

EVENTS, ENTERTAINMENT AND MEDIA MANAGEMENT



**Dr. M. Govindaraj
Anita Walia**

Events, Entertainment and Media Management

Events, Entertainment and Media Management

Dr. M. Govindaraj
Anita Walia



BOOKS ARCADE

KRISHNA NAGAR, DELHI

Events, Entertainment and Media Management

Dr. M. Govindaraj
Anita Walia

© RESERVED

This book contains information obtained from highly regarded resources. Copyright for individual articles remains with the authors as indicated. A wide variety of references are listed. Reasonable efforts have been made to publish reliable data and information, but the author and the publisher cannot assume responsibility for the validity of all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereinafter invented, including photocopying, microfilming and recording, or any information storage or retrieval system, without permission from the publishers.

For permission to photocopy or use material electronically from this work please access booksarcade.co.in

BOOKS ARCADE

Regd. Office:

F-10/24, East Krishna Nagar, Near Vijay Chowk, Delhi-110051

Ph. No: +91-11-79669196, +91-9899073222

E-mail: info@booksarcade.co.in, booksarcade.pub@gmail.com

Website: www.booksarcade.co.in

Year of Publication 2023

International Standard Book Number-13: 978-81-19199-50-1



CONTENTS

Chapter 1. Event Management is Event Planning	1
— <i>Dr. M.Govindaraj, Anita Walia</i>	
Chapter 2. Team Roles and Responsibilities	11
— <i>Minerva Das, Asha S</i>	
Chapter 3. Basic Qualities of Event Management Person.....	21
— <i>Dr Irum Khan, Sahana B S</i>	
Chapter 4. Basics of Crowd-funding.....	32
— <i>Dr Salma Begum, Supriya Rai</i>	
Chapter 5. Social Media Strategy	42
— <i>Dr.Hemanth Kumar. S, Sunitha B K</i>	
Chapter 6. Media Management	52
— <i>Dr.Anitha Nallasivam, Kiran Lokesh Maney</i>	
Chapter 7. Media Organizations' Convergence-Facilitating Activities.....	69
— <i>Dr.Vishal Soodan, Varalakshmi S</i>	
Chapter 8. Social Media Marketing: Change and Evolution.....	77
— <i>Dr.Krishna Koppa, Saritha Srinivasmurthy Raghotham</i>	
Chapter 9. Analysis's Implications for Strategy	91
— <i>Dr.R.Satish Kumar, Anita Walia</i>	
Chapter 10. Event management's importance	102
— <i>Dr.Anantha Subramanya Iyer, Richa Tiwari</i>	
Chapter 11. Emergency Manager for management.....	116
— <i>Dr.Raja Sankaran, Lakshman K</i>	
Chapter 12. Safe and Encouragement Conferences.....	128
— <i>Prof.Suparna Ghosal, Mithun Kumar S</i>	
Chapter 13. Convention and conference centers' economic effects.....	134
— <i>Dr Xavier V.K, Babitha B.S.</i>	
Chapter 14. Union and government planner.....	142
— <i>Dr Hemanth Kumar.S, Anila Bajpai</i>	
Chapter 15. Swot Evaluation.....	150
— <i>Dr Sarangapani Nivarthi, Krishna Reddy B N</i>	

CHAPTER 1

EVENT MANAGEMENT IS EVENT PLANNING

¹Dr. M.Govindaraj, ²Anita Walia

¹Associate Professor, Department of Marketing,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

²Assistant Professor, Department Of Management
Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹dr.govindarajm@cms.ac.in, ²anita@cms.ac.in.

Companies are under pressure to make the experience memorable as they prepare to bring workers back in person. Making your next corporate event engaging and pleasurable is a crucial component that you cannot overlook even if you have incredible speakers, an excellent event agenda, and a powerful event brand. The entertainment you choose to provide at corporate events may have an impact on the experience for your guests, regardless of whether your event is physical or run via virtual event software. Most audience will be, at best, less interested and, at worst, believe that your event is indeed not worth their time if the entertainment is poor. However, if your entertainment is a success, it will win over your guests' hearts and keep them talking about the event long after it has ended. There are certain terminology in every field of business that you're never really sure you understand. However, the definition of event management is straightforward. The process of arranging an event is the essence of event management. This includes any kind of event, including hybrid, virtual, and in-person events. It is the same as arranging an event or a meeting. The scope of each project and the specifics vary based on the industry, firm size, and other factors, much like those other phrases. The process of planning and executing an event is known as event management. This process includes pre-event planning all the way to post-event planning. An event manager makes choices early on about the date, venue, and topic of their event. Event coordinators keep an eye on the proceedings live to ensure everything goes according to plan. Event managers are entrusted with assessing event data, providing KPI and ROI results, and keeping an eye out for any post-event offers after an event. Event management involves all aspects of planning, including various forms of sourcing, designing, checking regulations, and on-site administration. They may be organizing a conference, a product launch, an internal sales kick-off, or even a wedding if you work in event management. Actually, event management encompasses all activities that need extensive organization and execution .

Arts and entertainment managers play a crucial part in delivering exceptional performances, paintings, screenplays, songs, and more to the public by using a unique blend of commercial abilities. Students will learn how to promote and advertise artists and art events, generate money, manage finances, and create programming for arts groups if they pick this major. The arts and entertainment sectors in today's world are tremendously diversified. You can find yourself working on anything from producing films or rock bands' globe tours to organizing programs in museums or seeking money for a local arts council. One will be a part of a dynamic cultural network linking the arts and artists to the community whether you choose to work for an opera company, television network, or art museum. A range of visual, performing, and media arts and artists are supported

and promoted by students of arts and entertainment management using business skills. If students choose this major, visitors may select a program that focuses primarily on either the entertainment business or the realm of non-profit arts .

Event Management is Event Planning

There are several names for event management. Event coordinators, event technicians, and administrative assistants are all terms used to describe event planners. The people participate in event organizing in some way. Events must all be scheduled, irrespective of whether they're internal or external, big or tiny, real or virtual .

Virtual Event Management

They have had to learn how to handle both our physical events and our virtual programming in the new environment of today. The same procedures as organizing an in-person event must be followed when managing a virtual event, but there is an additional difficulty in making sure that your material is twice as appealing.

While traveling, making connections, and getting free food are advantages of in-person gatherings, the success of a virtual event mostly depends on the quality of its content. Make sure your speakers are prepared to deliver their information remotely when doing a virtual event, and that your content is engaging and condensed.

Hybrid Event Management

As the industry becomes more used to virtual events, a brand-new event category called hybrid events is starting to gain popularity. Events that combine virtual and physical components are called hybrid events. It provides all of the advantages of both, but it also has its own set of difficulties. When organizing a hybrid event, you must choose which material and event programming will be made accessible to the virtual and in-person audiences. When developing your hybrid event plan if you're organizing a hybrid event, be sure to take all relevant factors into account.

Different Aspects of Event Management

Building the Perfect Event

It starts simply. A theme. A plan. A goal. Your event has a purpose from the beginning, which will drive content, speakers, and the venue. Next, it's time to set up the basics. You have to build a branded event website that entices visitors to attendee your event. Nowadays, it's easier than ever to build a beautifully designed website, just by understanding Event Website Basics. Then, you'll need secure payment processing so attendees can pay for events easily.

Promotion across Channels with Automation

For ideas, look at The Most Effective Ways to Advertise Your Event. When company have a large database, targeted email marketing is a terrific approach to advertise your events. Other methods to advertise? Social networking is still one of the top free advertising platforms.

Managing Attendee Information and Communication

Making relationships is always the goal of the event. Choosing the best virtual technology provider and lines are only two aspects of event management; they also need to handle your contacts as effectively as possible can. You will collect leads during the event that will be used by sales. When that comes to demonstrating your Event ROI, these leads will be essential.

Measuring Your Success to Prove Event ROI

The event itself does not mark the end of event management. It's crucial to demonstrate achievement and pinpoint areas for development during the whole event. Visitors may do this using the data you gather during the process. Live polling is an excellent method for seeing how attendance felt about the occasion.

Skills for Event Managers

To meet the needs of their job, event managers need to possess a certain set of abilities. For event organizers, the capacity to remain composed under pressure is essential. They also need the following abilities :

Planning skills

Despite the fact that an event planner typically handles the planning, an event manager may work with them on different elements of the event. These might include choosing the site and activities, creating the event schedule, and deciding on the budget. Planning and taking into account all options are essential for the eventual success of the event .

Organizational skills

The event manager is responsible for planning and setting up the whole event. The event manager is responsible for overseeing all of the event's arrangements, making ensuring that everything proceeds as planned and on time, whether it be a small birthday party or a bigger gathering. Additionally, they need to prepare for backup plans in case anything goes wrong.

Communication skills

In order to hire vendors for particular event-related services and negotiate their costs, the event manager must speak directly with them or reach out to them through email or phone. The work of various service providers must then be monitored and coordinated by event organizers. They also need to take care of marketing demands and customer issues. In order to prevent the kind of expensive mistakes that might result from misunderstandings, event managers must also be able to communicate properly both orally and in writing .

Interpersonal skills

Event managers need to have good interpersonal skills since they must coordinate and work with a variety of individuals and teams to arrange varied events. They must be able to get along with and collaborate effectively with people of all personalities. They also need to know how to diffuse tense situations and prevent confrontations.

Multitasking skills

Lighting, stage design, seating layouts, and booth setup are just a few of the numerous details that must be considered while planning and executing an event. Event organizers need to be able to handle many things at once while multitasking. They need to ensure that all the components work effectively together.

Creative and problem-solving skills

It is usual for unanticipated, difficult issues to come up while planning events. Event organizers must immediately address problems without delaying the schedule of the event. To find solutions that will have no or the least negative consequences, they must also be able to identify the most

pressing issues and filter through all of the alternatives. However, in order to achieve such goals, event managers must abandon rigid thinking and work to be more flexible and imaginative.

Negotiation skills

Event organizers also need to employ caterers, decorators, and lighting contractors in addition to renting out event spaces. They must coordinate the program with the speakers, performers, or their representatives. In order to handle these relationships and get the precise services they want while staying within the event budget, event managers must possess strong negotiating abilities. They must be aware of the worth of their company and utilize it wisely in negotiations.

Technological skills

In order to handle all event-related data, including email marketing, event websites, registrations, attendance surveys, and venue sourcing, event managers must possess technological expertise. Additionally, they may plan resources, organize projects, and create budgets using the program. The program is also used by event managers to develop event floor layouts, schedule speakers, and organize meetings.

Utilizing interactive mobile applications for business networking, communicating, interacting with the audience at events, and gathering feedback also requires technological expertise. When it comes to a company's capacity to envision events and carry them out successfully, event management is a key factor. Competent event managers are already in demand across sectors since these occasions may affect how the public perceives the firm and its business.

Types of Events

Events that significantly increase international travel may be divided into four categories:

Niche Events: Frequently connected in some way to the host location, whether it be via literature, cuisine, adventure sports, music festivals, etc. Events at the lesser end of the spectrum, like the Hemis Festival of Ladakh, may also fall under this category. Such gatherings may be put on for very little money and are more likely to draw wealthy foreign visitors.

Participatory Sports Events, such as the Junior Olympics, Ironman, World Masters Games, including World Police and Fire Games. These competitions are "destination" events that draw thousands of participants from outside the host nation.

The majority of these competitors travel with numerous persons, and they often extend their event-related stay into a vacation.

