

# A Critical Analysis of Event Management and Tourism in Nigeria an: Overview

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**Abstract:** *Tourism in Nigeria is bedeviled by myriads of problems, major among other problems is effective management. Throughout history, in cultures all over the world, people have gathered to celebrate for numerous different reasons and events have always been a central element of human society. Even though events have been an integral part of human nature for thousands of years, it has only recently developed into a real business. It has become a part of the tourism industry as a key element of special interest in tourism, and around the world, units for event tourism are increasingly being established within tourist organizations. Unfortunately, the tempo is not sustained because of 'Nigerian factor'. Many problems were identified as militating against event management. The study which was qualitative in nature made a broad overview of different types of events available in Nigeria tourism. Different management strategies were suggested by the paper which if taken into consideration will sustain tourism in Nigeria.*

**Keywords:** Event, Tourism, Management, Government

## 1. INTRODUCTION

Tourism as an industry and discipline does not only have to do with the accommodation, catering, transportation, entertainment, visitor attractions (i.e. theme parks, amusement parks, sports facilities, museums, natural attractions, etc.), but also events through event tourism, which is an area of tourism yet to be harnessed (Omoregie, 2012). In recent times, events have become popular as a means of entertainment and social interactions in urban and rural towns. It has spurred various individuals and corporate bodies into an event organization and management in order to exploit its economic and socio-cultural benefits. Events are celebrated daily in different parts of the world in different forms and for different reasons, either as festivals, meetings, conventions, trade exhibitions and fairs.

Throughout history, in cultures all over the world, people have gathered to celebrate for numerous different reasons and events have always been a central element of human society. Even though events have been an integral part of human nature for thousands of years, it has only recently developed into a real business. It has become a part of the tourism industry as a key element of special interest in tourism, and around the world, units for event tourism are increasingly being established within tourist organizations. As the phenomenon has grown into becoming a possibility of doing business, numerous opportunities for professionalism have come to exist and event organizing firms are popping up everywhere (Gertz, 2004).

Since the dawn of time, human beings have found ways to mark important events in their lives: the changing of the seasons, the phases of the moon, the eternal cycle of birth, death and the miraculous renewal of life each spring. Today, events are central to culture as perhaps never before. Increase in leisure time and discretionary spending have led to the proliferation of public events, celebrations and entertainment. Governments now support and promote

events as part of their strategies for economic development, nation\_ building and destination marketing. Corporations and businesses embrace events as key elements in their marketing strategies and image promotion. The enthusiasm of community groups and individuals for their own interests and passions gives rise to a marvelous array of events on almost every subject and theme imaginable (Bowdin, Allen, O'Toole, Harris & McDonnell 2006). The word "event" encompasses anything attracting to an audience by appealing to specific tastes, desires or needs, and has been used to define that which is extraordinary in popular culture (Swart and Smith Christensen, 2005). According to Bowdin et al (2006,p.15), events are special rights, presentation, performance or celebration which is continuously planned and created in order to mark special events and/or to achieve special social, cultural or corporate aims and targets. Getz defines event tourism from two perspectives: as tourist attractions, if planned, developed, and marketed as such, and on the other hand, as a segment of the market where people travel to attend events and can be motivated to do so (Getz 1997; in Engblom, 2010).

However, objectives of events could be any of economic, socio-cultural, or political. Most events, even not-for-profit events, have economic aims, although these might not be the overriding priority. Much of the appeal of events is that they are never the same, and you have to be there to enjoy the unique experience, if you miss it, it is a lost opportunity. The meaning of events may vary according to views held by different scholars. The Businessdictionary.com defines "event" as Occurrence happening at a determinable time and place, with or without the participation of human agents. It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence (businessdictionary.com/definition/event). The event is seen as anything that happens, especially something important or unusual. Freedictionary.com sees an event as something that

happens at a given place and time (thefreedictionary.com/event). The word “Event” is defined as a “celebration or display of some theme to which the public is invited for a limited time only, annually or less frequently” (Getz, 1997, p.28 in Presbury & Edwards, 2005). Events can be of any size, from huge pop festivals or Formula One car races attracting thousands of spectators, down to primary school sports attracting only a handful of people. Getz (1997), states that events are temporary occurrences, either planned or unplanned, and they usually have a finite length of time which is normally fixed or publicized for planned events. And they can be classified or categorized in different ways on the basis of their size, form, and content.

## 2. TYPES OF EVENTS

### 2.1 Special Event

The word “eventful” implies something important or momentous, which too many people also suggest “special” (Getz, 2004). Goldblatt and Nelson (2001:181 in Presbury and Edwards, 2005) define a special event as “A unique moment in time celebrated with ceremony and ritual to satisfy specific needs.” A special event is dependent on the host preference because what one terms as special event, another may not see as special. Allen et al, (2011) describe a special event as specific rituals, presentations, performances, major sporting activities, corporate functions, trade promotions and product launches. “Special events” is sometimes used to describe the industry, while events industry is increasingly used (Bowdin et al 2006).

Moreover, context makes some events special to their organizers or guests, and it is quite possible that organizers and customers will not agree on the “specialness” of an event (Getz, 2004). Consequently, they use two definitions as defined by Getz (2004); A special event is a one-time or infrequently occurring event outside the normal program or activities of the sponsoring or organizing body; and to the customer or guest, a special event is an opportunity for an experience outside the normal range of choices or beyond everyday experience. These are good working definitions, but they fail to do justice to the meaning of “specialness”. This is why Getz argues that the attributes that he believes creates the sense of specialness are the festive spirit, uniqueness, quality, authenticity, tradition, hospitality, theme, and symbolism. It is clear from the above discussion that whether an event is special or not, depends on the viewpoint of the practitioner or the person experiencing the event, or indeed the author, researcher or student in the field.

### 2.2 Hallmark Event

The term ‘hallmark events’ refer to those events that become so identified with the spirit or ethos of a town, city or region that they become synonymous with the name of the place, and gain widespread recognition and awareness (Bowdin et al, 2006). This term can hold a variety of connotation. Graham, Goldblatt and Delpy (1995:69 in Getz,

2004) referred to hallmark sports events as being those that mark an important historical anniversary. Ritchie (1984:2 in Getz, 2004) defines them as major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long-term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention. “Hallmark” refers to a symbol of quality or authenticity that distinguishes some goods from others, or pertains to a distinctive feature or a sign of excellence, high quality or a distinguishing feature. Bowin et al (2006) further state that classic examples of hallmark events are Carnival in Rio, known throughout the world as an expression of the Latin vitality and exuberance of that city, the Tour de France, the Oktoberfest in Munich, Germany and the Edinburgh International Festival in Scotland. These events are identified with the very essence of these places and their citizens, and bring huge tourist revenue as well as a strong sense of local pride and international recognition.

