa.

This is unique as the events industry has bodies that guide them, however it lacked a qualification which is approved by government. With implementation of the National Diploma: Event Management and, as of 2009, Btech: Events Management, the events industry is guaranteed event managers who are qualified to handle any event in any sector.

The following was incorporated and elaborated on in Chapter One:

- Problem statement;
- Key questions;
- Hypothesis;
- Research objectives, purpose and goals;
- Delimitation of the research;
- Research methodology;
- Clarification of key concepts;
- Preliminary list of resources; and
- Summary.

6.2.2 Chapter 2: A historical overview of the evolution of Events Management

Events Management has always been a part of the tourism industry. Although the concept of events cannot be described as new, the event industry, although at its infant stage, contributes to economic development of all regions in South Africa.

One of the fundamental characteristics of staging an event, other than a clear vision, good planning and the SMART principle is having committed and loyal staff who are eager to attain goals and objectives, which makes an event successful.

A brief introduction of the tourism industry is given with the events sector highlighted as a fairly young and new industry, but with vast potential.

A tourist is defined as someone who travels away from home to a foreign destination for business or personal enjoyment or fulfilment. An event tourist is no different; however, a small event in a small town may be of interest to an event tourist and therefore, generates economic development in that specific area. These are referred to as targeted benefits.

In order to understand why an event may attract visitors' motivations and attraction participation, one should look at and understand the visitor experience, generic benefits, organisers' perspectives and community development concepts.

Despite numerous articles being written and consultation of a number of academic books, an agreement regarding a definition of Events Management is yet to be reached. EMBOK defines Events Management as a process which plans, prepares and produces an event, whereas Professor Donald Getz (1997) considers the classification of events in order to pin point the enormous and diverse task of defining the field of Events Management.

Events may be planned or unplanned, routine or special. Special events may be classified as minor or major and major special events may be hallmark or mega-events.

Most scholars agree with Jago and Shaw (1998) that a single definition may never be developed or agreed upon because perspectives may be viewed from a local, national or international level. Regardless of the type of event what is clear is a need for event managers to understand the concepts of these various types of events so that they may prepare themselves for the uniqueness and individual needs that each type of event requires.

The most significant trend in the event sector, which falls under the concept of advertainment, is use of technology to boost and attract attention to events. Not only has the Comrade's Marathon introduced the microchip effect to monitor runners enroute; use of electronic billboards which feature snippets of the 2010 Soccer World Cup in South Africa, is aimed at encouraging and generating excitement amongst locals.

The idea of the City of Cape Town hosting an international competition illustrates that developing countries are no longer overlooked when it comes to hosting events. The Western Cape, in particular, has recognised the importance of bidding for and hosting mega-events, which will have an impact

on tourism for the region. With experience of hosting minor and major events, Cape Town will be able to help other developing regions strive to enter into the hosting events market. It is, therefore, imperative to provide the events industry with competent, qualified professionals in the field of Events Management.

The article entitled 'The Magic 10' (Sunday Times, 28 February 1999), focuses on a joint- marketing initiative where provinces will compete for events in the general tourism market, but will work together by exchanging information and research data, which will benefit the events industry in South Africa.

In order for this to happen, professional, competent staff and effective leadership is required. This can only be achieved if event managers within the industry have the following competencies:

- Qualifications;
- People and communication skills;
- Strategic skills;
- Customer focus;
- An ability to learn and think quickly;
- An ability to sustain high pressure; and
- Good ethical standards.

Questionable behaviour; personal or professional, can no longer go unnoticed. People within the event industry are choosing who they align themselves with, particularly when conducting business transactions. They are well aware of the fact that selecting the wrong business partner to work with can lead to criminal charges and legal liabilities, with not only the company that they work for being held responsible, but individuals as well.

For example, more than 2000 guests attended the hotel opening of the man made Palm Jumierah Island in the Persian Gulf. They were treated to one

million fireworks- almost 10 times the scale of the Beijing Olympic ceremony. The internationally acclaimed event planner Colin Cowie had to meet all the safety codes (fire marshal permits, clearly marked exits, speaker systems and proper insurance coverage), to ensure that no lawsuits could be laid with all those involved, namely clients, planners, and suppliers in the event production.

Neither clients, planners nor suppliers can afford to do business with those who cross ethical boundaries, show disregard for event planning principles and show a lack of respect for moral values. The cost of doing so is too high.

Business ethics is, therefore, an industry standard. Events managers that exhibit ethical behaviour will lead the way amongst those with whom they choose to conduct business.

Higher Education in South Africa is entering a new phase of development since, as of 2009 the first matriculants of the Outcomes-based Education system will enter into tertiary institutions. CPUT, as a member of Higher Education in South Africa, contributes to growth and development in South Africa and, with the implementation of the National Diploma: Events Management as a separate discipline in South Africa, CPUT will contribute to alleviation of skills shortages, as identified by Janet Landey, President ISES.

In order for the ND: Events Management to be accredited, the HEQC Criteria for Criteria for Programme Accreditation, had to be consulted and complied with.

Some of the criteria addressed were as follows:

- Programme design;
- Staffing;
- Student recruitment, selection and admission;
- Teaching and learning; and

- Infrastructure and library resources.

As mentioned earlier, the tourism industry is a large, diverse industry, which comprises several linking industries. The industries involved include hospitality, sport, public relations and tourism.

The relationship between the event industry and the above linking industries makes the event industry unique as it is a culmination of management disciplines.