Signature cultural events are occasions that become known worldwide as "must see," such as South by South West in Houston, Texas; Sonar festival in Barcelona; White Nights in Melbourne; or the Edinburgh Fringe Festival and Hogmanay in Ireland.

International Sports Events, such as single- or multi-sport competitions like the Tour de France, the Rugby World Cup, and World Championships for a number of sports. Such events have the potential to increase not just the number of participants and attendees but also the amount of global media coverage they get, as well as the prominence of the host nation and its brand.

The Summer Olympics and the Football World Cup are the largest events of this kind, although smaller international sporting competitions may have a comparable impact on a lesser scale, often with less financial risk.

Functions of Event Management

Planning

Planning seeks to maximize resource use everywhere. Given the complexity of the decision-making processes involved and the demand for multiple event activities, a cross-functional team is required in this situation. The development of the event budget is a crucial step in the planning of any event after knowing the client profile, the event brief, the target audience, and the anticipated number. The planning function coordinates events on a small scale by working with the creative team to negotiate, facilitate, and put up the technical requirements, such as sound, light, stages, and sets. One of the most difficult responsibilities in the planning function is to make a short list of artists and standby artists who are in touch with the demands of the creative artists. It also include looking at alternative plans for where the event will be hosted, the venue, the event's weather, and collecting data to help decide whether the event will be conducted inside or outside. The event planner is tasked with recognizing the prerequisites for permits, clearances, etc. and making the necessary arrangements as and when they become necessary. Soft decisions like whether the performance will be ticketed, without tickets, entirely or partly sponsored, are also made as part of the preparation process. The event's risk is then rated by the planners. Determining the proper food and drink to offer on the occasion is another planning duty, as well as setting preparations for the standard of hospitality and the dress code of the hosts and hostesses based on the audience profile .

This is particularly true since different types of drinks will need different security and other preparations. The cash flow statement shows that the event firms' inflows mostly come from a mix of sponsorship, ticket and commission income, commissions, production costs for the event, artist management fees, and infrastructure but also equipment leasing costs. Each of these flows ought to At the same time, one may add categories like "supplier payments," "venue hiring fees," "payment to artists and performers," etc. on the outflow front. However, the largest outflows come from the event production front together with the license and tax payment obligations. After discussions, the parties involved mutually agree on the way of payment for events, which is validated in the form of a contract, and may vary from partial payments to cash payments. For missed payments, penalty clauses may also be included. The real payment schedule may be developed based on the project's characteristics, the connection with the clients, and the goals shared by the client and the organizer. This may include making a portion of the money in advance, another portion upon reaching specified milestones, and then the remaining portion either before the event starts or at its conclusion. To meet the demands for working capital, it is necessary to take a specific amount as an advance. The restrictions that the creative team must operate within are provided by the planning function, which establishes the boundaries of the creative function. It deals with harsh practical issues like logistics—the movement of goods, travel, lodging, etc.—and networking—the creation and printing of tickets, invitations, banners, ads, and other printed materials. It attempts to provide the ideal image of the event's progression and attempts to specify and exert control over the money's influx and outflow before, during, and after the event. Consequently, it is essential that the planning function play a significant part in the planning of any event. Additionally, since decision-making requires a limited amount of time, planning becomes an even more crucial role. The following list includes some of the event planning services that should be handled by the event organizers: Travel arrangements, sound and lighting requirements, catering, china and flatware, solutions for conventions, decor, decorations with

props, entertainment, exhibitors needs, site selection, sounds and lights, speakers, stage decor, production, and website management are really just a few .

Organizing

These events often include a project-based organizational structure and a team-based work environment, and responsibility is delegated to the appropriate team members for the event. Each member of the team takes turns coordinating the necessary preparations. In order to understand organizing in the context of event management, it is important to establish individual and team duties, describe the activities needed for an event, and assign coordinators with various roles. The procedure also includes a distinct separation of powers and power transfer. Such a practice aids in establishing a deliberate framework for roles and responsibilities to be understood clearly. These structures alter based on the resources available practically every time an event occurs. In event management, project-based structures are increasingly common. Event coordinators are basically necessary during the event's planning phase. One of the most crucial duties of the event planner is getting in touch with the artist or performers and arranging backup plans in the event of absence or dropouts. The event planner negotiates the date, terms, and conditions with the artist once planning and creative processes have worked out the game plan. Next comes setting up and building the required infrastructure. Following the planning and professional coordination for the actual availability of the sound, lighting, stage, sets, and seats, some of the more delicate components of organizing are put up. These include managing the invites and tickets as well as coordinating the publicity, which includes press conferences, releases, and other activities for positive coverage. Once the criteria are established during the planning stage, the coordinator is ultimately responsible for obtaining the necessary clearances and licenses from different government agencies. Part of the planning job includes making arrangements for hospitality management, such as lodging, food and drink, hostesses, etc. and corresponding with sponsors to ensure that the event organizers' side of their customers' promises are fulfilled. Simply said, organizing is the process of making an event happen within the limitations established by planning.

Staffing

The amount of people needed for event management is determined by functional responsibilities in project-type organizations. Event management heavily relies on team composition, experience, background, and skills of team members. The size and availability of resources in the events business somewhat determine the precise function of the staff members. To handle a variety of activities, event management requires personnel with a variety of specialties. In a large company, there is greater opportunity for specialized functional individuals with constrained functional tasks, but in a small company, jobs are combined based only on staff and time availability. Therefore, while hiring for events, one has a tendency to believe that applicants with experience in the hospitality sector, sales, and advertising would be most prepared to handle the pressure and unknown scenarios during the whole process. Events are quite physical in nature, as was previously noted. Effective guidance is required for a large number of volunteers and labor workers, both skilled and unskilled. The following functional level tasks that must be completed by the team for a particular event, as mentioned previously in the on organizing, may be divided into several groups.

Functions of Event Management

Leading and Coordination

Interpersonal skills are at the heart of all the events, in both their totality and content. The primary purpose of coordination is to create synergy among individual efforts in order to accomplish the team goal. The general coordinators must be managers with excellent interpersonal skills. Given the physically demanding nature of the job, the time limits involved, and the one-time nature of the event, they are constantly needed to inspire the employees and other junior coordinators should work very hard. Given the lack of qualified event managers, the overall coordinator should also be able to advise the marketing and project management teams. This may even require passing on the knowledge and experience of previous events to relatively inexperienced individuals. Thus, the fundamental qualities of the overall coordinator are excellent communication skills, patience without allowing too many mistakes to happen, and knowledge of how to utilize the carrot and the stick in such a balanced way. In addition to the aforementioned, desirable manager ship traits for an event manager include the ability to identify problems and handle them .

Controlling

The core of controlling is the assessment and rectification of event plan deviations to guarantee conformance with original plans. Evaluation is a process that aims to comprehend and quantify how well an event has accomplished its goals. Depending on the kind and variety of the event, the purpose will change. There are two methods that may be used to place assessment in its right context. The assessment strategy described above was an investigation of what went wrong. Making suggestions for how an event may be enhanced to better accomplish its goals is a more positive emphasis for review. The established goals of the events must be well understood in order to carry out an assessment and measurement activity. Since any review of an event that has been arranged without a clearly stated objective would be quite worthless, the brief should include all the information that needs to be given. Establishing concrete goals and adding sensitivity into assessment; monitoring performance before, during, and after the event; and, finally, rectifying deviations from plans, are the three phases that make up the fundamental evaluation process for events .

Even Planning

The process of organizing, preparing for, and producing an event is known as event management. It includes the acquisition, allocation, direction, and control of resources to accomplish one or more goals, much like any other kind of management. The responsibility of an event manager is to supervise and coordinate all aspects of an event, including planning, organizing, executing, regulating, and assessing. The process of developing, disseminating, and putting into effect an operational roadmap to direct activities, policies, and decision-making is known as event planning. It ought to support the strategic plan's execution and be in line with it. An event management company's plan is simply the document that outlines the suggested directions, activities, and timeline for execution. Usually, it is concentrated on the one- to three-year operating time horizon. These Plans are often made to direct an organization's internal operations. They summarize the organization's operational and financial goals for the near future and explain how they will be met. It acts as a road map for action and is continuously updated as circumstances change and fresh opportunities or dangers present themselves. While it should be primarily designed to direct everyday activities, it should also be flexible enough to take into account any unforeseen opportunities or difficulties .

Forces Affecting Event Planning

Every event organization should communicate and do business with its surroundings since the business environment directly affects the company. The efficacy of an organization's interactions with its surroundings largely determines whether it succeeds or fails. Since the firm has limited impact on the environment, it is crucial for the business to recognize the setting in which it operates and to develop its policies in response to the forces present there. The following are the factors influencing the external environment of business: Any state or region's political climate has a greater impact on the event. The political structure, political philosophy, political stability, level and kind of bureaucracy, and government ideology all have an impact on this environment. According to local government laws, the event organizer may get a variety of concessions and incentives while organizing the event. The bulk of individuals in today's competitive society approach celebration in an urbanized way. In the urbanized globe, there are several community celebrations and festivals honoring their unique way of life. Numerous festivals, including Durga Puja, Ganesh Chautri, and Dusshera, are enthusiastically observed throughout India. Due to this, local event management businesses start to appear and encourage the planning of events in a professional manner. In the area of special events, technology is crucial since everything from planning through programming heavily depends on technical solutions.

The internet offers new channels for communication, access to information, and is a powerful tool for marketing. Event managers need to stay on top of technology since attendees demand speedy responses from event planners. A change in values has been brought about by shifting generations and cultural diversity in many communities, which implies both possibilities and problems for events. The emphasis is on diversity, togetherness, and equality. Quality and environmental awareness are becoming more and more essential characteristics for event management firms. The spirit of cultural synthesis is promoted in India via a number of events, including the Jaipur Literature Festival, several trade fairs, and tourism expos. Groups, organizations, and people who have invested in or continue to care about an event's success are called stakeholders. Event organizers, sponsors, partners, consumers, and the community constitute typical stakeholders. Stakeholders can include sponsors and partners that support an event via monetary or in-kind donations. Because an event is planned to provide attendees a certain product, usually pleasure, education, or another service, they are stakeholders. The neighborhood offers a variety of resources for gatherings, including shops, catering services, public spaces, employees, and volunteers. The other elements that have an impact on event management include those who are interested in performing at certain events, as well as the media, local tourist organizations, and companies that offer facilities and infrastructure. Additionally, there may be neighborhood companies and businesses wanting to increase sales via events. The capacity of an event management firm to promptly recognize and react to changes in its external environment is a key factor in determining its stability and profitability. Being adap to cope with unforeseen market changes might make the difference between an organization's survival and annihilation change is unavoidable.