Getz (2004) notes that “Hallmark” describes an event that possesses such significance, in terms of tradition, attractiveness, quality or publicity, that the event provides the host community or destination, with a competitive advantage. An illustration that best explains Getz view of a hallmark event is the Igue Festival celebrated by the Binis in Edo, Nigeria, which possesses significance in terms of tradition (it is an age long event that has been celebrated for centuries), attractiveness (the festival attracts guests from far and near as it is during this period a lot of devotees pay homage to the Oba of Bini kingdom), and quality or publicity (the publicity for the famous Igue Festival runs through television and radio stations for a minimum period of 2 months before the commencement of the festival, as such, it draws huge publicity). The festival is the major festival of the Bini kingdom and has helped a great deal in publicizing the host region, bringing about various economic, political and social benefits.

Hall (1992) is of the view that hallmark tourist events are major fairs, expositions, cultural and sporting events of international status, which are held on either a regular or a one-off basis. Another example of a hallmark event in Nigeria is the Osun Oshogbo festival and the Calabar carnival which are periodically celebrated in Osun and the Cross River States of Nigeria, respectively.

### 2.3 Mega-Event

From the word “Mega”, which means something big, large, or huge, one could tell what sort of event falls under this category. A mega event is one which draws a multitude, or attracts people from different cultures, and countries. Events that could possibly earn this prefix could be sporting events like the Olympics, football World Cup, among others. An example of such events is the Sochi 2014 Olympics. It is regarded as a mega event because of the crowd it draws to its host venue.

Certainly, World's Fairs and the Olympics are big enough to earn the prefix "Mega", but what about annual festivals or political campaigns? (Getz, 2004). Marris (1987 in Getz, 2004), summarizing a conference of the International Association of Tourism Experts that was themed on the subject of mega-events and mega-attractions, noted that mega-events can be defined by reference to their volume of visitors, their cost, or by psychological criteria. Their volume should exceed one million visitors; their capital cost should be at least five hundred million dollars, and their reputation should be that of a 'must see' event. Marris (1987) thinks that the key to getting mega-events through the political approval process is the prestige factor. Others might prefer a definition that stresses the economic impacts of the event, rather than its costs, size, or image. Vanhove and Witt (1987 in Getz, 2004), in the same conference, stresses that a mega-event must be able to attract worldwide publicity. So an event can be a 'mega' success if it generates exceptional levels of coverage or fosters a strong positive image among key target segments. The definition of mega-events will, therefore, always remain subjective. It is really more a question of the relative significance of an event, rather than any particular measure of size. To summarize, 'mega-events, by way of their size or significance, are those that yield extraordinarily high levels of tourists, media coverage, prestige or economic impact to the host community, venue or organization' (Getz, 2004).

#### 2.4 Media Events

According to Getz (2004), some events might never attract large numbers, but still, generate enormous exposure through media coverage. These 'media events' are gaining popularity, especially through the power of television and internet coverage to reach global or very large targeted audience. Examples are sports events in which live viewing is impractical, but television appeal is high. Media events are created primarily for live and/or delayed broadcast (television and internet) as opposed to those held for large spectator audiences. A media event which is also known as a 'pseudo event' is an event or activity that exists for the sole purpose of media publicity.

A media event may also include any event that is covered in the mass media or hosted largely with the media in mind. The idea of hosting media events may centre on news announcement, corporate anniversary, or a press conference, in respect of a major media event or planned events like speeches or demonstrations. Instead of paying for advertising time, a media or pseudo-event seeks to use public relations to gain media and public attention.

#### 2.5 Corporate Event

According to O'Toole and Mikolaitis (2002; in Getz, 2004), the corporate event planner or manager might reside in marketing, corporate communications, or human resources departments. A corporate event can be defined as a gathering sponsored by a business for its employees, business partners, clients and/or prospective clients. These events can be for larger audience, such as conventions or

smaller events like conferences, meetings or holiday parties. It can be seen as private events held by corporations or businesses for their staff, clients or stakeholders of the organization. These events can be for large audiences such as conventions and conferences, or smaller events, such as retreats, holiday parties or even private concerts. The event professionals must understand how their events fit with the corporate culture and are affected by corporate politics.

#### 2.6 Cause-Related Event

As the name implies, this is an event spurred by a certain factor, usually finance. It is a form of the event conducted by organizations either governmental or non-governmental with the sole aim of fundraising. According to Getz (2004), this term refers to any event produced for the financial or political, charity or other social or political cause. Many charitable and even governmental organizations hold events to raise money or generate support for a social or political cause. In classifying an event as 'cause related', the program is less important than the intended outcomes (Getz, 2004). Events held for such purposes may include the end of the year party celebrations by some organizations usually meetings, it is often used as a medium of getting new members as well as the raising of the fund for the organization to help sponsor collective projects.

#### 2.7 Publicity Event (or 'stunt')

Publicity events are events designed to increase public interest in or awareness of something, usually a destination site. Any type of event can be exploited for publicity. This is one major reason many corporations sponsor events. This is a kind of event significant to attract a large number of people as well as the media. Such events are usually televised either as a live event or otherwise. Sporting events could as well be seen as a publicity event as it attracts of media attention as well as spectators.

#### 2.8 Periodic Event

Periodic events are those events that are held regularly but in different locations. It has to do with events that occur after a fixed period of time at regular intervals like festivals (i.e. New Yam festival, etc), Carnival (i.e. The Calaber Carnival, etc.) all celebrated at particular periods every year. More so, exhibitions of museums in remote areas may be regarded as a one-time event as such may not be repeated in the location again.