The Events Management and tourism programmes work as a cohesive unit providing students with theoretical knowledge and practical application to practice the skills honed by lecturers and, in turn, they gain valuable experience.

The Community Chess Carnival is an example where students learn, first hand, what is expected of an event manager and the demands, risk and pressure situations that event managers should manage.

The Btech Conference, which was held on the 25 October 2008 provided students valuable insight into planning, organising and implementation phases of events.

With the structuring of the ND: Event Management and input from stakeholders, event practitioners, academics from various institutions and legislative bodies, a diploma that offers necessary quality education and life-long learning concepts, was introduced.

Currently an NQF level 7 exists with the UCT Business School, under Professor Tom Ryan. Those in attendance are professionals with vast experience in the events field, and is scheduled to start in 2009.

6.2.3 Chapter 3: Role-players and stakeholders in the events industry with reference to EMBOK and ISES

EMBOK is a global body that supports the Events Management industry, which includes:

- Occupational standards;
- Certification knowledge domains;
- Academic curriculum; and
- Literature review.

The body was an idea conceptualised by William O' Toole as part of his master's thesis in Project Management. The body defines Events Management as a process by which an event is planned, prepared and produced (<http://www.embok.org>).

The framework of EMBOK is as follows:

Core Values:

- Integration;
- Creativity;
- Strategic thinking;
- Ethics; and
- Continuous improvement.

Phases

- Initiation;
- Planning;
- Implementation;
- Evaluation; and
- Closure.

Processes

- Access;
- Select;
- Monitor;
- Communicate; and
- Document.

Domains

- Administration;
- Design;
- Marketing;
- Operations; and
- Risk.

The International Special Events Society (ISES) is a globally based society which represents all in the entertainment industry, for example, event producers, decorators, hotel sales managers and entertainers.

ISES affords practitioners an opportunity to improve their skills through educational programmes and conferences. Their mission statement is to educate, advance and promote the special events industry, as well as network with other professionals in related industries.

One of the fundamental ISES principles members agree to is to strive for excellence in all aspects of the profession by performing consistently at or above acceptable industry standards. This is a principle, which is not negotiable.

ISES provides a guide to clients when choosing an event practitioner to manage their event, namely:

- Special events can save the client money as they have contacts and valuable resources at hand; and
- They save time and eliminate unnecessary stress.

This global body is an excellent monitoring body, which guides professionals and provides clients with professionals that are qualified and equipped to manage the small and big events.

As a potential candidate wanting to enter into the events industry; one could consider the following positions:

- Venue management;
- Exhibition management;
- Meeting co-ordinators;
- Catering management;
- Communication executives;
- Banquet management;
- Sponsorship and events management; and
- Promotions co-ordinator.

Sceptics often ask what the difference is between Events Management and Project Management. Deborah Johnson, HOD Tourism Management (June 2008), states frankly: 'An event has a time frame (limit) and no external or internal factors can stop that event from occurring; whereas a project may have a time frame, which can be extended if needs be.'

6.2.4 CHAPTER 4: Research Methodology

The methodology used by the researcher was quantitative. A research questionnaire was circulated amongst event practitioners, and students in the events, tourism, public relations, sport and hospitality industries.

The Likert scale method was used and ten (10) questions were formulated to align with the problem statements identified in the research proposal.

Academics in the field of hospitality, tourism, sport, public relations and events management were interviewed to add depth to the research findings and conclusions.

In September 2008 a pilot study was conducted to test the validity and reliability of questions that were formulated by the researcher. Mixed results were obtained and based on these results, the researcher finalised the questionnaire.

The completed questionnaire was distributed to the following:

- Event practitioners;
- Event students;
- Tourism students;
- Public Relations students;
- Sport Management students;
- Hospitality students; and
- Other.

Recipients returned questionnaires by end of October 2008.

Interviews with the following were conducted:

18 September 2008: T. Makda
Lecturer Events Management (Sport, PR, Tourism
and Events Management).

26 September 2008: B. Liebetrau
Lecturer Public Relations and Graduate Centre for
Management (GCM)

28 October 2008: B. Naku
Lecturer Hospitality Management

All the above fields were involved in the questionnaires, except for the hospitality students who were on training at the time of the study.

6.2.5 CHAPTER 5: Interpretation and articulation of results

The questionnaire was formulated in August 2008 and was finalised in September 2008. A covering letter, stipulating the reason for the research, was provided in clear, easy-to-understand language and the format was professional. The minimum time to complete the questionnaire was indicated and respondents were informed of confidentiality of the information and that they would remain anonymous.

Contact details of the researcher and promoter was provided and the time frame was given for completed questionnaires to be returned. The survey page was directed at the target population and the project title was provided in bold. The questionnaire was divided into two sections, namely section A and section B.

Section A asked recipients to:

1. Indicate the field of study, for example, event practitioner; Events Management student; Tourism Management student; Public Relations Management student; Sport Management student; Hospitality Management student and other.

2. Indicate the year or level of study, for example, 1st; 2nd; 3rd; Btech.
3. Indicate whether full-time (FT) or part-time (PT).
4. If FT, please indicate if you do any part-time work.
5. If your answer to question 4 is positive, please indicate the type of work and where you work.
6. If you are a part-time student, please indicate the industry in which you work.

The Likert scale method was chosen and event practitioners Events Management students; Tourism Management students; Hospitality Management students; Sports Management students; Public Relations Management students and other were asked to answer 11 statements, according to the following legend in section B:

- Strongly disagree;
- Disagree;
- Undecided;
- Agree; and
- Strongly agree.