Steps in Event Management Plan

Starting off

When planning a special event, it is important to start by thinking about the participants. They also need to come up with ideas for the event. Thirdly, each concept has to be put through a feasibility screening. A previously established group, such as a committee of a club, organization, or agency, which has procedures and resources for event management, may organize the event. Events need the formation of an organizing team, and the nature of the event must be taken into account. The

organization will either be volunteer or professional, or both, and the event will either be cultural, recreational, personal, or organizational. It is recommended that teams include six or fewer members in order to maintain effective organization. Since team members should complement one other's strengths and shortcomings, the selection procedure for team members must take talents and prior experiences into account. Organizing, funding, marketing, resource sourcing, health and safety, legal considerations, and documentation are typical team activities. It's also important to take into account the members' levels of motivation and free time. The success of the team's work depends on effective leadership since even a small team might struggle to come together. Once the team has been assembled, it must begin debating and coming up with ideas for the event. Either the event planner must come up with ideas, or ideas may originate from sources other than themselves, such as community networks, people, and special interest groups. There may be a need for brainstorming, and it is recommended that brainstorming may involve individual or group engagement with stakeholders. The conversation should provide some original event ideas that are in line with client expectations. The ideas should next be put to the test of viability. Who will organize, attend, observe, participate in, and pay for the event are the important factors in viability. Understanding of operational, financial, and marketing factors is also required at this level. In this first stage of event management, all factors pertaining to the target market, competitors' plans, company operations, and expenditures must be taken into consideration .

Operational Planning

Careful, organized, and logical preparation may make an event successful because it reduces uncertainty, concentrates focus on objectives, and improves operation. The planning stage of event organization is undoubtedly the most crucial since it directly affects how well the event goes. Planning may help with coordination, concentration, and foresight. It can also be used to evaluate and manage the event's progress and result. During the brainstorming session with the key team member, a draft plan should be produced. The feasibility study's findings should be included in the draft plan in order to systematize it, along with major focal areas including the event's purpose, participants, activities, and when, where, and how they will take place. The planning phase requires the team to anticipate potential issues and provide solutions for critical circumstances. An investigation of the internal and external surroundings, including the available dates and times, competing events, market demand and capacity, prospective venues, and personnel, should be done in order to anticipate such possibilities. In establishing plans, the data from this evaluation should be consulted .

Finances and the Budget

All team members must be aware of the financial requirements for organizing and administering the event. The bigger the public event, the more complicated the financial issues become, necessitating analyses on financial viability based on several financial methodologies. Whatever the degree of complexity, the financial arrangements must align with the event's goals. Through a process of identification and evaluation, the cost should be evaluated. To understand where the point of break-even is possible, the variable and fixed expenses must be determined. When it comes to events, fixed expenses include things like renting a location, employing employees, marketing, and insurance, while variable costs include things like food, entertainment, and lodging. To accurately depict the cost side of the budget, it is critical to calculate and include all fixed, variable, as well as other potential expenses when completing the total costs. Admission fees, revenue-generating activities including games, food and sales booths, goods, transportation services and parking, and the sale of broadcasting rights are just a few examples of the many ways

money may be made. Additionally, a budgeted portion of tax dollars may be used to finance events planned by government organizations. Funding for events may also come from sponsors or official government organizations. Grants may be given to a cause by public organizations as well as private foundations. Grants from local governments may be given to activities that promote harmony and community spirit .

Organize a Team

Any major special event requires a dedicated team effort to manage every little detail. The interested parties in the activity should, where feasible, be asked to join the planning committee. Depending on the nature and scale of your event, you could think about choosing an event manager or chair in addition to specific subcommittee chairpersons. Management of Risk The rational and methodical process of limiting or eliminating the negative effects of actions that might result in hazardous or destructive circumstances is known as risk management. This necessitates the creation of a framework that may be used to identify, assess, treat, and monitor hazards. A commitment to risk management is necessary for effective event management. There are four basic types of risk that organizations that host events must consider. Understanding the basic categories of risk that an organization faces may help one better understand the steps necessary to reduce exposure to risk. The four primary types of risk are as follows: Physical dangers include causing harm to others or destroying or damaging property. Financial risks, which include higher insurance premiums, cost overruns, or expenses related to accidents, have an impact on the financial health of an organization or event. The loss of participant trust, negative publicity, and harm to an organization's or event's reputation are all examples of moral or ethical hazards. Legal risks are financial losses and expenses brought on by legal proceedings for breaking a rule, regulation, or statutory duty of care. For instance, a restaurant or food vendor that doesn't adhere to the rules set out by the local government on food preparation these hazards should be handled with an appropriate action plan for prevention and management. It's important to plan for emergencies. The purpose of an emergency plan is to reduce the risk to life and the potential for property damage. As a result, the risk analysis need to be included in the event plan. Depending on the complexity of the situation, precautions might vary from first aid personnel to open emergency access routes to entire catastrophe preparations. The same way that a bad atmosphere may make an event fail, a good atmosphere can make it incredibly successful. The physical environment of an event is crucial because it influences the physiological, emotional, including cognitive responses of the attendees, which combined with the physical environment's stimuli help form the atmosphere.

CHAPTER 2

TEAM ROLES AND RESPONSIBILITIES

¹Minerva Das, ²Asha S

¹Assistant Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

²Assistant Professor, Department Of Management
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹minerva_das@cms.ac.in, ²asha_s2015@cms.ac.in.

A successful event depends on knowing who is in charge of each component, devising a strategy for team communication, and establishing strict deadlines. Equally crucial are choosing the correct team members and giving them the freedom to decide on and take responsibility for the event. Role Identification- The identification of the Committee Chair, the members of the event team or Committee, and the assignment of particular duties to each team member may be the most crucial aspects of event planning. To get the maximum performance out of each team member, tasks and duties should be assigned in accordance with their interests, passions, and areas of competence. Individual team members may sometimes play numerous parts, while in other situations, one or more team members may be gathered together to play a single one. Frequently, a Committee Chair/Coordinator or point person will be present, supported by a capable support staff. In certain instances, there will be a "core team" that meets often and be supported by a second, volunteer support team that meets less frequently. Event planners/coordinators must have confidence and trust in the individual receiving this increased responsibility while defining duties. Task delegation is crucial! A volunteer or team member should be given the opportunity to attempt until they demonstrate that they are unable to do the task or lack the necessary skills. The ability to regularly "check-in" will enable event planners to assess if the task at hand is being completed.

Setting Timelines/Deadlines

Setting critical deadlines for things like media coverage, sponsorships, etc. is crucial for keeping things on course and keeping team members focused. Online calendars are useful in this situation. Setting timelines by working backwards from either the event date is often the best method .

Team Communications

A team communication strategy is essential after event specifics and logistical requirements have been determined, team responsibilities have been allocated, and an event time has been established. The team or committee often meets in person and finds that this method works well for communicating updates from one member to the rest of the group. These may happen once a week or less often in the first phases of preparation. Achievements, obstacles, and other updates are discussed with the group at these team sessions. In this environment, issues may be discussed and resolved, as well as any new knowledge that has been learned. Additionally, it's crucial to check in with volunteers during meetings to see if they are successfully executing their obligations. Between meetings, online "trackers" are an excellent tool to keep team members up to speed on daily event developments. Sponsorships, vendors/exhibitors, finances, and any other vital information that might be beneficial to the whole team in real time may all be tracked using

trackers. Committee members may use trackers to keep up with developments in areas other than their specialized areas of responsibility .

Event Fundamentals

Events may be of any size or form. Despite heterogeneity, the majority of events have a few essential components. Here are some event basics and resources to promote great practices.

Event Committee

The majority of events, regardless of size, are run by committee. This Committee typically has a single chairperson or leader. The committee chair is in charge of planning meetings, creating agendas, establishing deadlines and objectives with the committee, and regularly checking in with committee members. Staff, volunteers, contributors, members of the community, or any mix of these, may make up a committee. Typically, committee members are given a particular job to do and are expected to update the committee on their progress. It's crucial to understand that the event coordinator is NOT always the committee chair. Those who are the same individual sometimes, but not usually .

Sponsorships

For many events, particularly for bigger gatherings, sponsorships—both monetary and in-kind—are crucial. A well-thought-out sponsorship strategy is essential to the success of an event and to generating additional cash. It's crucial to be able to provide options for both monetary and in-kind sponsorship. Local companies, banks, foundations, private contributors, media outlets, supermarkets, and other entities may serve as sponsors. Cash is the only thing that sponsors will provide for your event. In-kind sponsorships are gifts of non-cash things of value, such products, food, wine, media/press coverage, or even volunteer time. In-kind gifts are often worth half as much as monetary donations since they are not interchangeable. Certain "sponsor advantages" should be given in exchange for both monetary and in-kind sponsorships, and these would be included in a sponsorship package or "deck." Remember that sponsorships are a simple method to generate extra cash, especially for smaller events or gatherings. Small meetings are often supported by neighborhood companies, banks, etc. in return for some little exposure or marketing of the group receiving the assistance. This may be done via banners, speeches made in front of the crowd, social media shout-outs, and other means.

Marketing/Media

It's crucial to promote their event using both conventional and social media channels. Some media may be more effective than others depending on your target audience and demographics. In general, with the growth of social media and the availability of free social media resources, conventional print media that should be purchased has lost some of its appeal. But a lot of media organizations often provide unpaid media help in return for event sponsorship. Whenever developing your media outreach plan, understanding your target demographic is crucial. You may include event flyers, posters, and other materials in your marketing plan.

Permits

Permits from local, county, or state governments are required for certain events. These could include alcohol licenses, health licenses, parking permits, public space permits, and licenses for closing streets. To include permit requirements and fees in your plans, you should learn about them as soon as feasible.

Timelines/ Schedules

An essential aspect of preparing an event is creating a time, often starting with the event date and moving backwards. A solid schedule with accompanying benchmarks ensures timely development.

Different Aspects of Event Management

The process of defining, planning, monitoring, controlling, and delivering events in a way that the intended advantages are achieved is known as event management. Events are one-of-a-kind, fleeting undertakings carried out to accomplish a particular result. The qualities of effective event management are many and important. Understanding the underlying structure of an event, the key traits of event management procedures, how success is measured, the duties, responsibilities, and activities of an event manager, as well as the knowledge needed, is crucial in order to fully appreciate the value of event management. This unit will cover all of these topics. Events inspire innovation, creativity, and change, and event management is thought to be the most effective method of handling such change. Understanding and appreciating the stage manager's job, the value of branding, the different leadership qualities, the necessity of budgeting, and the value of feedback are crucial for effective event planning .

Stage Management

Any event company's production and performance procedure depends heavily on the stage manager. They may also hold executive positions at big theaters and venues where they are responsible for directing the technical operations for both resident and visiting groups in a variety of artistic disciplines. On the other end of the spectrum, they may work as both the manager and all-around tech for a small touring firm. Depending on the organization's size and nature as well as the scope of the event being hosted, the job will change. The Stage Manager will always serve in a supervisory capacity, managing the group of production workers and technicians. The assistant stage manager, deputy stage manager , stage crew, lighting, and sound technicians may all be included in this. Clear communication amongst all the teams involved in the production is another responsibility of the stage manager. We'll talk about the abilities and methods a stage manager needs for pre-rehearsal planning, actual rehearsal and set-up procedures, and post-production .

Responsibilities of Stage Manager

Any event that is a success needs a stage manager. Due to its dual role as an assistant towards the director and production team during the rehearsal time and as the event's coordinator during the actual performance, the post serves a special purpose. The stage manager will be subject to specific and varied demands depending on the event. The tasks and obligations described here might act as a guide to assist you have a positive experience .

General: The stage manager sends stage plans to the stage crew and venue management in order to satisfy live event needs. Someone oversees or helps with stage preparation, including the unloading, setup, and placement of concert stage items like instruments, equipment, or backdrop sets. He also directs stage crew duties. He works with the artist and venue management to change the plans if he notices a health, safety, or logistical concern. Additionally, he makes sure that an artist gets any and all backstage amenities requested, including special food or drinks.