### 3. CLASSIFICATION OF EVENTS

The above discussed types of events can be classified according to their nature and purpose. Most of the events cut across more than one class of events due to their nature and purpose. For example, the sporting events fall under the category of Mega Events, Publicity events as well as One-time events. This is so because it is one form of tourism (sports tourism) that attracts many spectators from all walk of fall. It does so because it is an event occurring all year round under different umbrellas which are highly competitive. According to Shank (1999, 11-12,173.) "The sports industry exists to satisfy the needs of the three distinct

types of consumers: spectators, participants and sponsors.” Below are the major classes of events;

**3.1 Cultural celebrations/events:** These are events that are fully or partly motivated by culture. They are majorly hosted to promote the culture and traditions of the host region. Such events are sometimes mega in nature, periodic and very special in approach.

**3.2 A sports event:** These are events that usually lots of media attentions, a major hallmarks in nature and/or one – time events. Sports tourists and the first of its kind where sport became linked with travel was during the first Olympics in 776BC and it was recorded to have about 40,000 spectators, in the stadiums (Juha, 2010). For sports tourism and sports spectators, the most important part of these are the sporting events. In facts, the event is more or less the beginning of the sports industry. Without the event, many aspects of the sport industry, such as collectibles, season tickets or licensed merchandise would not exist. For passive sports tourist, the sporting event is the reason to follow sporting activities (Shanks, 1999).

**3.3 Private events:** these are personal events held by individual or family members. Such events include marriage

ceremonies, wedding anniversaries, and birthday parties, among others. People use this kind of event to bring friend and families together and/or mark special days in their lives.

**3.4 Education/Scientific Events:** these are events usually held by education organizations either to impact knowledge or celebrate them, Example of such events includes convocations ceremonies, seminars, workshops, matriculation ceremonies, among others. They generally fall under the category of special event and periodic events

**3.5 Political Events:** these are events conducted by the citizen of a country, state or local government vying for one political event may come in the form of rallies, inaugurations among others. They are mainly carried out to create awareness.

**3.6 Business Events:** these are event carried out for business purposes. They are either carried out to raise funds or exhibit business product. Example includes trade fair, publicity events, fund-raising events, conference, among other.

<b>CULTURE CELEBRATION</b> Festival Carnival Religious events Heritage Commemorations	<b>SPORT EVENTS</b> Professional Amateur	<b>PRIVATE EVENT</b> Personal Celebration Anniversaries Family holiday Rites de passage Special Events Parties, galas Reunions
<b>ART/ENTERTAINMENT</b> Concerts Other performance Exhibits Award ceremonies	<b>EDUCATION AND SCIENTIFIC</b> Seminars, workshops clinics Congresses Interpretive events	
<b>BUISNESS/ TRADE</b> Fair, markets sales Consumers and trade show, Expositions meetings and conference publicity events fund-raiser events	<b>RECREATIONAL</b> Games and sports for fun Amusement events	
	<b>POLITICAL/STATE</b> Inaugurations, Investitures, vip visits Rallies	

(Source: Getz 1999, p.7)

#### 4. SIGNIFICANCE OF EVENTS

It is necessary to look at the significant of these events for a better understanding of its value to society. Hall (1992, p88) notes that “ event can be used as “both the macro-political level’s to enhance the image and ideology or strengthen the position of the elites within local or regional power structure” events can provide the measure of the flow of money and other ‘ positives into a community that would not otherwise have occurred. It could have:

- A direct impact on the local economy through direct spending by visitors

- An indirect impact (multiplier effect) as direct spending leading to further rounds of spending, income generation, and employment
- Induced impacts through future spending, tourism, long-term employment growth, etc (adapted from *UK Department of state and Regional Development main street/small town program*)

Events entertain locals and provide recreational activities in and out of seasons for visitors. Media coverage generate by events help destination build confidence and a positive image in the tourism market place. The more an event is seen by its host community’s as emerging from within rather than being have been imposed on them, the



greater the community's acceptance of the event. Events have become popular as a means of entertainment and social interaction in the urban and rural towns. They are a means of generating pride and a sense of place. This order spurred various societies into an event organization and management in order to exploit its economic and social-culture benefits through tourism, for meaningful development in their areas

#### 4.1 What is Event Tourism?

Tourism management has to do with the tourism development based on analyzing the behavior and motivation of all kinds of tourists. On the other hand event management deals with event marketing, design, and managing of an event. Moreover, it tries to understand the event experiences and to manage them. Event tourism is in the middle of two sectors. It aims at full exploitation of the capabilities of event in order to achieve tourism development for host communities (Getz 1999, p.16). Event planners need to take into account all the details of event management and make a significant research on managing the event from the tourism perspective. Ghazali (in Collins and Minnis, 2007), states that event tourism is a systematic planning and marking of festival and special events as tourist attraction, image-maker, catalysts for infrastructure and economic growth and animators of built attraction. Tassiopoulos (2005, p.16) define event tourism attraction" as the systematic literature to describe a destination development and marketing strategy to realize all the potential economic benefits of event (Getz, 2004). Getz defines event tourism from two perspectives: firstly, secondly, he argues that tourism is segment of the market where people travel to attend events and can be motivated to do so. (Getz 1997, in Susanna Engblom, 2010).

#### 4.2 What is Event Management?

"Events management" encompasses the planning and production of all type s of events, including meetings and convention, exhibition, festivals and other culture celebrations, sport competition, entertainment spectaculars, private functions and numerous other special events (Getz, 2004). It is the applied field of study and area of profession practice devoted to the design, production, and management of planned events, encompassing festival and other celebration entertainment, recreation , political and state, scientific, sport and arts event those in the business and cooperate affair (including meetings, conventions, fairs and exhibitions), and those in the private domain (including rites of passage such as wedding and parties and social event for affinity group) (Getz, 2007). According to the event business academy, event management is the coordination running, and planning of the people, teams and features that comes together to create every kind of event. In this context management is seen planning, coordinating, controlling and

resource (human and material resource) in order to properly present an appealing event to the public.

#### 4.3 Event Planning

Events are hardly successful without planning. The greater the amount of time taken at the stage of planning, the better the event will be. As plan are made and worked through, many unprepared for eventualities will disappear, and the outcome will be smooth and well organized. Events are usually done in stage: it starts and end in a scheduled or organized form. It commences from the conception of the idea of hosting the event, through the undertaking of the feasibility study of the event to be achieve, planning stage (which draws across budgeting, financing and delegation of duty to the various stakeholders to be involve at the final stage) and finally the termination stage which either involve the complete project or the failure of the business.