The following is important to note:

- A majority of the learners were from the Tourism Management field (55%).
- Respondents who participated the most were 1st years (48.7%); with Btech students contributing the least at (0.5%).
- Full time- students (92.1%) acknowledged the survey more than part-time students (7.9%).
- A majority of the full-time students do not work (69.3%).

- The retail industry is the most popular industry for those full-time respondents who currently work part-time (27%).
- A majority of the part-time students work in tourism-related fields.

The following results were generated from the statements asked in section B.

- **The industry is diverse**

Responses to statement 5.3.7 indicated that 51.9% and 37.6% (89.5%) of respondents agreed and strongly agreed, respectively, with the statement that the industry is diverse. A total of 7.4% were undecided and 2.6% and 0.5% (3.1%) disagreed and strongly disagreed, respectively, with the statement. These results indicate a lack of understanding of those in disagreement of the above statement in not recognising that the diverse industry contributes to Events Management being recognised as a separate discipline.

- **The event industry should be viewed as a serious business**

Responses to statement 5.3.8 indicate that 49.2% and 38.6% (87.8%) of respondents agreed and strongly disagreed, respectively, with the statement that the event industry should be viewed as a serious business, while 7.9% were undecided, 2.1% and 2.1% (4.2%) disagreed and strongly disagree, respectively, with the statement. Although the results show a significant tendency in favour of the statement, the results also indicate a lack of acknowledgement by those in disagreement; which heavily impacts on the events industry being recognised as a separate discipline.

- **Events Management has become a sought after- profession**

Responses to statement 5.3.9 indicate that 57.1% and 23.8% (80.9%) of the respondents agreed and strongly agreed, respectively, that Events Management has become a sought-after profession, while 14.3% were undecided and 3.7% and 1.1% (4.8%) disagreed and strongly disagreed,

respectively, with the statement. The results indicate that a total of 19.1% of respondents studying the Events Management diploma or events as a module, do not acknowledge that Events Management has become a sought-after profession, which is pertinent to the survival of Events Management being recognised as a separate discipline.

- **CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management**

Responses to statement 5.3.10 indicate that 43.4% and 30.7% (74.1%) of the respondents agreed and strongly agreed, respectively, with the statement that CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management. A total of 23.3% were undecided and 1.6% and 1.1% (2.7%) disagreed and strongly disagreed, respectively, with the statement. These results also indicate a lack of acknowledgement by respondents who agree that CPUT, as a higher learning institution, provides acceptable education and training in Events Management.

- **CPUT develops professionals in the discipline of Events Management**

Responses to statement 5.3.11 indicate that 48.1% and 28% (76.1%) of respondents agreed and strongly agreed, respectively, that CPUT develops professionals in the discipline of Events Management; while 21.2% were undecided, 1.6% and 1.1% disagreed and strongly disagreed, respectively, with the statement. These results, although mostly positive, also indicate a lack of academic acknowledgement by those in disagreement.

- **Course ND: Events Management contributes to an expansion of knowledge**

Responses to statement 5.3.12 indicate that 50.3% and 31.2% (81.5%) agreed and strongly agreed, respectively, with the statement that the course

ND: Events Management contributes to an expansion of knowledge; while 15.9% were undecided, 1.6% and 0.5% (2.1%) disagreed and strongly disagreed, respectively, with the statement that the course ND: Events Management contributes to an expansion of knowledge. These results indicate a lack of understanding by those in disagreement, which has an impact on the qualification at CPUT and further impacts on recognition of Events Management as a separate discipline.

- **Course ND: Events Management contributes to sustainable development of Events Management.**

Responses to statement 5.3.13 indicate that 51.3% and 29.1% (80.4%) of the respondents agreed and strongly agreed, respectively, that the course ND: Events Management contributes to sustainable development of Events Management, while 18% were undecided, 0.5% and 1.1% (1.6%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that the course ND: Events Management contributes to sustainable development of Events Management. These results also indicate a lack of understanding in terms of sustainable development for the future of the CPUT qualification, which impacts on recognition of Events Management as a separate discipline.

- **Course ND: Events Management contributes to economic growth and employment creation within South Africa**

Responses to statement 5.3.14 indicate that 45% and 32.8% (77.8%) agreed and strongly agreed, respectively, that the course ND: Events Management contributes to economic growth and employment creation within South Africa, while 20.1% were undecided, 1.1% and 1.1% (2.2%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that the course ND: Events Management contributes to economic growth and employment creation within South Africa.

These results also indicate a lack of acknowledgement from respondents who are in disagreement that the ND: Events Management contributes to economic growth and employment creation, which has an impact on the CPUT qualification and the discipline of Events Management.

- **CPUT encourages the concept of life-long learning**

Responses to statement 5.3.15 indicate that 42.9% and 31.2% (74.1%) agreed and strongly agreed, respectively, that CPUT encourages the concept of life-long learning, while 22.8% were undecided, 2.1% and 1.1% (3.2%) disagreed and strongly disagreed, respectively, with the statement. This result shows a significant tendency in favour of the statement that CPUT encourages the concept of life-long learning. The results also indicate a lack of acknowledgement from those in disagreement, which directly impacts on the CPUT qualification and monitorial bodies, ISES and EMBOK.