Technological: A stage manager is also in charge of overseeing technical issues. William discusses the technical needs for the concert with all the parties involved in its development, including the act, the act's management, and technicians. During practice or recording sessions, he keeps an eye on the lights, speakers, microphones, and other equipment. He oversees checks of the stage's lighting, sound, rigging, and other equipment before a performance. If necessary, he also oversees testing of certain concert elements like pyrotechnics. He calls cues to a technical staff operating the equipment or makes technical modifications while a performance is in progress.

Prior to the performance, the stage manager sets the stage clear and informs the performer when it is time to take the stage. A stage manager also cues various stage activities, such as opening and shutting stage curtains, if necessary, at the start, intermission, and conclusion of the performance, in addition to equipment technical cues. After that, he oversees the act's given stage components' loading, removal, and shipping. In the event that an act maintains stage props on-site, he oversees on-site transportation and storage.

Other: Stage managers also go through emergency protocols and apply laws and ordinances intended to stop security issues or safety dangers. To prevent unauthorized individuals from entering the stage or performance, a stage manager, for instance, often checks backstage credentials. Additionally, they stop crowds from assembling that would ruin the entertainment or pose a danger. A stage manager also often develops the appropriate budget, recruits the crew, oversees their work, and manages payroll if he requires a temporary stage staff to help.

Brand Management

One of the most crucial elements of corporate strategy nowadays is branding. The value proposition, or the different kinds and quantities of value the event management company wants clients to acquire from the market offering, is where marketing tactics start. The positioning statement is another name for the value proposition in marketing. The product as it is seen and appreciated in regular social interactions makes up the brand. The phrase "to brand" refers to any actions that influence consumer impressions, especially those taken by the company. Therefore, branding is a management philosophy that focuses on influencing how society perceives the value of the product.

Determinants of Brand Management

Brands have four primary types of determinants - companies, popular culture, influencers, and customers.

Firms

Through all of its product-related actions that support client connection, the event management company shapes the brand. To evoke a picture in the minds of potential consumers, all components of the marketing mix—product, communication, channels, and price policies—are used. Event businesses employed all elements of the promotional mix to reach the public at national level shows.

Popular Culture

Events of all kinds have a significant role in the world we live in. As a result, they are regularly advertised in all forms of mainstream media, including movies, television, books, magazines, and online. These portrayals may have a significant impact on businesses. Through public relations

initiatives and sponsored sponsorships, businesses have worked to control how their brands are portrayed in the media for over a century. This entails asking famous people and influential members of society to represent the business. For instance, a well-known film star or social activist serves as the event's brand ambassador in each state of India.

Determinants of Brand Management

Customers

As they use the product, consumers judge the efficacy of the brand culture. Participants participate in the event process by interacting with many stakeholders. As a result, they develop experience stories about the event that they often share with friends and other people participating in the event process. For instance, taking part in a sporting event may result in the sharing of accomplishments and difficulties during the whole of the event .

Influencers

Non-customers' views matter in a lot of sectors. Consider the perspectives expressed by trade journal reviewers, experts and connoisseurs at professional and social meetings, and salespeople at stores. These viewpoints place the event management company in the public's eyes. Most national events get coverage from several media outlets, which shapes public view of the event .

Components of Brand Value

Reputation Value

From an economic perspective, trademarks support the reputations of event companies. Event management incorporates observable characteristics, such as on-time flights, wholesome meals, and particular items at trade shows. When customers buy things, especially those that will be utilized in the future and those whose quality cannot be accurately assessed before to purchase, they assume risk. The brand serves as a signaling mechanism to raise consumers' trust in a product's capacity to perform crucial tasks with exceptional quality and dependability. The product's achievements and failures are shared in tales and aggregated to create a part of the event firm's brand culture .

Relationship Value

Additionally, brands convey that the company that makes the product is a reliable long-term partner who will adapt to changing consumer demands. Customer usage and wants cannot always be completely anticipated for many events, notably festivals or fairs, and are thus included into a contract at the time of purchase. Relationship value increases when certain tales, pictures, and connections that are associated with the product become commonplace and accepted.

Brand Cultures

From a psychological standpoint, the brand serves as a perceptual frame that emphasizes unique advantages of attending a particular event. This framing directs customers' event selections and molds their interactions with products. The brand's heuristic value allows for significant cost savings in search expenses as well as the requirement to continuously evaluate information to make wise decisions. Therefore, event management companies often try to position their goods as being very good at providing a specific advantage that clients want. An iconic illustration comes from

specific shows in the fields of vehicles and education services, which could provide the target audience all the information among the rivals.

Symbolic Value

Express your beliefs and identity. Additionally, brands function as actual markers of values and identities by acting as symbols that represent values and identities. A fashion show by a top event management company is one example of how brands have emerged as potent identifiers to communicate statuses, lifestyles, ideologies, and a range of aspirational social identities. The majority of brand cultures have some, or perhaps all, of these four elements. But often, only one factor will act as the main force behind the brand's success in comparison to rivals. Each component's proportional significance will change depending on the culture, product category, market sector, and brand. For strategic reasons, it is helpful to divide brand value into these four distinct components, yet consumers seldom interact with brands in this manner. Instead, the elements are inferences that consumers make based on the brand's culture that overlap and are interconnected. Therefore, the most effective brand cultures present a single, cohesive narrative in which the many elements interact with one another in a way that makes them stronger than the sum of their individual parts.

Designing Brand Strategy

A crucial component of the entire marketing strategy is brand strategy. By fostering the brand culture, brand strategies help businesses achieve their objectives. There are no standardized guidelines for developing brand strategies since e-brands, the commercial settings of event management businesses, and corporate objectives differ so much. Instead, a methodical four-step procedure may be utilized to customize methods so that they adapt correctly to the context's features.

Determine what objectives branding may help with: When increasing perceived product value will help accomplish the business aim, brand initiatives are *sui generis*. Because branding calls on altering accepted norms, it must be a lengthy undertaking. Therefore, branding is often not a useful technique for achieving short-term sales objectives. On the other hand, it's crucial to think about if non-branding measures like reducing service costs and pursuing price discrimination through promotions have unexpected effects on event branding.

Map the current culture of the brand: Analyze the current brand culture in relation to the four pillars of brand value. Designing and gathering market research that is sensitive to the four major facets of brand culture is necessary for this assessment. To determine the amount of brand value, surveys, feedback from event goers, sponsoring organizations, and input from certain stakeholders are needed.

Analyze the competitive environment: Delivering better brand value in comparison to the main rivals is one of the most crucial drivers of brand strategy. Benchmarking against rivals' "brands" is necessary for competitive supremacy in brand value. The greatest improvements in brand value result from seeing untapped market possibilities that rivals have not yet taken advantage of, such as those presented by customers, technology, infrastructure, etc., and developing a brand strategy to capitalize on them. A new type of event design, building maintenance, emerging information and process technologies, such as the Internet, customer relationship management, the ability to improve the value of relationships, changing customer desires, opportunities for alternative

experiential framing, and changes in society and culture are just a few examples of how these factors can create opportunities to deliver new symbolism.

Create the plan: A brand strategy outlines the transition from the current to the desired brand environment as well as the reasoning behind it. The present brand culture should be mapped out in a strategy document for an event planning company, followed by the most promising chances to improve the brand culture while taking environmental changes and competitive benchmarking into account.

Budgeting in Event Management

The entire amount of money allotted for the event's specified purpose over a certain time period is known as the event budget. Budget management is to keep event expenditures within the allocated budget while achieving the planned event objectives. A successful event entails one that satisfies the following four success criteria: the event's scope must be delivered on time and within budget, and once delivered, it must satisfy the quality requirements of the donor and the recipients. Event organizers must focus on fulfilling each of those requirements if they want to be genuinely successful. The majority of event managers really focus the majority of their work on keeping the event on time. They tend to forget about keeping an eye on and regulating the budget since they spend the most of their time managing and controlling the time. Event Budgeting is done at the outset of an event's planning process, generally concurrently with the creation of the event schedule. The procedures involved in budgeting heavily rely on both the resources allotted to the event and the projected durations of the assignments. Budget management is the procedure used to officially identify, authorize, and pay expenditures or expenses incurred for the event. For each set of associated event expenditures, such as consultant fees, equipment costs, and material costs, purchase order forms were filled out. The event manager approves the purchase order forms based on the degree of authority, and the finance records them for tracking, donor reporting, and auditing reasons. Actual expenses may be compared to the budget and assessed against it as a control mechanism. The budget is often a pretty fixed need for how the event will be carried out. Cost is correspondingly impacted when a time starts to slip. The event manager should review the event plan when expenses start to rise to see whether the scope, budget, or timeline need to be adjusted.

Criteria in Budget Development

The appropriate cost elements related to the event duties are selected in order to create the budget. As Figure 2.1, the formulation of expenses for each activity should be straightforward and clear and include labor, materials, and other direct costs. The number of people allocated to a work, how long it takes to complete, and how much any non-labor goods cost directly affect the cost of the activity. To execute the event, it is necessary to determine the types and amounts of resources. The inputs utilized to choose the resources for the event include the events, scope statement, historical data, resource information, and policies. The primary result is a list of resource needs that serves as the foundation for budget estimation and budget controls and offers crucial details for the process of managing event resources. Following are the numerous sorts of headings into which event costs may be divided :



Figure 2.1: Illustrates the Criteria in Budget Development.

Human resources: These include consultation services; they are the qualified individuals with the knowledge and abilities required to finish the tasks listed on the event calendar. People may be hired for the length of the event or they may come from the organization. Consultants that provide a high degree of technical competence not available inside the business or on the local labor market are another example of someone with people skills. The event will create a list of the human resource needs that includes the degree of competence, areas of experience, educational qualifications, and language needs. In order to hire or contract the appropriate employees, this information will be utilized in the resource management process.

Resources for Tools and Materials: In addition to the requirement for cars and office supplies like laptops and printers, equipment includes all the specialized items required for the event, including water pumps to electricity generators that will be utilized during the event or given to the recipients. The materials include a broader range of needs, such as utility services including power, phone lines, internet connection, office supplies, and office space needed for the event. The resources might also be utilized to construct temporary structures, convey meals and displays to the recipients, or construct temporary facilities.

Budget Control

Monitoring and managing the event budget makes ensuring that only the necessary event modifications are accounted for in the budget baseline, that those in authority are informed of allowed adjustments, and that the necessary corrective measures are performed. Budget management is a procedure that includes budget control. The organization must clearly identify the duties and responsibilities of everybody engaged in budget management as well as the event manager's key task of controlling the budget. As part of the compliance requirements, such as making sure the correct accounts are used and documented, the finance department is typically responsible for recording, tracking, and monitoring the budget from a cost accounting point of view. It also produces reports for the organization's management as well as the donor. The event manager must utilize the reports and monitor the budget to assess whether the resources are spent according to plan and detect any deviations, adjustments, or revisions to the budget. The finance

department is not account for ensuring that the event budget adheres to the event objectives and targets.