However, planning is the action or process of making plans. It is further defined as an idea or a method that has been thought about in detail and in advance or to decide something in advance. It could also be defined as a forward-looking process which is adopted by an organization or an individual with a view to projecting the future. In this context, planning is seen as a futuristic laid down action towards achieving a set goal. In planning an event, the various stakeholders must be carried along in the process to easily identify any part of such event that may cause a crisis of any form of problem to the tourists, the host, the organization and/ or the government. 'project planning or event planning 'as defined by Getz (2004) is design and implementation of a plan to create a new event, on time and within establish parameters pertaining to resource, venue and impacts planning he said is always future-oriented, focusing on the formulation of goals and the means to achieve them. Goal can be an expression on things that are desire, or to be avoided. While organization engage in planning as a continuous process, one-time event of planning often the use product, the planning process itself is often more important. Planning require the ability to motivate others, and good communication skills. As noted by Oakley and Krug (1991, in Getz, 2004),"an enlightened leader has the ability to get the member of an organization to accept ownership for a vision as their own

More so, planning an event takes a longer period than the event itself. Some events are planned within a short period of time, some takes months and other, for example, the Olympic takes at least a period of four years or more to plan. Consequently, the larger the event the longer the planning duration. The duration used in planning a marriage ceremony or a village festival cannot be the same with that used in planning a national carnival or sport competition. In planning an event factors need to be put into consideration;

- The various stakeholders involved
- The venue of the event
- The targeted audience
- The potential impact of the event
- Financing and budgeting, etc.

### The potential Impact of the Event

Generally, events, especially elaborate ones do have an impact destination either positive or negative depending on the kind of event involved. During the planning process, the team needs to envision possible problems and create course of the action for urgent situation. In order to foresee such possibilities and a SWOT (Strength, Weakness, Opportunity, and Threats) analysis should be carried out “analysis should be carried out in order to Analyse the internal and external environment, including available dates and times, competing events demand and capacity of the market of the market, and potential venue and staff” (Engblom 2010) the organized should be able to analysis complete what edge will event have over other competing events? What could be in place for this particular event to be the choice of tourist? In the same vain, the team should be able to identify various weaknesses and escape effect routes. Identification of opportunities (in the form of employment multiplier effect and other benefit) that comes with as well as what is the threatening this assessment should be used in setting of strategies” (McDonnell et al, 1999, pp.60, 61, 64; Watt, 1998, p.65 in Engblom, 2010)

Some event leaves their footprints wherever they are hosted by either contributing economically, socially, culturally or environmentally to the host community. Culturally, by helping to publicize and promote the culture of the people significantly, event is often celebrations of creativity and cultural uniqueness, local customs, lifestyle, and talents, and can thus have significant cultural impacts. Preservation and revitalization of unique cultural and traditions can be promoted by event, however, commoditization of culture happens when the impact of events have gone too far and the activities of the community are change to suit the expectation of tourist, which may cause communities losing part of their heritage. This may lead to activities of the community losing appeal among tourists as the activities start seeming inauthentic. It is important that cultural integrity is prioritized before the need of tourists (Douglas & Douglas 2001 in Presbury & Edwards 2005) Social impacts can change in value systems, behavior pattern structure of the community, ways, and quality of life host communities, both collectively and individually and positively. Event may enhance identity and prides of a community. On the negative, the way of life may be disrupted because noise, litters congestions, crowding, vandalism, crime and general bad behavior may abound. This can cause an alteration in values and moral, social instability, and lessened sense of safety and security for locals. Tourism may worsen, such a situation and the worst-case scenario would be the local emigrating. (Douglas & Douglas, 2001 in Presbury & Edwards 2005).

Socially, it exposes the host region to some level of social activities “some events leave a social legacy or intangible impacts. The image and awareness of an area or tourist destination may be enhanced. Social integration of an area may be improved and well-being, confidence and pride of a

community may be hosted social legacies may be even positive in the long run than physical legacy’ (Shone & Parry, 2004, p.227; Mc Donnell et al 1999, p.280).

Economic factors constitute part of the reason a good number of community’s hose event. The economic benefit could either come in the form of creation of employment opportunities and/ or sales of souvenirs to guests and tourists which directly or indirectly increase the revenue of the place. The event organizers should take measure to avoid economic leakages, and strategies towards ensuring that the host would be patronized as well as encourage the consumption of local commodities. “The different impact of an event may be both positive and negative. Physical and tangible legacy can be economic cost and benefits for instance, as well as building the facilities. Left for re-use and regeneration in new ownership, perhaps for creating employment and other development result, such as public space, sparks and nature reserves” (Engblom, 2010) “the knowledge about the utilities, environment and nature, along with problem and limitation of the physical legacy is also to be handed over, some physical legacies become facilities for use of future events “ . (Shone & parry, 2004, pp, 225, 226; McDonnell et al, 1999, p 280; Douglas et al. 2001, p, 364 in Engblom 2010.) Engblom(2010) note that the economic benefits are the variable which the success of an event is typically measured. This is true because a successful event will have higher positive benefit than an unsuccessful one. “ A negative economic impact that might strike the locals in increase price and instead of directing resources into benefiting the community, they may be given to infrastructure for the event for instance” (Douglas et al, 2001).

Environmentally, events can cause degradation of the environment and property in the form of pollution and defacing of structure, some events are intended to impact politically and challenge political perspective , attitude or norms, events celebrating alternative lifestyles such as guy pride parade, intend to challenge traditional norms and attitudes and inform about alternative ideologies and image as for ehnacincing a destination’s prestige ( Douglas et al 2001, p.369-370) moreover events may have impact on the tourism environment. It may be a feature in the marketing of destination by being mentioned in tourist information and brochures. Events may as well have the ability to migrate the effect of seasonality in some destinations (Douglas et al 201, p.370)

### 5. FINAN CING AND BUDGETING OF EVENT

In financing, we talk about the money required to provide various resources needed for the project that is the money required to make the event a success. A budget is a plan for allocating resources. It is a plan specifying how resources, especially time and money will be allocated or spent during the course of planning the event is a plan expressed in monetary terms” ( Anthony & Young, 1984, p.357). Managers use the budget to forecast their financial

future, to help set priorities and plan the event and to keep spending within limits (Engblom, 2010). Strategic planning is necessary for significant events because financial matters become more complex as the event progresses. This involves studies on financial feasibility bases on techniques ranging from cost benefit analysis to assessment of tourism multipliers. Despite complex nature, it is necessary for financial plans to match the overall objective of the event (Shone & Parry 2014)

A budget will be the organizers' point of reference and a management tool when aiming for a successful event. A cash flow is also important, especially for events that entail pre-bookings or investments before any revenues can be generated, as accounts payable and receivable need careful attention to prevent failure (Engblom, 2010).