- **CPUT has created a ND: Events Management course, which is needs driven**

Responses to statement 5.3.16 indicate that 45% and 27.5% (72.5%) of the respondents agreed and strongly agreed, respectively, that CPUT has created an ND: Events Management course, which is needs driven, while 23.3% were undecided, 3.2% and 1.1% (4.3%) disagreed and strongly disagreed, respectively, with this statement. This result shows a significant tendency in favour of the statement that CPUT has created an ND: Events Management course, which is needs driven. These results also indicate a lack of acknowledgement of those in disagreement with the statement, which impacts on events being recognised as a separate discipline.

- CPUT, together with event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa.

Responses to statement 5.3.17 indicate that 47.6% and 27% (74.6%) agreed and strongly agreed, respectively, that CPUT, together with event practitioners and stakeholders, has created a qualification which justifies development of Events Management as a separate discipline in South Africa, while 22.2% were undecided, 1.1% and 2.1% (3.2%) disagreed and strongly disagreed, respectively, with the above statement. This result shows a significant tendency in favour of the statement that CPUT, together with Event practitioners and stakeholders, has created a qualification, which justifies development of Events Management as a separate discipline in South Africa. These results also indicate the lack of understanding and acknowledgement by those in disagreement with Events Management being recognised as a separate discipline.

6.3 RECOMMENDATIONS

Recommendation 1

According to Tassiopoulos (2005:25), the event industry is an industry, which is untapped and could add more value to the tourism market in South Africa. The event industry overlaps and has linkages with other industries, including the hospitality and marketing industries.

In the literature study and more, specifically Chapter Two, identifies and discusses the relationship between events and other industries; marketing, however, is not one of them.

In chapter five, table 5.3.7 and figure 5.3.7 clearly states that an overwhelming 89.5% of the respondents agreed that the event industry is diverse. A total of 3.1% of respondents did not acknowledge or were in disagreement with the

above statement that the events industry is diverse. In order to improve the understanding of the diverse industry more practical application or exposure amongst Events Management, Tourism Management, Hospitality Management, Public Relations Management and Sports Management students at 1st year level, is required.

For example, when visiting Newlands rugby stadium, students should not only be exposed to the risk elements of hosting rugby matches at local and international level, but all the principles guided by EMBOK, more specifically financial (administration domain) and trading (marketing domain).

Ms. Tahira Makda in an interview held on the 18 September 2008, agreed with the researcher that Events Management should be a module in all management disciplines as it contains all the elements, namely management, marketing, human resources, financial management, and most importantly, risk management.

Recommendation 2

One of the main reasons for hosting events in the Western Cape and other areas in South Africa is to generate revenue for specific provinces, thus contributing to the GDP of the country.

In light of this, South Africa is engages in sports tourism to try and double the contribution figure from 7% to 14% within the next four years (<http://www.voanews.com>).

Dr. Patrick Matlou, Deputy Director General for Tourism in the Department of Environmental Affairs and Tourism in South Africa, stated that the biggest sporting attraction is the Fifa World Cup, which South Africa will host in 2010. The country is spending millions of rand to improve infrastructure in the cities that will feature sports events. He says that city planners are integrating athletic facilities into entertainment and office districts that will continue to draw crowds long after the end of the World Cup (<http://www.voanews.com>).

Cape Town itself is a world-class destination, which offers a perfect balance between business and leisure. The Cape Town Convention Centre offers clients venues for any type of event or occasion.

In a speech by Minister of Environmental Affairs and Tourism, Martinus Van Schalkwyk at the 7th Annual Tourism Conference, Gauteng, 3 November 2008 he stated that the contribution of tourism to South Africa's GDP is estimated to have increased from 137.6 billion in 2006 to 159.6 billion in 2007. The number of jobs related directly or indirectly in the economy, through tourism, increased by 5% from 896,900 in 2006 to 941,000 in 2007 (<http://www.tourism.co.za>).

These figures are important considering that the number of events that are local, national and international are built into those figures.

This further reiterates the view that the events industry should be viewed as a serious business.

However, one of the areas highlighted by Dr. Patrick Matlou, Deputy Director General for Tourism in the Department of Environmental Affairs and Tourism in South Africa, is the element of risk. He stated that more emphasis should be placed on this characteristic, particularly when considering the number of sporting events, which are held in various provinces and with the impending 2010 Soccer World Cup at hand (<http://www.voanews.com>).

Responses to the statement that the events industry should be viewed as a separate discipline are cemented in the positive feedback of recipients, which totalled 87.8%.

It is recommended that more academic studies should be conducted in terms of the risk element and that learners and event practitioners should understand that a lack of skills or failure to accept the events industry as a serious business, could result in a loss of money for clients, unsuccessful or

disastrous events and bad reviews for the events manager, the industry and country.

Recommendation 3

An increasing number of organisations prefer to use events over conventional media and, therefore, Events Management has become an important aspect of an organisation's marketing strategy.

Events Management encompasses an array of activities and with its unconventional medium, creates opportunities for brands to interact with consumers in a personalised manner.

No matter what the event, whether an award ceremony, fashion show, seminar or sporting event, events have a unique benefit of influencing multi-media.

This research statistics reveal that an overwhelming number of respondents believe that Events Management is a sought- after profession.

It is recommended that learning institutions that offer Events Management should do more in terms of marketing the field as a specialist and unique profession with an interactive relationship with other management disciplines. It is also recommended that learning institutions involve the events industry in marketing and supporting the qualification. This will ensure that only those who are qualified and sufficiently professional, will be able to handle pressure situations and be filtered into the events industry.