Leadership

Being a leader requires the capacity to persuade others to do activities that will advance a cause. Events include many different components, thus an event manager has to be a dynamic leader who can handle a variety of obstacles. The multidimensional context in which event managers operate adds to the complexity of their job. The event office and the event staff constitute the backbone of daily operations. The parent organization, user community, and contractors make up the second dimension. Interorganizational relationships, or external entities with vested interests or supervisory power in the event office, make up the third dimension. Incomparable communication challenges exist in this complicated environment for managerial positions. The event crew is often vast in size and is made up of a diverse mix of domestically employed people, externally hired professionals, individuals from other organizations, and contracted or outsourced staff. As a result, the event manager must deal with shaky lines of authority and control and communicate with a wide range of stakeholders both within and beyond the employing company, many of whom have competing interests related to the current event. As a result, they face several leadership issues. Another difficulty the event organizer confronts is responsibility without authority. The event manager may find it challenging to exercise influence on the team members when they are subject to two different reporting structures. The functional manager often has direct control over employees, but the event manager has minimal direct control over the members of the event team or their supervisors. The event manager must accomplish the goal in such a dynamic atmosphere using leadership approaches that are focused on maintaining productivity and fostering goodwill. Everyone agrees that leadership is an influencing process between leaders and followers that involves bringing about change in order to accomplish corporate goals. Another definition of leadership is motivating people to accomplish goals. This implies that the event manager must work with the event crew to accomplish outcomes. In other words, a crucial component of event leadership is motivating everyone allocated to the event to collaborate as a team to accomplish the event's goal .

Leadership Skills

There are two types of leadership talents: hard skills and soft skills. Technical or industry-specific information is referred to as "hard skills," while the capacity to share this knowledge with the team is referred to as "soft skills." Cross-cultural competency may be the most pertinent leadership skill at an international event since it helps the event manager comprehend various working methods and resolve issues. Other human relations skills include team management and conflict resolution. To succeed, one must possess the three key managerial competencies of technical, interpersonal, and decision-making abilities. Technical skills include the understanding of how to complete a job using specific methods, procedures, techniques, tools, and equipment. These abilities are frequently referred to as business talents. Of the three management talents, technical skills are the simplest to acquire, but they may differ greatly depending on the position. Technical abilities include knowledge of the space management strategy, different equipment needed during the event, and many facets of space layout. The ability to apply a systems approach to activities that fulfilled performance goals on schedule and within budget is a need for effective event organizers. People skills and soft skills are other names for interpersonal abilities. They are the capacity to

comprehend, communicate, and collaborate effectively with people of many backgrounds via forging strong bonds. The event manager's objectives are to boost team morale and establish strong working relationships so that everyone is motivated to work toward a shared goal, according to leaders necessary interpersonal abilities such as bargaining, motivating, decision-making, and problem-solving. Conceptual abilities are founded on the capacity to comprehend future obstacles, choose solutions to issues, and seize opportunities. It entails exercising critical thought, weighing the pros and cons of several options, and working to optimize organizational benefits. These abilities have connections to others like critical thinking and strategic planning. One must remember that the necessary abilities vary based on the degree of management. Top-level managers mostly rely on their communication and decision-making abilities. First-level managers primarily employ their technical and interpersonal abilities, whereas middle-level managers must strike a balance between all three. The talents necessary for event management totally vary on the kind of event and, therefore, on the leadership style needed for that particular event .

Qualities of Leaders

In medium-complexity situations, emotional resiliency and communication are essential, whereas high-complexity events call for sensitivity. They need strong motivating skills to reposition events. The success of event leaders depends on their capacity for self-awareness, for communication during negotiations, and for a knowledge of group dynamics. At certain points, these abilities are necessary. In all phases, controlling resources is more vital than managing people, who are significant in the design state but more critical in the commissioning stage due to their sensitivity. All phases of event management also need for appropriate feedback and a positive workplace environment. Giving employees a comprehensive view and preparing them for difficult responsibilities is one of a leader's key leadership competencies. People want to feel competent and capable, therefore it's crucial to create an atmosphere and culture at work that supports this. The event manager should include the team in decision-making and give them the freedom to do so within their sphere of influence. Leadership may be seen from many different angles while developing people. One definition of development is the support of others' skills via criticism and direction. It entails having faith in other people's abilities and pushing them to accept even more difficult responsibilities. Maintaining team dynamics also benefits from putting time and effort into teaching team members and focusing on constructive criticism. A competent event manager views the event as a chance to enhance team members' experiences because they are dedicated to the growth and training of the event team members. Since one approach to increase motivation would be by challenging team members and providing them the chance to develop themselves by enhancing their abilities, authority, etc., there is a strong correlation between team member development and motivation. It has been demonstrated that this affects workers' dedication to their jobs and job happiness, and that it also has a favorable correlation with event success. Event-level development is seen as mentoring, presenting difficult tasks, and recognizing team members' accomplishments .

Analytical skills are a necessary component of intellectual leadership since they assist the leader in daily assessments and evaluations of various forms of information. In other words, considering information from both the inside and the outside and coming up with the greatest potential solution for the situation. The idea of being creative and establishing a vision for the event crew to follow is related to vision and imagination. In other words, one of the things that makes an event successful is creativity. For an event to be successful, the leader must create a sense of credibility among his team members, which may be done through building a positive working relationship.

CHAPTER 3

BASIC QUALITIES OF EVENT MANAGEMENT PERSON

¹Dr Irum Khan, ²Sahana B S

¹Assistant Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

²Assistant Professor, Department Of Management

Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹dr.irum_khan@cms.ac.in, ²dr.sahana_bs@cms.ac.in.

Giving staff instructions is only one aspect of event management activity. Event managers must first comprehend the principles of organizational management, the financial situation, as well as their specific market, pertinent technology, and laws. Even though they may not be the most significant individuals in the company, event managers' role is essential to making sure everything runs well. There are various areas of knowledge that you should have and contribute to the event team as the event manager in order to manage the conflicting event limitations and to manage the event as a whole. That must have general managerial knowledge as well as interpersonal skills. They are the application field of expertise, standards and laws in your sector, and a grasp of the event environment. It should be highlighted that industry knowledge pertains to event management rather than a specific sector. Therefore, even if understanding the kind of industry is crucial, they will have the help of the Event team. For instance, if you are in charge of a unique sports event, no one would expect you to be an expert in that particular sport as your team would include athletes who can lend their knowledge to help you comprehend this kind of job. This will cover the many abilities and manners needed for an effective event manager .

By standards, we imply rules or recommended methods that are crucial for event management but may not always be required. Contrarily, when we talk about regulations, we imply unavoidable restrictions that must be adhered to, such as the government's legal requirements for certain parts of event management. It should go without saying that as a professional, you must abide by any laws and regulations that are relevant to your field, group, or Event. There are rules and laws for every sector. Before visitors start working, identify which ones have an impact on your Event. This will not only help the Event go more smoothly, but will also enable better risk assessments. Specific abilities in particular application areas are needed for some Events. These s are made up of Event categories that have certain characteristics. They may be categorized by department, industry group, technical specializations, or managerial specialties. These application areas often focus on disciplines, rules, and the particular requirements of the occasion, the client, or the sector. For instance, the majority of governmental organizations have unique procurement regulations that apply to their Events but are not relevant to sports events. While festival event planners have little to no worry for any of these sorts of restrictions, the hotel business is concerned in rules governing food safety and cleanliness. To use your expertise successfully, people must keep up with changes in your sector. If you don't keep up with the rapid advancements of today, you risk falling behind quite rapidly. When it comes to event management, having some amount of expertise in the field will be advantageous. Even if company may hire professionals who are knowledgeable in the

application field, it doesn't harm for you to comprehend the specifics of the application parts of your Event .

Event Environment

There are a lot of things you need to comprehend about your Event setting. Visitors need to think about the cultural and social milieu of the location to some extent in order to comprehend your event's surroundings. We consider population, demography, and education in this area. You must comprehend the cultural impacts of other nations in the context of the global and political environment. The physical environment comes next; here, designers consider time zones, consider various nations, and consider how your event will be carried out differently depending on whether it is only in your country or whether you have an international Event team that is dispersed throughout the world in five different nations. Let's talk about a few instances of cultural disparities. Even when they have just met, Americans want to be casual and address one another by their first names. Even when they are familiar with one another well, Europeans have a tendency to be more formal, utilizing surnames rather than first names in a professional context. Additionally, they communicate in a more formal manner than Americans do, and despite their propensity for individuality, they also place a premium on history, hierarchy, and devotion. The Japanese, on the other hand, prefer indirect communication and see themselves as members of a community rather than as individuals. Like the majority of us, the Japanese appreciate success and hard work. Indians value authority and the chain of command, and they cherish power distance. The cultural variations between different countries may greatly influence how an event is viewed.

For instance, when several huge American and European telecommunications corporations were developing new markets in Asia in the 1990s, the cultural differences between their customers sometimes resulted in unforeseen circumstances. Western businesses designed their phone systems to function in Asia the same way they did in Europe and America. But the way the talk was conducted was different. In certain regions of Asia, the practice of call waiting, which is common in the West, is frowned upon. If the team had taken note of the needs for the Event environment and included the customer, this cultural error may have been avoided. Date issues are only one aspect of the variety of customs and cultures and their influence on technology in general and events in particular. Viewers may be in charge of organizing an Event to build a new website for a business that markets your services internationally. Converting the website into multiple languages is insufficient since there are difficulties with language and presentation style. It goes without saying that the translation must be accurate, but the presentation layer will establish its own criteria for various cultural contexts. An American may look at the left side of a website first; somebody from the Middle East would look at the right side first since Arabic and Hebrew are both written from right to left. Additionally, colors in various civilizations have diverse meanings.

Budget performance is the process of determining if event costs are being carried out in accordance with the budget plan, which assists in identifying variances and creating remedial measures. The technique used to track the budget's success depends on the accounting software the company employs to keep track of expenditures and spending. The image may not be full if the event just utilizes the accounting system to record the available cash since it may only display real spending and ignore contracts, purchase orders, and other financial obligations that have not yet been recorded on the general ledger. Invoices that have already been paid are frequently reported on in accounting reports. The event manager is responsible for keeping track of all real costs as well as any financial obligations made to consultants or suppliers through contracts or purchase orders

that won't be in the accounting system until the bills are paid. Otherwise, it can seem that the event has more money than is really available merely by reading the accounting data. If the event exceeds the predetermined limit, the event manager must take corrective action to bring this same budget back on track. These actions may include trade-offs that must be discussed with management as well as the donor, such as minimizing the scope or trying to lower the quality.

Basic Qualities of Event Management Person

Management Knowledge

One must depend on both your general management abilities and event management experience as the event manager. In this, we're considering things like your capacity for event planning, execution, and control, as well as your capacity to manage the event team and bring it to a successful end while balancing the event's limits and fulfilling its goals. Event management is more than simply getting the job done. The general management abilities that enable the event manager to finish the event with some degree of efficiency and control are inherent towards the process of event management. There are risks and benefits, financial and accounting operations, problems with human resources, time but also stress management, and a reason for the Event to exist. In some ways, managing an Event is akin to operating a company. Nearly every event requires general management abilities. Event managers must thus focus on honing their planning, organizing, regulating, and conflict resolution abilities .

Interpersonal Skills

We're all aware that relationships are the key to success, right? A good manager always knows how to build a strong foundation of connections with both clients and staff. Any event manager will experience unmatched success by devoting time, effort, and even emotion to fostering relationships both inside and outside. According to the statement, you must establish a personal connection with a significant member of their organization. Here, accessibility is crucial. Even a modest act of appreciation for others' efforts and welcoming a younger employee can make them feel as if the manager is personally mentoring them.