McDonnell et al in Engblom (2010) note that sponsoring and funding bodies want to see the budget statement before they make any decision on supporting any event financially. Well-kept control over finances is significant for any event to be successful. Also financing issues need to be recorded during the planning stage of the event, and at its completion (McDonnell et al 1994; Shone & Parry 2004, in Engblom, 2010). There is the need for the expenditure to be estimated, avoiding underestimation through the process of identification and assessment, also the variable and fixed costs need to be identified and assessment, also, the variable and fixed costs need to be identified earlier in order to state clearly where the point of break-even is reachable. In event planning, fixed costs involve the cost of hiring of Venue, staffing, marketing and insurance, while variable cost takes care of catering, entertainment, accommodation, etc. at the completion of the total costs, it is needful that all fixed, variable, and other possible cost are calculated and included. This would give a genuine picture of the cost that are of the budget (Watt 1998:45; 45, Shone & Parry 2004, in Engblom, 2014).

Moreover, income can be generated in several ways, such as admission fees and other activities that generate revenue like raffles and game, guidebooks and brochures, food and sales stalls, merchandise, transport services and car parks, and selling rights for broadcasting. However, this type of income may not mean profit but may be used for covering costs. Event organized by government agencies may depend on a budgeting park of tax money, and funding for events can be sought from government agencies or official bodies, or sponsor. Public agencies and private foundation can make a grant to support a cause. Local government may give to events that advance community spirit and utility (Getz, 1997). Various agencies may seek to fund events as it may, in the long run be beneficial to their agencies either be government of the agency's goods or services. These agencies may either be governmental or NGOs who have an interest in the event. For example, certain eateries' sponsor and fund park of event either by giving out free food or water to spectator or monetary aid in order that they may gain entrance to sell their products as

well s advertise their products during the event. More so, government agencies like the national commission for museums and monument (NCMM), sometimes sponsor culture events not because there is any benefits for them, but because of their sheer interest in the promotion of cultural heritage of the Nigeria society , "special events may attract sponsor if they have target markets in common *sponsorship* as an effective tools for promotion of products or service for business, and they may get the opportunity to be exposed in media," (Engblom, 2010). McDonnell et al (1999) point out the sponsorship is never a donation and nothing to do with philanthropy, cooperation act as sponsors, as many sponsors are normally unwilling to provide money unless they get something in return, such as fulfilled expectations for support in marketing aims and benefits for their band, business or image. Support in marketing aims and benefits for their brand, business or image role (Watt 1998, p, 51), "sponsorship can be sought in different ways; there are contacting agencies working to match sponsors with cause in need of sponsoring, and bodies relates to trade and business whose aim is to endorse commercial organization in their relationships to seeker of sponsor or benefaction" (Engblom, 2010). Watt (1998) however, points out that relying on being able to find sponsors is risky, "an agreement that ensure benefit for both parties, stating the objective, people responsibility, marketing statement and budget, as well as an evaluation parks of measuring the outcome and impact of the event, is needed "(Shone & Parry, 2004, p.115-118 in Engblom, 2010)

However, with the budget revenue and costs prepared in details and approved by both client and organizing management, serious preparation can start. McDonnell et al 1999) suggest that the budget be divided into sub-budgets and each park of the budget needs a person appointed responsibility. There is a need for the accurate keeping of financial records no matter how insignificant a given financial record might look. All financial transaction needs to be carefully controlled as an integral part of even management business, "control system should, in order to be efficient, stay flexible and economical, be comprehensible and follow organization structure, be quick to pick up variation and direct actions for improvement" (Getz, 2004). "Budgets

Control can alert the organizers have unexpected spending, which may well be legitimate, but if not the organizer have to respond very quickly, as reason could be theft. The rest of the budget, ten needs to be adjusted according to the changes". (Shone & Parry 2004, p. 110-112 in Eblom, 2010).

#### **Venue, Logistics, and Ambience**

Many times, the preparation and development of an event go simultaneously with the planning process, and the further to work progresses, the more resource will be involved. As the budget has been decided upon preparation will go faster as venue, equipment and service can be arranged. Different kinds of support functions will depend

on what the event requires, and they can be organized by the team or be contracted on. The logistics becomes an important Endeavour since such as the preparation are crucial to the success of the event as well as the ambience of the event furthermore, regarding the atmosphere, the elements of the event, such as the venue, catering, entertainment, scenery, and audiovisuals should be kept around the theme. (McDonnell et al 1999, p.246, in Engblom, 2010) even so, at most events, the attendants must create the ambience by their presence **and** involvement. (Shone & Perry 2004, in Egblom, 2010). *Finding the location and venue* is important for the development of the event and McDonnell et al. contend that the venue is an oblivious part of the event themes, as the ambience or perhaps the natural beauty of the venue can be utilized beside the activity that will take place, logistics and objectives of the event need to be considered when opting for the venue. There may be several choices of attractive venue, so the organizers need to check venue and spot which of them matches the requirement of the event, is best priced, and professionally managed. Attention is to be paid to appearance and aesthetics, sound cleanliness of facilities and equipment. Shone and Parry (2004) believe that the first impression of the organizers is likely to be the same as that for the customers. The better kept the facilities are, the easier it makes the job for the event organizing team. The concentration and flow of resources such as equipment, good, service, personnel, and visitor to a certain place at a certain time are the key to the success of the event, and this should be considered when choosing for the event.

And they suggest a logistics system whose element happen chronologically, firstly the supply of customers (marketing ticketing, queuing, and transport) secondly the supply at product (transport, accommodation and artist need) and thirdly the supply of facilities (security, power, water and contractors) needs to be handled systematically. When all supplies are organized, the logistics audience and equipment around the venue, as well as communication, amenities, consumers, VIP and media requirements and emergency procedures. The final element of the event logistics is the shut-down which include removal cleaning and contract acquittal (McDonnell at el 1999 p.21 in Engblom, 2010)

Engblom, is of the view that each department of event organizing team will be responsible for getting supplies to the right places at the right time, so as to get the whole entity in order. A list of all suppliers and their contact people will be useful, to avoid faulty deliveries. Also, a list of alternative suppliers should be hardly to make up with failures from the original suppliers. As soon as the venue is decided, official preparation matters, such as insurance, licensing permits can be commenced (Shone & Parry 2004, in Engblom, 2010).