Recommendation 4

The Collins dictionary defines the word 'acceptable' as tolerable, good enough and adequate.

According to statistics presented, 43.4% agreed and 30.7% strongly agreed with this statement, which leads to a positive result of 74.1%.

However, as a result of the interviews conducted with ND: Tourism Management and ND: Public Relations Management students, and after consulting the results of those in disagreement, the following recommendations could assist the ND: Events Management to increase its acceptability in education and training.

- More access to the media and writing to the media;
- A better understanding of the food and beverage industry ,particularly the wine industry, is necessary;
- More education and experience on health and safety issues, including safety regulations; and
- Events should be conducted on a small scale in all management disciplines so that learners can apply what they have learned throughout the academic year.

Recommendation 5

The Events Management, Tourism Management, Public Relations Management and Sports Management programmes offer learners opportunities to be involved with events within Cape Town and the broader Western Cape area. An example of this was the Management Seminar for the Events Industry in Cape Town with the South African Association for the Conference Industry (SAACI), which was held on the 4 November 2008.

Learners at 1st year level are introduced to hosting their own event, for example, Events Management 1 students hosted the Homemakers Over

CPUT edition on the 18 October 2008, and were evaluated on planning and execution of the event.

Event Management second years hosted a soccer tournament at Wynberg St Johns ground. The second years were evaluated on planning and execution, as well as risk and safety factors. When learners graduate and form part of the industry; they would have gained valuable experience.

In spite of this, it is recommended that event industry professionals and organisations should become involved with CPUT either, as guest lecturers that pour their wealth of knowledge and experience on young , potential event practitioners or allow learners at CPUT to be involved in hosting events so that they gain experience from a corporate perspective.

Recommendation 6

According to responses to the statement 81.5% agreed that, Course: ND: Events Management contributes to an expansion of knowledge. The researcher agrees with the above statement, but believes that knowledge refers not only to the intellect of an individual, but also to the development of the individual.

Upon consulting several academic books, it must be noted that owing to the fact that Events Management is a young industry, academic literature is hard to find.

Most of the literature is focuses on the event itself, as well as the principles of event organising. It is recommended that future academic literature should include educating event practitioners on how to handle conflict, diversity and stress management. This is supported by EMBOK in Chapter Three of the literature study, found under the human resources element in the administration domain. These skills are vital considering that event practitioners not only work on managing the project, but work with people as well.

Recommendation 7

This statement, Course ND: Events Management contributes to sustainable development of Events Management, not only deals with CPUT's involvement, but the entire tourism industry. CPUT's involvement places events practitioners in environments where they are capable of performing. In doing so, they minimise risk and increase abilities of professionals to work on an international standard as well.

If the events industry cannot sustain itself as a separate discipline within the tourism industry, the CPUT qualification, ND: Events Management would cease to exist. It is recommended that the tourism industry should ensure that they promote South Africa as a leisure and business capital so that potential clients are always interested and professionals are able to sustain development of Events Management.

Recommendation 8

Due to the fact that Events Management is a specialist profession, there is a niche market in which they can operate. Sporting events alone generate much interest and income globally. CPUT, therefore, indirectly contributes to this economic growth by providing professional event managers.

Over the years the event sector has experienced considerable growth and continues to grow. Because events are short lived, they extend the tourism season which results in additional revenue for the destination (Tassiopoulos 2005: 2-12).

In terms of employment creation, CPUT provides education for the nation; this education leads to empowerment, making learners employable. CPUT provides learners with the necessary skills to become entrepreneurs by using their skills and knowledge to start up event organisations and companies, where they will be in a position to employ others as well.

It is recommended that CPUT continues to encourage learners, and harness their entrepreneurial skills so that the ND: Events Management contributes to economic growth in the second economy.

Recommendation 9

Knowledge and application of the knowledge or skills of applied knowledge remain with learners. Time management, financial management (budgeting) planning, organising, leading, controlling and people orientated skills, are all skills that event managers require in order to be successful. Over and above the skills mentioned here, events managers should be well-organised, flexible and dynamic in an ever-changing environment.

All of the above are life or ongoing skills that will only be harnessed and honed through work and life experiences, not only at CPUT in the form of practicals, but in their professional capacity as well.

In order for life long learning to be ensured, it is recommended that CPUT and other recognised bodies ensure that qualified event practitioners attend refresher courses every 2-3 years; this will ensure greater professionalism and quality amongst practitioners within the events industry, and be in line with recommendations formulated and enforced by ISES in Chapter Three.

Recommendation 10

Internationally recognised as an emerging profession and after several event organisations approaching the institution, CPUT considered legislative requirements and constructed a course, which is able to deliver multi-disciplinary skills for any type of event in any type of environment.

In a letter to Deborah Johnson, HOD: Tourism, Dimitri Tassiopoulos (18 August 2006), states that the events industry is one of the fastest growing industries and will require highly trained individuals who should be able to cope with stresses of the industry.

He acknowledged the qualification of the ND: Events Management at CPUT and hoped that the course met training and educational needs that are necessary in the Travel and Tourism industry.

It is recommended that since the qualification is new and the industry is young, CPUT stands at the forefront of formulating real life case studies based on expertise and experiences from an academic perspective, which would benefit scholars and researchers alike. In this way, the needs of CPUT, the events industry and event practitioners are met.

Recommendation 11

Elizabeth Walters, Deputy Director: Tourism Human Resources Development, 17 August 2006, stated in a letter to Deborah Johnson, HOD Tourism CPUT:

'Meetings, incentives, conferences and events (MICE) has become a growing area of the tourism industry and a valuable contributor to tourism's success as an economic sector. As the industry expands, there is a need for event management business that can offer professional and valuable service.