Trustworthiness

Being trustworthy has advanced to the point where it is now just as important a leadership trait as being confident or competent. Today, as the world of events shifts from vertical to horizontal, that power of trust has replaced power as the crucial success component. One's success will be largely determined by how honest and reliable you come across as in the current digital era. Honesty and integrity are qualities that will promote teamwork, active communication, and respect at all levels. Integrity and honesty are the cornerstones of trustworthiness. It serves as the cornerstone of each successful firm .

Delegation

A capable event administrator will be able to assign assignments with success and accuracy. This calls for a thorough comprehension of the people involved, as well as their abilities, knowledge, and interests. Putting this information to use and assigning assignments to the proper team members will provide the greatest results. Members are more likely to trust their management

when they are given assignments that best suit them. Event managers must thus strike a balance between overseeing, regulating, and allocating work while also building trust with their team.

Communication

Typically, 90% of an event manager's time is spent communicating. They must, therefore, be effective communicators who encourage the straightforward, unambiguous transmission of information. It is your responsibility as the event organizer to keep everyone informed. Your event employees must understand what is expected of them, including what they are responsible for, when they are expected to do it, and the deadlines, budget, and quality standards they must meet. The whole Event will come to a standstill if the event crew is not aware of their responsibilities or how to carry them out. They won't be able to keep track of the progress of the event if you don't know how strong the event personnel is. Last but not least, the Event won't even start if visitors are unsure of what the customer wants of you. Who needs what information and when may therefore be summed up as event communication .

Striving for feedback

Giving supportive and helpful comments to the team may make the difference between a successful and unsuccessful event. So, each event organizer has to put a lot of effort into this. The capacity to accept criticism is a far more crucial talent that is necessary for every manager. No matter how excellent someone are, someone can always become better. You will undoubtedly become a better manager if visitors learn to take criticism of yourself and behave constructively in response to it. A wise manager sees it as the most effective means of enhancing team behavior. Asking for and acting upon member comments will not diminish business but rather strengthen your position among everyone. This attribute elicited extraordinary levels of esteem, allegiance, and devotion from everyone. One of the most critical managerial abilities to develop and hone is this one.

Negotiation

Managers of events must bargain on their behalf. To obtain an agreement that is accept to all parties engaged in the negotiation process, the Event manager, the sponsor, as well as the Event team will need to negotiate with stakeholders, suppliers, and consumers throughout any Event. The following basic guidelines must be kept in mind and used while negotiating with any provider, site, or service. An event manager may make better use of meeting management techniques and lessons by adhering to these simple rules.

Motivation

People that are motivated work harder and do better work. The task of the event manager is to keep the team motivated so they can work with enthusiasm and a deep motivation to finish the task at hand. A range of group building activities and tactics are used to motivate the group. Individual motives can include praise and incentives. They are official methods of endorsing and encouraging positive behavior, and they work best when implemented by the management group and the event manager. When implementing incentives and recognition, take into account cultural variations and personal preferences. Some individuals don't want to be acknowledged in front of a group, while others like it. Either way, it's important to respect everyone's unique characteristics. It is important to employ both monetary and non-monetary incentives as motivating strategies. For instance, if you are planning a unique exhibition in a particular location for the first time, you must assist the

exhibitors in comprehending the local culture and the difficulties of working in a cross-cultural setting.

Internet

Children now belong to a digital generation that finds it difficult to imagine life without the Internet, cellphones, ts, games, and applications. Nonetheless, this was routine business a few decades ago. Watch, for instance, how modern kids respond to computers from the 1980s in the following video: Social media may be considered as a development of the Internet. In contrast to the 1990s, when the initial generation of Internet users only used it to hunt for information, today's users utilise it to collaborate on or participate in online content. The Internet may also be referred to as a revolution rather than just an evolution because of its significant influence on modern society and the economy. Relationships, both online and off, are impacted by the Internet. For instance, internet dating services are booming and individuals are meeting more online. Although certain nations, like China, may control the content of social media platforms like Twitter, Facebook, YouTube, and Google+ to some extent, other nations, like Egypt, allow that newborns be called "Facebook" or "Twitter" Nonetheless, a lot of individuals have already posted images of offline events online, maybe without giving much thought to who could really view them. What if, for example, your ex-partner, your parents, or complete strangers were able to see photos of your trip or party? If the access permissions are not clearly stated, mistakes might be made, such as when you release photos to all of your Facebook friends without taking into account that your parents are also among them.

Social media could also affect business. What if, for instance, a company was able to see personal photos of workers or prospects on social media? In addition, businesses are compelled to utilise social media and even to modify their content for it, since consumers are more likely to believe online reviews of a company's goods and services than they are conventional marketing. Considering how social media has affected real relationships and businesses, it seems that "word of mouth" is giving way to "world of mouth." The first relates to individuals communicating with and influencing one another, which is important since people are more likely to trust their friends and relatives than a company that is attempting to sell them something. By replacing "word" with "world," it is made clear that the Internet offers the possibility of communicating with practically everyone on the planet. The latter also applies to businesses, for instance via the use of viral marketing efforts that benefit from greater distribution.

There are infographics that provide a brief overview of what an Internet user would lose if they turn it off for only a minute. It is impossible to directly compare these infographics from 2013, for example, since they don't utilise the same data sources. Nonetheless, the numbers per minute are astounding and reveal the growing popularity of social media and the Internet. For instance, they reported on six new Wikipedia pages written per minute in 2013, about 200 million emails received every day, more than 100 new LinkedIn profiles, and more than 2 million Google searches every minute. These infographics demonstrate how many individuals seem to be practically dependent on the Internet. They check their email, visit the web, or use social media in their spare time. You could even get distracted by the internet while working or preparing for a test. Hence, it can be alluring to use a web browser and begin surfing, checking to see what other people are doing, etc.

How to Exist Without the Internet

An American journalist made the decision to investigate how his life would be without the Internet in 2012. He had grown weary of the continual Internet urges that characterised contemporary existence. In order to report on his results, The Verge magazine paid him to abstain from using the Internet for a whole year. He had been offline for a year, yet he still felt bad. He rejected the notion that the Internet will make people "lonely" or "dumb," since it is "where people are" and allows for constant communication. For instance, the journalist missed his family's frequent Skype™ calls and the emails with images of his quickly developing nieces and nephews. He concluded by stating that because interpersonal ties cannot be replaced by the Internet, it is important to strike the correct balance between a digital identity and a real identity. We may not always be aware of the Internet's pervasiveness since it has become so engrained in our everyday lives. Take a minute to assess how many individuals in your immediate vicinity use a smartphone or tablet in addition to or instead of a conventional PC or laptop. The strength of the Internet has also questioned the traditional division between men and women, leading to the emergence of a third, gender-neutral category known as "geek." The standard power button of electronic equipment may be used to represent the "geek" classification. Similar to that, it describes those who have a strong interest in Technology. For instance, if a new smartphone is introduced, "geek" individuals will be the first to know. The majority of them have their own blogs where they may discuss their experiences, and they are often quite active on social networking platforms like Facebooks. These examples show that geeks are not only people with technical occupations, but also people like you who find social media and Computers intriguing and entertaining.

The latter serves as an example of the innovation diffusion hypothesis. This theory states that innovations are gradually adopted by various social groups, usually beginning with a small number of believers, then the mass, and finally also including nonbelievers or latecomers. The idea may be applied to this subject since IT and social media can be considered as societal innovations, particularly technical advancements.

The second answers to the questions above pertain to newer developments in social media and information technology. It is more probable that you are an early adopter and, thus, a geek, the more questions you answered with the second choice. If so, maybe pursuing a career in IT while studying informatics or IT management might be a good fit for you? You may even be a future inventor like Steve Jobs, Marc Zuckerberg, Bill Gates, Larry Page, and Sergey Brin, who founded Google, Apple Inc., Facebook, and Microsoft, respectively. Despite the fact that many individuals use the Internet and social media, it is difficult for the IT business to find applicants who are interested in IT. Even while the work environment for IT positions is dynamic, there is a rising need for additional IT specialists. Chief Information Officers, administrative positions, business or functional analysts, developers, and IT support employees are just a few of the occupations that are in short supply globally. For instance, many talent shortage assessments of international recruitment agencies place IT personnel in the top 10 of occupations that are worldwide most difficult to fill or IT skills in the top 10 of global talents that are in the highest demand. Specific campaigns have been started to promote IT courses and careers in especially for female applicants due to the fact that women are often underrepresented in the IT sector. These are a few instances:

"Female geek dinners" are gatherings where IT nerds from different countries can mingle, swap stories, and remain current on the newest IT advancements. Men are invited too, although the emphasis is on women who are interested in social media and Technology. The meals are regarded

as being stylish and hip. In addition to networking, which is crucial in the marketing or IT industries, among others, guest speakers are asked to update the audience on the most recent developments in technology.

An Overview of Social Media

There are already several social media platforms and technologies available for various uses. Similar infographics are available for eating bacon, drinking, urinating, and other activities. You may find them by typing "social media explained" into a search engine. There will also be explanations of these and other social media tools. Aim to provide data for each social media platform, such as the number of users, posts, photographs, and videos. Although while these figures are incredibly high, they quickly become outdated, may vary from area to region, and various sources often provide different data. Yet, the following patterns, which are supported by the aforementioned sources, provide the reader some insight into the development and significance of social media tools:

Throughout the years, Facebook™ has grown to be the most popular social media platform in terms of user accounts, daily active users, and average monthly use. This tendency is pervasive both globally and regionally. In 2008, there were around 100 million active Facebook™ users; this figure has since risen. If you spend a few minutes browsing a few websites, you'll quickly see that the majority of them already utilise social networking in some capacity. Particularly, websites may use social media via social and commercial operations. Sharing opinions is a social action, while a commercial action is something that a company wants website visitors to undertake because it will result in a financial gain. Examples of business actions include visiting a company website by clicking on an online advertisement, subscribing to a newsletter, becoming a member of a corporate community, creating an account on the company's online store, filling out a survey, being an influencer who generates leads with product information, or making an online purchase. The contrast between social and commercial behaviours demonstrates how social media may add value to a company by facilitating the exchange of material and, most crucially, by generating financial gains.

The first benefit is speed. Social media allows for quicker reactions to and sharing of material than conventional media. Also, they are not as constrained by distance. For instance, regardless of where the sender and recipient are located, the minimum response time for an electronic communication on social media is substantially less than for a postal letter. Scalability, the second benefit, allows businesses to possibly reach out to more individuals while spending less money. This benefit opens up new possibilities for groups with limited resources or small and medium-sized businesses.

Finally, social media monitoring and analysis are less costly than, say, conducting in-person consumer interviews at a train station or a grocery store. Business intelligence and IT support solutions may be used to examine the large data that social media platforms send and exchange.

The fourth benefit speaks about multi-party interaction as opposed to two-way communication. Customers may, for instance, use social media to voice their thoughts about a company, a product, or a service whenever they want, or to ask businesses questions whenever they need to. This contrasts with the "push" approach, which states that consumers should only be informed about products when an organisation runs an advertising or posts information on its website.

Yet, there are other drawbacks to social media:

Due of social media's recent development, many firms are still discovering the best ways to use them for profit. Thus, the last of this book will provide examples of several blunders or typical errors that businesses have made while using social media. Also, social media is transparent in that it can be monitored. Due to the public accessibility of social media, users run the danger of disclosing too much personal information and might be held account for the results.