#### **Stakeholders**

A stakeholder is a person or group with a direct interest, involvement, of investment, or investment in a given project. A number of event are usually sponsored and

managed by various stakeholders involved or interested in the event. Stakeholders are groups, organization, individual, government agencies, etc who have an interest in the success of a given event (Douglas et al, 2001, in Engblom, 2010). They should all be taken into consideration in the planning and managing process of events. “Typical stakeholder of event are the organizer, sponsor, partners, customer, as well as the economy, the community, and the environment” (Getz, 1997, p,42) event *organizer* can be governmental, community-base, or non-profit organizations and often there is a strong leader who create the vision of the event. The reason for the organizing events is usually to develop or provide service for communities, group, individual, etc. This is mostly profit-oriented in nature. Sponsor and partners who also support events, either by contributing financially or by providing in-kind support, are also stakeholders in that regard. The interest they hold in an event is always in marketing and sales, along with development, service, and profit, although it could be related to a cause (Getz, 1997: Douglas et al, 2001)

Also, guests and customer are stakeholders, because the event is organized to meet their particular needs. The satisfaction of these guests and customer should be appropriately managed to maintain a profitable relationship with them, more so the *community* is another stakeholder in event management since an event might have social and cultural implications. The local community provides all the necessary facilities for the success of the event, i.e business, hospitality services security, staff and volunteer service among others. Long-term benefit of the event to the host community include better cooperation, volunteering and group activity, as well as interaction between cultures in communities. Political aspects may also include ideological motives, event managers need to be accommodated in all respect towards maximizing the opportunities for the host community to the success of the event possible, a cooperative approach may be adopted by the authorities and resources managers, hence their support could be critical to the success of the event (Getz, 1997: Douglas et al 2001).

Another kind of stakeholder as delineated by Engblom is the *environment* “event managers must mind the environment and ecological quality and sustainability, and biodiversity threat, climate change and ozone diminution, pollution of air, water that event and soil and over-consumption of resources, are all impacts of events tourism that event organizer need to attempt to work towards mitigating (Getz 1997,). The overall sustainability of the environment cannot be jettisoned if the sustainability of the event is to be guaranteed. In addition, the economy is equally a stakeholder in its respect, because the event serve it in several ways. Event can help communities to thrive through quality and sustainable image making which possibly attract tourist, residents, and investors. Event can defeat seasonality that otherwise determines tourism demand peaks to a given area where the event is hosted. Moreover, event can be catalysts for positive changes, development, and



redevelopment of places. Event can also increase the competitiveness of tourist destination if well managed. The aftermath of an event could be positive in the local business sectors, i.e retail and service (Getz, 1997) “Other people interested in a certain event can be performers, the media, local tourism bodies, or providers of facilities and infrastructure for instance. Moreover, there can be local firms and businesses looking to improve revenue through events” (Douglas et al, 2001)

## 6. TRENDS AND FORCES AFFECTING EVENTS

Trend and forces facing strategic event planning, but the challenge is to identify which trends to apply to certain event (Getz, 1997). “Over the last few decades the quantity, varieties and attractiveness of the event have grown, and the market place become more competitive. New events will need to be very innovative and original in order to be competitive in terms of attracting what is needed for the destination, and financial support” (Getz 1999,) for instance, “facilities are needed for the destination being competed in hosting events, and events can stimulate the construction of new facilities. Many community events use public plaza squares, and parks as the event facilities and the trend are going not minding large get together when constructing new facilities ( Getz 1997, pp.) “ more professionalized marketing of event has led to the increased sponsoring of event sport even has typically of event has led to the increase sponsoring of event sports; event has typically gained most sponsorship, but art event and community festival are increasing attracting support as well “ (Getz 1997.) “Sponsor funding bodies and the community, in general, require better accountability of events. Risk management becomes an important issue for maintaining accountability” (Getz, 1997) “the ever-widening range of hobbies and leisure interest allow a countless number of events to come about. This force should not be underestimated, as interest can tell more about what type of leisure and travels people prefer than income levels or place of residence, which influences what types of events can become successful” (Getz, 1997). “The population of the world is continually growing, and social instability is commonplace as a result of the continuous moving relation within and between countries of today. Many socio-demographic factors determine the preferences and demand on event tourism, but also tourism and leisure in general, and factors such as wealth, tastes, physical ability and responsibilities linked to life-stage vary between generations” (Getz, 1997). “In the industrialized world the majority of people live in urbanized areas, or their outlook and lifestyles can be regarded as urbanized. There are many community events and festivals in the urbanized world, celebrating their character of life. Tourism can facilitate the revitalization of underutilized or dying areas. Suburbanization has located community events outside inner-city areas as well, attracting visitors from cities to more rural areas”. (Getz, 1997).

However, “technology is an important aspect in the world of special events, as everything from planning to programming to great extent relies on technological solutions. The internet provides new possibilities for communication, information resources, and is an efficient marketing tool. Staying current with technology is important, as consumers expect quick adaption to new technology” (Getz 1997. P.35). “Changing generations and cultural diversity in many communities have resulted in a shift of values, which implies both opportunities and challenges for events. Diversity, unity, and equality should be emphasized. Environmental and globalization awareness and quality rather than quantity, are increasingly important values” (Getz 1997).

### 6.1 Special Hazards and Threats Associated with Events

Getz (2004) asserts that the risks associated with event production are many and potentially severe in their consequence. He considers the following serious risks:

- The audience at a rock concert surges towards the stage, crushing to death several young people
- Football fans riot in the streets before and after the game. Causing a great amount of property damage.
- A drunk patron causes a fatal car accident on the way home.
- Food from one supplier is contaminated, resulting in numerous illnesses.

Those examples focus on the events guest, but also think on all the health and safety hazards that staff and volunteers face. Now risks include all the potential legal threats and financial losses to an event organization could encounter. Finally, think of the negative social and environmental impacts as risks. All these potential problems have to be anticipated and managed.