....We anticipate that the course will make a positive contribution to establishing the Western Cape as a world class business tourism destination...

The Directorate wishes to express support for the development of the ND: Event Management programme. '

Events is a specialist multi-disciplinary profession. It is recommended that relationships with practitioners and stakeholders should continue so that it may be proactive, sustainable and appealing to future students.

6.4 CONCLUDING REMARKS

In 2005 the Cape Town Convention Centre approached CPUT and enquired about programmes that are offered specifically for events. At this particular time the only qualification, which is sufficiently multi-disciplinary and skilled to accommodate such a sector, was Public Relations Management; however, this discipline did not want this label as they consider the public relations programme as a specialist communication profession.

After endless research and international studies to obtain a structure for the course, Deborah Johnson, HOD: Tourism and Beryl Liebetrau, lecturer GCM, under the guidance of Professor M.S. Bayat and financial guidance of Daan De Goede, Director GCM; the ND: Events Management achieved its accreditation from SAQA in 2006 and was implemented in 2007.

Thus began the separation of Events Management from Tourism Management into a discipline on its own; with its own unique niche market.

This thesis has covered all theoretical aspects of the tourism industry, concepts of tourism management and events, as well as an overview of the events industry in South Africa.

The role of CPUT as a higher learning or tertiary institution was cemented by explaining how the ND: Events Management was approved and all legislative steps that the institution had to consider to obtain accreditation from the NQF and SAQA.

Relationships of all disciplines that are linked to Events Management was explored, as well as an overview of the governing bodies, EMBOK and ISES.

Perhaps further elaboration as to why CPUT, as a higher learning institution, practitioners, stakeholders and government should bother with events is required.

According to Getz (1995: 151-154), developing nations, such as South Africa should take the following into account:

- Support services: it is difficult for developing nations to capitalise on event tourism. Intelligent marketing support systems should be shared with other destinations;
- Quality: training is necessary, and should be planned as carefully as an event portfolio or evaluation research. This can only be achieved if centres for learning produce qualified, experienced professionals who are able to cope with multi-faceted events in all destinations;
- Organisation and leadership: particularly when bidding for events;
- Marketing management: destinations should be marketed in such a way that event tourism can create value added experiences for all visitors;
- Destination attractiveness: events can be used to stress unique resources and themes that make the destination worth the cost and effort;
- Capacity: this refers to physical space, services and basic resources which are required to host events.

The Western Cape is a leading leisure and business destination internationally. In future, it will be increasingly difficult for South Africa to host events without qualified professionals; the risk not only in reputation, but economically, is too great.

So what does the future hold for the Events Management?

An event generates profits and is an economic driver for industries in any sector, whether hospitality or sport. The hospitality industry is expected to generate more income from hosting events, for example, conferences and weddings than from a set or *a la carte* menu.

With the Ms. World beauty pageant being held in South Africa, as well as the biggest sporting extravaganza in 2010, one thing is for certain- if one has an event coordinator, one can host any event.

With all of the above mentioned and with overwhelming statistical proof, there should be no doubt that the discipline of Events Management is justified as a separate discipline in South Africa.

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APPENDICES

Appendix 1:

QUESTIONNAIRE WITH ACCOMPANYING LETTER

Appendix 2:

LIST OF FREQUENCIES

Appendix 3:

LETTER FROM LANGUAGE PRACTITIONER

Appendix 4:

LETTER FROM REGISTERED STATISTICIAN

Appendix 1: QUESTIONNAIRE WITH ACCOMPANYING LETTER

53 Worcester Road
Walmer Estate
WOODSTOCK
7925
September 2008

Dear Colleague

SURVEY REGARDING A THEORETICAL ANALYSIS OF DEVELOPMENT OF EVENTS MANAGEMENT AS A SEPARATE DISCIPLINE IN SOUTH AFRICA

Your kind cooperation, as part of a randomised sample, survey is sought for the completion of a questionnaire, which is part of a survey to assess development of Events Management as a separate discipline in South Africa. The information you provide will assist the researcher to assess and evaluate justification of Events Management as a separate discipline.

The questionnaire has been prepared in such a way that it requires minimum time to complete. Responses to various statements will inform the eventual outcome of the research.

All information will be treated as strictly confidential, while respondents will remain anonymous as results are reported within the research. In the interest of confidentiality, no biographical details will be requested.

Should you wish to further enquire about the questionnaire or the research project, please feel free to contact Ms. Nida Hendrickse on 0825672684.

The purpose and objectives of this investigation is to determine the importance of the industry of Events Management; to understand to what extent the Events Management discipline has impacted the Western Cape; and to determine whether Events Management should be a separate discipline.

I would appreciate the completed questionnaire by the end of October 2008.

Your cooperation and assistance is much appreciated.