Finally, since it is possible to make electronic backups, social media material is somewhat irretrievable. Social media tools or individual users could have kept a duplicate of a post or image somewhere else, even though it is no longer available to the general public. For example, it may be noted in the Terms of Service for social media platforms that a profile photo may be used for campaigns even after being deleted from the profile. Search engines may be contacted to ask that content be removed from the search engine results pages when it comes from your own websites and social media platforms. Last but not least, privacy is still one of the major issues with social media. However, this subject involves moral and legal considerations, and they will be covered in the book's remaining chapters. Is it morally OK to publish a photo of a Chief Executive Officer in a pool, for example? Additionally, because people tend to divulge a lot of information, there are real risks in the area of IT security as well as the sale of big data about customers to outside parties. Using Gartner, Inc.'s technical development graph is one way to forecast the future of social media. This graph makes the assumption that new technologies develop throughout time in a similar way. This technological development graph leads us to hypothesize that social media are somewhere between their peak and lowest points of exposure. For instance, both the present social media buzz and the recent social media gaffes may be explained by the technological progression graph. Social media will either become obsolete or businesses will discover a more sophisticated way to use them. Organizations will only be able to utilise social media more effectively in the first scenario, which will lead to a generally constant level of exposure and a moderately high level of productivity. In light of the aforementioned, we may assume that social media will continue to exist rather than completely vanish in the future. According to Royer, it is even conceivable that they maintain a high level of productivity because exhibitionism and curiosity are two traits that define human nature: curiosity, which is the desire for many people to see what others have or can do, and exhibitionism, which is the desire for many people to display what they have or can do. Yet, according to the conventional product life cycle, particular social media tools may come and go, but the underlying ideas or traits may endure. For instance, we may anticipate that certain social media platforms would eventually cease to exist and be replaced by newer, more sophisticated social media platforms.

A Multidisciplinary Approach to Social Media

This book aims to provide a comprehensive analysis of social media from the viewpoint of enterprises, focusing in particular on how these organisations might generate commercial value by adopting a multidisciplinary approach. The present demonstrates the value of social media for several business student concentration areas before moving on to the usual organisational departments in order to provide this multidisciplinary approach to social media.

The following are the book's primary learning goals:

Utilise properly

Being able to handle social media properly, keeping in mind the dos and don'ts

Knowledge

Learning about the effects of social media management for companies, namely by comprehending the concepts and uses of social media and comprehending which social media technologies are sui for various circumstances.

Strategic Perceptions.

Gaining knowledge of companies' social media strategy, such as how to gather and analyse data on a particular organization's usage of social media

Critical thinking.

Improving one's capacity for critical thinking and reasoning, in particular by assessing the potential usefulness of social media and coming up with ideas for improvement. Learning forever. Encouraging lifelong learning by showcasing current IT management innovations, notably social media. The way individuals interact with one another and how those interactions change over time help to explain why this book has practical application. Specifically, the following evolution has occurred: Beginning with "people as people" in the past, moving on to "people as mass" in the fifteenth century, and finally ending with "people as data" and "people as designers" in the twenty-first century. The third evolution phase is similar to the first in that it alludes to more individualised communication, but now via online actions like subscribing, friending, and liking. The emphasis is on communicating with those who matter and on "pulling" rather than "pushing" information.

Data on people

Social media users' personal information may be widely known, such as their interests on FacebookTM, employment history on LinkedInTM, etc. By using this background data, organisations may better satisfy the requirements of Internet users by giving them the information that is most relevant to their profiles. Its growth has implications for issues like targeted marketing using online adverts or viral marketing campaigns, social customer relationship management, business intelligence using opinion mining, social network analysis using predictive mining, and crowdsourcing. Using e-recruitment, social media also allows for the targeting of potential personnel.

As designers, people.

Because content has evolved Power is increasingly being held inside social media networks as opposed to within organisations. For instance, after receiving community input at the conception stage, new goods or services are more likely to survive the first year. Organizations should cooperate with all stakeholders in an equal partnership rather than dictating the message in a top-down structure since brilliant ideas may come from anyone. In order to avoid uniformity, some examples of codesign or cocreation include "bring your own device" or tailoring goods to specific client requirements.

Social media's social benefit or strength is its capacity to bring people together based on shared interests, with shared interests serving as stronger motivators than monetary gain. For instance, brand supporters are those who persuade others to use or purchase a certain product or service. Passionate supporters are also more inclined to actively administer a community, which, among other things, may strengthen brand recognition for products and employers. Moreover, SMEs may look bigger via social media, while larger firms may appear smaller. Regardless of the size of the company, social media may help it thrive or become more competitive by allowing it to be more adap to change after hearing from consumers and gathering creative ideas from the audience. Plan,

implement, and assess a social media plan. The graph demonstrates how businesses should utilise social media in accordance with one or more social media strategies, which in turn should be consistent with the broader organisational strategy. Although companies should act in line with their entire strategy to promote the organization's purpose and commercial goals, social media efforts in particular shouldn't be isolated from other business actions.

Social media terminology, categories, and resources

Introduces the reader to the popular social media platforms and the many social media kinds that each one falls under. This clarifies what social media genuinely means and what it does not. It also provides a general sense of which social media platforms are better suited for certain uses or professional objectives.

Return on investment and social media strategy

Enables the reader to consider social media from a strategic perspective, to determine the business steps needed to implement a social media strategy, and to assess if the business objectives have been met. This places a strong emphasis on the fact that social media should not be utilised haphazardly but rather as part of a larger organisational plan that supports the organization's greater vision, values, and purpose. In terms of the interdisciplinary approach, strategy formulation is often handled by the CEO and the MarCom department. The CEO must also communicate about corporate objectives and procedures. The MarCom and/or IT department can monitor and analyse social media, but the finance department is also involved in determining the return on investment. The chapters that follow provide potential social media tactics involving several departments. Viral marketing and online advertising. For the purpose of carrying out a social media strategy via online advertisements or viral marketing campaigns, it is often located under the MarCom department. This will concentrate on the features that are common for an online setting rather than go into detail about generic marketing insights that pertain to advertising and campaigns.

Social media for managing client relationships

Various methods of direct communication between a company and its customers and suppliers since social CRM refers to the collection of social media activities inside an organisation that aim to increase customer satisfaction and, ultimately, loyalty. So, social CRM goes beyond commercials or viral campaigns and provides helpdesks, among others, a crucial role. When it comes to the multidisciplinary approach, typical CRM departments are closely related to customers, particularly: the MarCom for organising marketing activities, the sales department for those activities to sell products or services, and the customer service and support department, also known as after-sales, with a helpdesk to address customer questions or concerns. The Operations department for internal social media collaboration and for changing business processes or the organization's way of working based on custom data, and Research and Development for innovation in close collaboration with stakeholders from idea generation to the final development of products and services

Optimization for search engines

The reader will get knowledge on how to increase a website's, blog's, or social media page's visibility and accessibility. Studies have that a website will get a lot more clicks and visits if it is higher on a search engine results page. As a result, strategies are described that help websites, blogs, and other social media pages rank better in search engines. In terms of the interdisciplinary approach, SEO often resides under the IT division.

Using sentiment analysis and opinion mining. In order to get information, social media material is evaluated as big data in 7's first on business intelligence. This explores the extent to which consumer feedback and ratings may influence other people's behaviour and, ultimately, corporate results. In terms of the interdisciplinary approach, the focus of this is mostly on the IT division. Data from social networks. The mining findings may be used in various fields, such as fraud detection, credit risk assessment, etc., as well as targeted marketing, such as to boost sales. E-Recruitment. Finding the proper candidates for a job opening may be done via social media platforms like FacebookTM or TwitterTM, but there are also specific professional groups like LinkedInTM. In this chapter, e-recruitment legislation is briefly reviewed. Can someone be fired, for example, due to the material they publish on social media? This chapter's focus on the interdisciplinary approach is mostly on the human resources division.

CHAPTER 4

BASICS OF CROWD-FUNDING

¹Dr Salma Begum, ²Supriya Rai

¹Assistant Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

²Associate Professor, Department Of Management
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹salma.begum@cms.ac.in, ²supriya@cms.ac.in.

Social media has legal and moral difficulties. The dos and don'ts of using social media in companies are discussed in detail. This attempts to make clear who is in charge of social media content created by an employee, what the potential repercussions of hiring and firing are, who is the owner of social media content when getting fired or after passing away, etc. by focusing on the legal department. Terms of Service, intellectual property, privacy, anonymity, secrecy, and the concept of a digital afterlife are all considered.

Wrap-up. The primary learning goals of the current book are reviewed, as was previously stated in this chapter. Multidisciplinary case studies and assignments are included at the end to help students put their newly acquired knowledge and insights into practise. This book's last aims to inspire readers to critically consider how particular companies might combine the many viewpoints covered to benefit from social media and provide value to their businesses.

Takeaways

Social media are widely used nowadays and may have an impact on both online and offline connections between individuals. Organizations are increasingly using social media to generate economic value since many individuals currently utilise one or more social media platforms. People are more inclined to share and discuss social media information that is relevant to them, which might have a variety of commercial effects. A snowball effect may begin with a discussion between two parties, such as a formal business-to-consumer exchange, and progress to interactions with additional parties, such as an unofficial consumer-to-consumer exchange.

Content management has turned into a true currency for corporations since everything revolves around strong and relevant content. In this sense, social media may open up new prospects for SMEs, who often have lesser expenditures than larger companies like multinationals. Yet, it is become more crucial for clients and potential clients to follow a business before a snowball effect with content sharing and discussing can happen. Therefore, organizations should focus on conversation management and knowledge management, among other things, by combining data from various social media tools through a process known as "social engineering". Value creation occurs across an organization's divisions and is not only restricted to IT or marketing. A better solution would be to establish a social media task force as a cross-functional team with one

manager each department and a Chief Social Media Officer, even if social media ownership is still primarily placed in these departments. Such a task force is currently lacking in the majority of organisations since social media is still relatively new. An example of the interdisciplinary approach to social media involves keeping track of customer service issues on social media and the web for future marketing initiatives, and/or making appropriate product or service improvements. Social media and Technology have made this kind of communication easier, but it is not always confined to the walls of one particular firm. Moreover, alliances or networks that are linked may help firms collaborate, allowing them to specialise. The latter is especially important for SMEs since they may not have a sizable budget to allocate to all areas.

Tools and Forms of Social Media

This gives the reader a common idea before examining the interdisciplinary approach to social media in later chapters. The key terms, including social media, user-generated content, and Web 2.0, are defined. Furthermore located in a larger Internet development is the latter idea. A social ripple effect may be produced, as well as how and to what extent classic communication models and theories apply to social media. Moreover, social media categories are used to categorise social media technologies. Also, this offers advice on gamification, blogging, social bookmarking, and community management. The reader gains insight into which social media platforms are better suited for certain reasons or corporate objectives by reading about the various aspects of social media.