#### Protests and Terrorism

Events are ever-popular targets for protesters and even terrorists who believe that gaining attention for their views is justification for disrupting or harming the lives and businesses of others. Some of the protesters are skilled at manipulating the media, creating an atmosphere that fosters civil disturbance and provoking conflict with authorities. Others use their talents to foster peace and even festive demonstrations. The bigger the event, and the more media coverage it receives, the more likely it is that it will be targeted by criminals, prostitutes demonstrators or terrorists. An example of terrorism during an event as experienced in the Nigeria case was the bomb explosion during the Nigeria’s 50<sup>th</sup> anniversary celebrations on October 1, 2010, in Abuja, suspected to be sponsored by a group of Niger-Delta militants from the Niger Delta region of Nigeria.

### 6.2 Crowds and Traffic

Crowd behavior must be taken into account when planning events and its setting. Large crowd in itself is not necessarily problematic, but crowds combine with certain management or site

deficiencies can spell disaster. Security, health and comfort problems are magnified greatly as the size of the crowd increases, particularly if the site and management systems are prepared for a smaller crowd. Under certain conditions, crowd behavior can become unruly. Traffic increases with crowd size and presents a number of logistical, legal and safety issues.

### 6.3 Celebration and Rivalry

Whenever one group or community celebrates some aspects of their culture and values systems, others might object and protest. This is a challenge for media and stakeholder relations, and also serious enough to require re-consideration of the event theme. And celebration sometimes turns into rivalry and lawlessness. There are from time events that are so closely associated with the rivalry that the host community decides to shut them down, or a major re-positioning strategy might be necessitated (Getz, 2004).

### 6.4 Inexperienced Management and Volunteers

When training is inadequate, especially among volunteers recruited at the last minute, the problems are simply waiting to happen. One-time events are very risky if the organizers are inexperienced and do not seek competent advice. Events promoted by outsiders can generate special risks for unwary communities- many have been suckered by promises of big revenues or instant tourist attractions. Security must be taken seriously, as inadequate security systems and personnel can actually cause problems. Inadequate on-site communications pose special problems, especially to the security system but also to crowd control and customer satisfaction.

### 6.5 Activities

Competitive sports, rodeos, events serving alcohol, thrill rides, and other events-specific activities often carry their own special risks. Hazards to persons translate into potential financial risks for organizers, especially if organizers can be shown to have been negligent in identifying and preventing the hazards. Even sedate music festivals contain hidden risks, such as electrical shocks from sound systems. No events are immune; hence risk audit must always be undertaken.

### 6.6 Health Hazards

Health hazards abound at many events. Fireworks present the risk of uncontrolled explosions, and the predictable nuisance or danger caused by smoke and noise. Health must be the primary concern with all food suppliers. Weather can be challenged; with heat exhaustion and hydration risks (water and cooling stations might be required). Infectious diseases are a growing risk, given the extent of international travel. Infection might come from water and can be anticipated, especially falling and scraping.

### 6.7 Crime

A theft from guest, suppliers or the organizers needs to be envisaged as well as theft by staff volunteers. Sexual harassment and assault is an issue, especially in crowd where drinking or drugs are found. Barker, Page and Meyer (2003) examined the link between crime and events, and that the presence of police is an important factor shaping visitor perceptions. Events can also cause a shift in criminal activities, related to the concentration of police and crowds in certain areas.

### 6.8 Financial Losses

Financial controls, discussed earlier, are essential in preventing losses. But many events cannot be produced without acceptance of some degree of financial risk. Mega-events, in particular, entail major financial risks, as witnessed by a number of spectacular financial failures.

### 6.9 Alcohol

Events featuring alcohol consumption can foster a feeling among some patrons that anything goes. Even when consumption is regulated and over-indulgence is not a problem, events can still face lawsuits arising from uncontrolled underage drinking (Emmets, 1995,). Consequently, every event serving alcohol (or likely to attract drinkers) needs an alcohol risk management system. In Britain Columbia (ministry of Attorney General, 1992,) a public inquiry into problem at special events revealed that alcohol was top public-raised issue, including the operation of beer gardens, and unruly behaviour due to drinking. Inadequate fines for violators, and behaviour due to drinking. Inadequate site control and the checking of cars and persons for liquor were also identified problems. Additional costs and risks associated with alcohol consumption include:

- Personal injuries and crime act owing to drunkenness
- Additional insurance costs against the possible lawsuits (e.g if the event is held partially or wholly responsible for an accident, injury or criminal act by serving alcohol)
- Additional security and cleanup cost
- Major financial losses arising from lawsuits
- Vandalism
- Image problems and consequences of loss of percentage
- Attracting the wrong type; repelling families and other segments

### 6.10 Target Markets

This is the target audience that is attracted to event. They are often divided into segment for more direct relevant approach. This is because a particular segment could cause

problem due to their habits or expectations, whereas in other setting it is the combination of incompatible segment that leads to such problems. It is sometimes risky to attract tourist, especially those from different culture. Also consider if information about health, safety, rules and hazards would be understood by all customers. The *setting*-permanent facilities usually have the bugs worked out as risks are already identified, rehears temporary sites might contain hidden hazard. A thorough evaluation of potential risks must be contained in the assessment of location and site suitability. Accessibility and capability to handle emergency response of various kinds is a critical risk area. Vulnerability to weather is a major factor when choosing locations and designing venues. Are there adequate provisions for bad weather? One music-in-the-park type of event had a contingency plan in case it threatened to rain on the day of the event. Quality control-quality control is often difficult owing to the occasional or one –time nature of many events. Poor quality poses financial risks and could cause other problem of the organization, especially with regard to dissatisfied clients (peter, 2002 in Getz, 2004).