Thank you

Researcher

Nida Hendrickse
Email: hendricksen@cput.ac.za

Supervisor

Prof Bayat
Email: bayatm@cput.ac.za

Tel: 021 460 – 4225 Fax: 021 460 3716 Email: hendricksen@cput.ac.za

SURVEY

AMONG SELECTED EVENT PRACTITIONERS, EVENT MANAGEMENT STUDENTS; PUBLIC RELATIONS STUDENTS, TOURISM MANAGEMENT STUDENTS; SPORTS MANAGEMENT STUDENTS AND HOSPITALITY MANAGEMENT STUDENTS

AS PART OF A RESEARCH PROJECT TITLED:

THEORETICAL ANALYSIS OF DEVELOPMENT OF EVENTS MANAGEMENT AS A SEPARATE DISCIPLINE IN SOUTH AFRICA

SEPTEMBER 2008

Tel: 021 460 4225 Fax: 021 460 3716 Email: hendricksen@cput.ac.za

SECTION A

1. Please indicate your field of study in the appropriate block. (X)

Event Practitioner/ Freelancer	Event Management Student	Tourism Management Student	Public Relations Management Student
Sport Management Student	Hospitality Management Student	Other	

2. Please indicate your year or level of study.

1 st year	2 nd year	3 rd year	Btech
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3. Please indicate whether full- time or part-time.

Full- time (FT)	Part- time (PT)
-----------------	-----------------

4. If FT, please indicate if you do any part-time work.

Yes	No
-----	----

5. If your answer to Question 4 is positive, please indicate the type of work and where you work.

--

6. If you are a part-time student, please indicate the industry in which you work.

--

SECTION B

As an Event Practitioner/ Event Management Student/ Tourism Management Student/ Public Relations Management Student/ Hospitality Management Student/ Sports Management Student, indicate your level of agreement to the following statements.

LEGEND:

1. Strongly Disagree; 2. Disagree; 3. Undecided; 4. Agree;
5. Strongly Agree

PLEASE CROSS (X) THE APPROPRIATE COLUMN PER STATEMENT

Statement	1	2	3	4	5
1. The Event industry is diverse.					
2. The Event industry should be viewed as a serious business.					
3. Events Management has become a sought-after profession.					
4. CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management.					
5. CPUT develops professionals in the discipline of Events Management.					
6. The Course ND: Events Management contributes to an expansion of knowledge.					
7. The Course ND: Events Management contributes to sustainable development of Events Management.					
8. The Course ND: Events Management contributes to economic growth and employment creation within South Africa.					

9. CPUT encourages the concept of life-long learning.					
10. CPUT has created an ND: Events Management that is needs driven.					
11. CPUT, together with event practitioners and stakeholders, created a qualification, which justifies the development of Events Management as a separate discipline in South Africa.					

Thank you for your cooperation and assistance

Researcher

Nida Hendrickse
 Email:hendricksen@cput.ac.za

Tel: 021 460 4225 Fax: 021 460 3716 Email: hendricksen@cput.ac.za

Appendix 2: LIST OF FREQUENCIES

Please indicate the field of study.

		Field			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Events	37	19.6	19.6	19.6
	P.R	29	15.3	15.3	34.9
	PR	4	2.1	2.1	37.0
	Sport	15	7.9	7.9	45.0
	Tourism	104	55.0	55.0	100.0
	Total	189	100.0	100.0	

Please indicate the year or level of study.

		Study/Year			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1st	92	48.7	48.7	48.7
	1ST	2	1.1	1.1	49.7
	2nd	46	24.3	24.3	74.1
	3rd	47	24.9	24.9	98.9
	4th	1	.5	.5	99.5
	Btech	1	.5	.5	100.0
	Total	189	100.0	100.0	

Please indicate whether full-time (FT) or part-time (PT).

FT/PT					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FT	174	92.1	92.1	92.1
	PT	15	7.9	7.9	100.0
	Total	189	100.0	100.0	

If FT, please indicate if you do any part-time work.

PT Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		5	2.6	2.6	2.6
	No	131	69.3	69.3	72.0
	NO	2	1.1	1.1	73.0
	Yes	51	27.0	27.0	100.0
	Total	189	100.0	100.0	

If answer to Question 4 is positive, please indicate the type of work and where you work.

Type Work				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	137	72.5	72.5	72.5
ABSA	1	.5	.5	73.0
Administration	1	.5	.5	73.5
Assistant/CPUT	3	1.6	1.6	75.1
BAXTER THEATRE	1	.5	.5	75.7
Boardman's	1	.5	.5	76.2
Butchery	1	.5	.5	76.7
CALL CENTRE	1	.5	.5	77.2
Catering	1	.5	.5	77.8
CCC	1	.5	.5	78.3
CTICC Amanzi Blue	1	.5	.5	78.8
Customer Services	1	.5	.5	79.4
Edgar's	1	.5	.5	79.9
Edgar's	1	.5	.5	80.4
Edgar's, Waterfront	1	.5	.5	81.0
Events Practitioner	13	6.9	6.9	87.8
Guess	1	.5	.5	88.4
Hospitality: Mount Nelson	1	.5	.5	88.9
Kingpin Advertising	1	.5	.5	89.4
Kirstenbosch Gardens	1	.5	.5	89.9
OGILVI	1	.5	.5	90.5
Pick 'n pay	2	1.1	1.1	91.5
Promotion	1	.5	.5	92.1
Promotions	1	.5	.5	92.6
Receptionist Canal Walk	1	.5	.5	93.1
Retail	1	.5	.5	93.7

RETAIL	1	.5	.5	94.2
Sales Ass. YDE	1	.5	.5	94.7
Service	1	.5	.5	95.2
Service	1	.5	.5	95.8
Trainer, Planet Fitness	1	.5	.5	96.3
Video store	1	.5	.5	96.8
Videographer	1	.5	.5	97.4
Virgin Active	1	.5	.5	97.9
Vodacom	1	.5	.5	98.4
WAITRESSING	1	.5	.5	98.9
Woolworths	2	1.1	1.1	100.0
Total	189	100.0	100.0	

If you are a part-time student, please indicate the industry in which you work.

Type Industry				
	Frequency	Percent	Valid Percent	Cumulative Percent
	184	97.4	97.4	97.4
Airline	1	.5	.5	97.9
Economic Development and Tourism	1	.5	.5	98.4
Events Management	1	.5	.5	98.9
Not working	1	.5	.5	99.5
Travel	1	.5	.5	100.0
Total	189	100.0	100.0	

The event industry is diverse.

The Event industry is diverse.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	5	2.6	2.6	3.2
	Undecided	14	7.4	7.4	10.6
	Agree	98	51.9	51.9	62.4
	Strongly Agree	71	37.6	37.6	100.0
	Total	189	100.0	100.0	

The event industry should be viewed as a serious business.

The event industry should be viewed as a serious business.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.1	2.1	2.1
	Disagree	4	2.1	2.1	4.2
	Undecided	15	7.9	7.9	12.2
	Agree	93	49.2	49.2	61.4
	Strongly Agree	73	38.6	38.6	100.0
	Total	189	100.0	100.0	

Events Management has become a sought – after profession.

Events Management has become a sought - after profession.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	7	3.7	3.7	4.8
	Undecided	27	14.3	14.3	19.0
	Agree	108	57.1	57.1	76.2
	Strongly Agree	45	23.8	23.8	100.0
	Total	189	100.0	100.0	

CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management.

CPUT, as a higher learning institution, provides acceptable education and training in the discipline of Events Management.					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	3	1.6	1.6	2.6
	Undecided	44	23.3	23.3	25.9
	Agree	82	43.4	43.4	69.3
	Strongly Agree	58	30.7	30.7	100.0
	Total	189	100.0	100.0	

CPUT develops professionals in the discipline of Events Management.

CPUT develops professionals in the discipline of Events Management.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	3	1.6	1.6	2.6
	Undecided	40	21.2	21.2	23.8
	Agree	91	48.1	48.1	72.0
	Strongly Agree	53	28.0	28.0	100.0
	Total	189	100.0	100.0	

Course The ND: Events Management contributes to an expansion of knowledge

Course The ND: Events Management contributes to the expansion of knowledge.					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	.5	.5	.5
	Disagree	3	1.6	1.6	2.1
	Undecided	30	15.9	15.9	18.0
	Agree	95	50.3	50.3	68.3
	Strongly Agree	59	31.2	31.2	99.5
	45	1	.5	.5	100.0
	Total	189	100.0	100.0	

Course The ND: Events Management contributes to sustainable development of Events Management.

Course The ND: Events Management contributes to sustainable development of Events Management.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.1	1.1	1.1
Disagree	1	.5	.5	1.6
Undecided	34	18.0	18.0	19.6
Agree	97	51.3	51.3	70.9
Strongly Agree	55	29.1	29.1	100.0
Total	189	100.0	100.0	

Course The ND: Events Management contributes to economic growth and employment creation within South Africa.

8. Course The ND: Events Management* contributes to economic growth and employment creation within South Africa.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.1	1.1	1.1
Disagree	2	1.1	1.1	2.1
Undecided	38	20.1	20.1	22.2
Agree	85	45.0	45.0	67.2
Strongly Agree	62	32.8	32.8	100.0
Total	189	100.0	100.0	

CPUT encourages the concept of life-long learning.

CPUT encourages the concept of life-long learning.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	4	2.1	2.1	3.2
	Undecided	43	22.8	22.8	25.9
	Agree	81	42.9	42.9	68.8
	Strongly Agree	59	31.2	31.2	100.0
	Total	189	100.0	100.0	

CPUT has created a ND: Events Management course, which is needs driven.

CPUT has created a ND: Events Management course, which is needs driven.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	6	3.2	3.2	4.2
	Undecided	44	23.3	23.3	27.5
	Agree	85	45.0	45.0	72.5
	Strongly Agree	52	27.5	27.5	100.0
	Total	189	100.0	100.0	

CPUT, together with event practitioners and stakeholders, created a qualification, which justifies development of Events Management as a separate discipline in South Africa.

CPUT, together with event practitioners and stakeholders, created a qualification, which justifies development of Events Management as a separate discipline in South Africa.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.1	2.1	2.1
	Disagree	2	1.1	1.1	3.2
	Undecided	42	22.2	22.2	25.4
	Agree	90	47.6	47.6	73.0
	Strongly Agree	51	27.0	27.0	100.0
	Total	189	100.0	100.0	

Appendix 3: LETTER FROM LANGUAGE PRACTITIONER

17 December 2008

Dear Sir/Madam

This serves to confirm that I have proofread and edited the thesis entitled "*Theoretical Analysis of the development of Events Management as a separate discipline in South Africa*", and that the candidate has been advised to make the necessary changes.

Thank you.

Yours faithfully

Shamila Sulayman

(Ms) Shamila Sulayman
Communication Lecturer
Department of Management and Project Management
Faculty of Business
Cape Peninsula University of Technology

Appendix 4: LETTER FROM REGISTERED STATISTICIAN

To whom it may concern:

Nida Hendrickse (Student Number 200702696) – MTech dissertation

The statistical analyses of the data in this research project have been done by me, using SPSS 16. My function was not to be involved in the interpretation thereof – that should be the student's own work.

C Uys.

Corrie Uys, M.Sc (Statistics)