The Risk Management- risk management has to pervade the entire organization from top to bottom of every staff. Volunteers and participant also have responsibility. Likewise, the event manager who have primary responsibility, but might still designate specific risk management task to professionals. These experts are trained and experienced in preventing crimes, and coping with all kinds of emergencies, including handling of different situations. Depending on the event the appropriate risk manager might be less involved with security and more with health and safety issues, crowd control or financial control. Also event venues needed adequate security management personnel to take the sports facilities, convention and exhibition center, art and cultural center. Every event held in the facilities, as well as its ongoing security, requires conformity to overall policies and procedures. The risk manager needed to design permanent measures to guarantee overall security, although individual events will always present new challenges (peter 2002)

Moreover, peter (2002, in Getz, 2004) advocates the application of “gemba kaizen” to the manager’s job. This Japanese approach require the manager to avoid routine that might lead to errors and instead to seek constant improvements. A necessary starting point is an information, specifically how it is obtaining and processed. The risk manager requires a detailed understanding of the event and a constant flow of information about how it is been planned and reporting procedure. Direct observation will be required, plus establish monitoring and reporting procedures. Risk management should not be viewed as necessary distraction, but an integral part of event planning and management. Risk managers should not stifle innovation, but help foster

creativity and even help market the event as safe and worry-free (Getz, 2004)

### 6.11 Close-Down/ Termination of the Event

“A Closed-down of an event has both physical and administrative aspect. The physical close-down will involve the taking and removal of the equipment, whereas the administrative of the close-down will involve filing, completion of accounts and paying bills, and collecting feedback” (Engblom 2010). A proper evaluation should be done, both from the point of view of the visitors and of the organizing team, to identify matters to improve on during future edition. Event may leave legacies after, either planned and intend or unintended (Shone & Prry, 2004) the physical side of the *shutdown* is the most noticeable one. A big clean up and clear up will take place, and the removing of the event should practically be the same activities of the setup, only reserved. McDonnell et al (1999) observe that the shutdown is prime time for security, as the movement of equipment and vehicle can provide a cover for theft. Careful thought, about what is removed first and last is important, especially when it come to the utilities, as their usefulness might be needed to the last moments. Basic equipment, such as brushes and mops, should be stored beforehand in an efficient, clean up (Shone & parry, 2004) the administrative side of the close-down will involve picking up comments and noting down verbal feedback, but also the setting of accounts and bills acquittal of contracts, along with an evaluation on how contractors and supplier have done their jobs. The outcome will show the level of success, in financial term especially, copies of the account should be included in the event history file for reference and help in planning new edition in the future (shone & Parry, 2004, p 218). An event is terminated when it has been celebrated or implemented, but at times, certain are terminated before implementation like other project, and this is because such event has been found at the planning stage to have negative impacts which outweighs the positive or lack of sponsors and other reasons

### 7. TOURISM AND EVENTS MANAGEMENT: THE NEXUS

The event is an important component for the tourism industry which attracts tourists from far and near. Event management has been seen to have significant contributions to tourism and in particular the host destination due to the potentialities it has for economic resurgence, community and cultural development and building, strengthening and maintaining a destination unique brand. Tourism has basically two bored type of attraction; the event attraction and site attraction. Event help policy-making and community in revitalizing their heritage, folklore, and tradition (Uysal and Wicks, 1993) Liang, Illum, and Coles (2008) advise that event management entail three benefit associated with

enjoyment, socialization, and appreciation. Supporting the finding of previous studies, the authors conclude that festival and events not only contributing to the expansion of the local economy, but revitalize the commitment for being part of these event irrespective of the distance travelled (Liang, Illum, and Cole, 2008). Event are of profound importance in tourism and hospitality and tourism market is important to many event producers, so it makes sense to combines the two. Without events, there will be no event tourism. Therefore, event management complement event tourism as it helps in the coordinating and control of human and material resources to be utilized by tourists during event tourism.

### 7.1 Event Management: Professionalism and Ethics

Event management encompasses the planning and production of all types of events, including meetings and convection, exhibition, festivals and other cultural celebration, sport competition, entertainment spectaculars, private functions and some other special events. Events managers might also be requiring forming and administering the organization that produce or govern events. Skills in event management will also be useful for careers in related field such as tourism, hospitality, art, culture, strops, recreation and leisure. Professional event managers are educated and trained personnel in the field of event management. To be an event manager, one has to be knowledgable in planning and organizational procedures in event management. It used to be an occupation for a few, but there has been increasing awareness in the felid of event management and as such, increases event manager, weddings, and exhibitions. Festival, fair carnivals and host of other events are planned daily by various event managers. The first set of individuals that would have thought of event management as a business are those in the field of tourism and hospitality as they frequently organize convention, meetings, weddings among others.

Moreover, issues pertaining to event professional has been discussed by Getz and Wicks (1994), with reference to earlier in the parks and recreation field. Generally accepted criteria pertaining to the delimitation of profession are not met by most groups calling themselves 'professionals', including those in parks recreation tourism and event management. These criteria include;

- Government sections, normally through licensing (i.e the exclusion of those not licensed)
- Accreditation by the professional governing body of educational delivery programmes or institutions,
- A set of theoretical, technical skills and occupational values or ethics and
- Self-regulation, normally through certification

Getz (2003) is of the opinion that governmental licensing is not found in the events field nor is it likely to occur, also that

accreditation of educational institution by professional bodies has begun but is currently uncommon in most places. Getz (2003) further asserts that the relationship between professional event association and educational institution will have to evolve more and more formal programmes of study developed in the area of event management. Also that self regulation or certification has been institutionalized by a number of professional associations and also in growing trend within the tourism industry (Getz, 2003). Several professional bodies of event management have emerged and stipulated some rules and regulation governing the activities of its member's operation. They include; meeting professional international (MPI) Event Planner Association (EPA), The International Association For Exhibition Management (IAEM) as well as the Profession Convection Management Association (PCMA). These among other bodies have set aside ethics for its members. The PCMA published her principle of professional and ethics conduct for members in 2002. Since all the various ethics cannot be discussed, the code of ethics of EPA will be outlined as they are very similar. The EPA was set up to maintain an organization of professionals recognized for pursuing the highest standard of excellence and professionalism. All subscribe to the EPA code on ethics, which state that:

- EPA member shall continually strive to raise the level of professionalism and excellence in the event industry through ethical, reliable and competent conduct
- Member shall provide compassionate and professional service of the highest level at all time
- Member shall utilize continuing education programs and networking opportunities to enhance their knowledge base and raise their level of professionalism
- Member shall adhere to all safety standard set for the industry
- Member shall utilize proper legal contracts to protect themselves and their clients;
- Member shall treat other proper legal contract to protect themselves and clients
- Member shall maintain appropriate insurance coverage for all business activities
- Member shall treat other event professionals with the utmost respect, mentoring and intern programmes;
- Member shall provide their time and talent to benefit their community through the local chapter's philanthropic efforts or other opportunities and finally
- Member shall act in accordance with the EPA code of ethics, Bylaw, and Policies ([www.eventplannerassociation.com](http://www.eventplannerassociation.com))

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