On social media

The current continues with an explanation of the distinctions or functions of these tools in light of the presence of many social media tools. The next chapters will then demonstrate how businesses might utilise these technologies to produce commercial value. Moreover, it's possible that social media platforms will compete with one another, metaphorically speaking, for more user registrations or accounts, giving them greater leverage when it comes to, among other things, selling data or adverts to other businesses or third parties. In the end, social media platforms may also be seen as businesses with a financial motive. Filmmaker Clément Morin metaphorically compared the "Game of Thrones" introduction to some of the most popular social media platforms. A video demonstrates certain conflicts where social media platforms create walls and restrict access to their various websites and applications: One example is the conflict between Facebook™ and Twitter™ that began in the middle of 2012 when Facebook™ purchased the social media platform Instagram™ for sharing photographs and videos. In response, Twitter™ opted to merely show a link to the online version of Instagram™ photographs in tweets rather than the whole image itself. The whole image wouldn't show up until you click on that link. Facebook™ responded by preventing access to full Instagram™ images for tweets. Instead, a Twitter™ user who clicked the link would only see a cropped version of the image. Additionally, Facebook stopped Vine™'s ability to automatically discover friends on Facebook™ when Twitter™ released Vine™ in 2013. As a result, Vine™ users had to actively search for other people they knew. This example also makes reference to several features of social media applications, such editing and sharing movies or photographs. So what does social media truly mean? The key social media topics are explained in the sections that follow.

The Web 2.0 Idea

Web 2.0 and social media are often used interchangeably. For instance, in Chap. 1, social media is referred to as the next stage in the development of the Internet. Web 2.0 is the process of using the Internet to exchange, contribute, and create information. Web 2.0 in particular serves as the

technological foundation for the development of social media since it enables users to edit online material and applications in a participatory and collaborative manner. Web 1.0 comes before Web 2.0. In contrast to Web 2.0, Web 1.0 enables people to build and publish online content and applications in a unidirectional manner, such as a personal website, an online encyclopedia, or a newspaper. Web 1.0 began in the early 1990s, namely with the public launch of the Internet and the ensuing dawn of the information age. This means that Web 1.0, the first generation of the Internet, was only capable of delivering information as one-way communication, whereas Web 2.0, the second generation of the Internet, can be seen as the multi-way communication era in the 2000s. These days, literature is discussing Web 3.0 and Web 4.0 as potential futures for social media and the Internet. This would mean that the Internet would continue to develop from a "read-only" or static web to a "read-write" or participatory web to a "read-write-execute" or semantic web and a "read-write-execute-concurrency" or symbiotic web. The varied features of the developing Internet are better understood by using the following example of a library website:

Online shopping carts and catalogue browsing are examples of Web 1.0.

Moreover, Web 2.0 offers library patrons the chance to provide book reviews online.

A library website might benefit from Web 3.0 by automatically suggesting books to a specific user based on their past searches and interests as well as reviews from other users who have similar profiles. The semantic web, often known as the smart or intelligent web in reaction to the traditional information overload in search engines, enables contextual, tailored searches by assigning meaning to words. Web 3.0 apps in particular are able to contextualize data such that it is clear what information is relevant to a certain user and what information is not. Data integration, which organizes data by labels and connects online sites and social media postings, may do this. For instance, if you have a relationship with someone on Facebook™, that connection or connection might be regarded as data. Likewise, if you tag someone's picture, the name that appears in the tag is also information. Semantic search engines may propose items that may be of special interest to you by combining all the information that is currently known about a specific Internet user. For instance, a semantic search engine will recognised whether you are looking for a vehicle or an animal if you search for books on the subject of "jaguar".

Web 4.0, also known as the symbiotic web, takes things a step further by proactively promoting brand-new book genres on library websites before a user has ever done a book genre search. Web 4.0 may also connect you with persons who have similar profiles and, thus, same interests. It may also inform you when your favorite writers or books get literary honors or make an appearance in a news stream. The term "symbiotic web" describes a network of connected webs that will interact with humans in a manner akin to how people interact with one another. For instance, a Web 4.0 application on an electronic device will recognised the person in front of the machine and may say "good morning", "put a coat on today, because it will be rainy today," , or "your flight of today has been cancelled," . A personal assistant is also a component of the so-called Internet of Things, sometimes known as the Cloud of Things, which is a network of interconnected things. For instance, a smartphone that tracks a user's position may be able to detect when a user leaves the house, warn them when household appliances are still on, and provide a remote control to turn them on or off. Communication is usually not started by an organisation itself in this new communication paradigm. By spreading remarks and so influencing other users both within and outside of their networks, end users or consumers might, for instance, generate leads about a brand, product, or service. In other words, this message will likely spread first inside a user's own networks before potentially reaching other networks as a result of others' sharing and commenting

actions. The social ripple effect is the latter. As a raindrop touches the surface of water, it produces circles or waves that are referred to as ripples. The ripple becomes bigger and bigger, eventually affecting other ripples. As applied to social media and Web 2.0, it indicates that a message may travel from the sender's networks to other networks, eventually reaching the connections of connections. Also, the capabilities of Web 2.0 and social media platforms may be converted to the conventional marketing funnel, known as AIDA.

AIDA illustrates how potential consumers behave after they become real clients. People must first be aware that a certain company, item, or service even exists. They can then develop an interest in the product or service and begin exploring for further details. If they appreciate the details they discovered before and can utilise the product or service themselves, they could even think about purchasing it. Such a desire to purchase might ultimately result in real purchasing.

The User-Generated Content Idea

The preceding concentrated on the development of the Internet and how it impacts conventional communication paradigms. Web 2.0 serves as the technological foundation for the development of social media and enables users to "produce" or create and share information. Alternatively, to put it simply, "User-generated content may be considered as the total of all ways in which individuals utilise social media," as stated by Kaplan and Heinlein. In order to demonstrate that social media is more than user-generated content, the current moves to defining UGC. While there isn't a universally agreed-upon definition of UGC, the term literally refers to material created by Internet users. Other definitions make the assumption that UGC may refer to a variety of media material as long as it meets the two requirements of being both publicly accessible and user-generated. Emails and text messages are accurately excluded by the first presumption. Yet, it also seems to preclude private communication in the sense of videoconferencing, which is restricted in terms of how social media tools are categorized. Although interpersonal technologies like Skype™ for videoconferencing are classified as social media by Safko and Brake, the first assumption is in conflict. According to the second supposition, UGC would be another name for user-generated content or user-generated media. This notion is also unfounded since, as will be in 4, viral campaigns are always started by an organisation, and users or customers may share this material or leave comments. While searching for a generic definition of social media in the next, take these clarifications into account. Additionally, in an effort to define UGC, OECD suggests three conditions that must be met before material can be said to be user-generated: it must be published, creative effort-driven, and produced outside of standard working procedures.

UGC must be made public. This condition is consistent with the prior supposition, which pertains to material that is publicly accessible, and hence necessitates the same critical considerations. UGC has to be the outcome of original thought. This criteria underlines that material must be original and not just a copy of previously published stuff. However the issue arises as to whether just sharing content—which social media platforms regularly do—can be considered UGC in the sense of a creative act of, say, self-expression. Nonetheless, sharing or copying material is not regarded as UGC, according to OECD. UGC must be produced outside of traditional working procedures and conventions. This rule forbids, for example, contact between a business and a commercial market in order to make money. Instead, it refers to users who create material in order to interact with others, be acknowledged as an authority, express themselves, etc. In the context of social media, this condition also merits some critical thought, since it seems to prohibit the use of social media for professional reasons.

While seeking for a generic social media definition, the remarks mentioned above should be taken into consideration.

The Social Media Concept

What are social media if they are not the same as user-generated content or Web 2.0? There are several definitions of social media, ranging from more precise to more general ones. The definition of social media by Kaplan and Haenlein, which is "a series of internet-based apps that build on the conceptual and technical underpinnings of Web 2.0, and that enable the production and sharing of UGC," is an example of a narrow view. While more comprehensive definitions exist, this one appears to limit social media to Web 2.0 and user-generated content. In contrast, Safko and Brake refer to media that people can use to be social or "the story is in the tactics of each of the hundreds of technologies, all of the tools that are available for you to connect with your customers and prospects, and the strategies necessary to use these tactics and tools effectively." For instance, Wikipedia adds that social media include web-based and mobile technologies used to transform communication into interactive dialogue. Online interactions and Social Media Types and Tools are ultimately what social media is all about.

The various social media platforms and the corresponding tools are covered in further detail in this. With the variety of social media tools available today, categorizing them is helpful since it gives users insight into how different social media platforms operate. There are two categories discussed: one based on hypotheses and the other on shared traits.

The first categorization is based on theories of social dynamics as well as media research ideas. According to ideas in the area of media research, individualized and synchronous communication is preferable to mediated and asynchronous communication for influencing another person's behaviour. Particularly, social media allow for quicker engagement and are more individualized than mainstream media. In addition, social media allow for the dissemination of a lot of information in a short period of time, which may lead to less ambiguity and greater understanding of the truth.

On the other hand, according to ideas in the subject of social processes, individuals tend to affect what others think of them by behaving. For instance, if you want others to think of you as artistic, share photos of yourself visiting a gallery or an art show. Social media may thus be utilised to enhance one's reputation. In addition to how you show yourself, you must ensure that the personal information you provide about yourself, such as your thoughts, feelings, and preferences, is compatible with the image you want to project. For instance, having information on LinkedIn™ or liking the Facebook™ page of a minister who opted to eliminate cultural incentives are less consistent with the image of a creative person than having a nine to five normal job.

Societal groups

The first social media kind, which includes social communities, may be the one with which most people are most acquainted. The "wisdom of the crowd," or the ability of a community user to reach out to many people, listen to them, and attempt to engage them, is often what distinguishes the first kind. Communities may be created for usage by outside parties. But, social groups may be made for usage inside as well. The reader is reminded that social media should support a business goal by the fact that social networks may be tracked and studied as knowledge management tools and business KPIs. We shall discuss how social networks may function as knowledge management tools in Chap. 5, which is about social customer relationship management.

Tools for Text Publishing

The second social media category discusses technologies for text publication. The following are some instances of social text publishing tools:

A content management system and other open-source tools for building and maintaining blogs and webpages. Since it makes use of common templates, the user may start writing content right away without having any experience with software programming. Also, WordPress™ supports plugins for other programmes and widgets, which are applications that let you use WordPress™ on a mobile device.

Wikipedia is a free, open-source, and nonacademic source of information. To observe and monitor changes, a revision history is stored. Some limitations and conditions apply to material, such as no copyright violations, no product advertising, and only verified information.

Wikis for organisations: Web sites that are simple to modify for safe internal or external collaboration and information exchange. Wiki usage may need a culture change since staff members will need to be persuaded to utilise electronic wikis rather than paper-based documents. This kind of social media includes all of the current blogs. Blogging is a big deal these days. Blogs are online journals or websites on a certain topic where the material are organised chronologically. As an example, a blogger may bear in mind the following advice. Prior to everything else, it's critical to choose a topic you are enthusiastic about. Blogging should be enjoyable and similar to chatting with friends at a bar. Hence, you may write blog entries in your own writing style. It's a good idea to compile a list of subject-related topics for your inspiration and to inspire readers to visit your site often. Also, you may keep tabs on when visitors are active on your website or when a tweet or Facebook post receives a lot of responses. You may choose the quantity and timing of blog postings based on monitoring data. Templates may make it easier to produce blog articles since you can add a title, some images, and a few text that tells a narrative. You may encourage discussion, invite guest bloggers, read other blogs on your topic, and engage in conversation with other bloggers to increase readership. In conclusion, Lewis PR asserts that three qualities might make a blog more successful: consistent material; passion; and focus. Finding a balance between too few and too many blog entries is necessary for regular content. It could seem quite inadequate to urge individuals to publish once each week. For your blog to have regular traffic and to give you a chance to become better at writing, daily postings or three times a week of writing could be preferable. Second, when it comes to enthusiasm, bloggers who are having a good time are more likely to motivate readers. Lastly, readers must comprehend the purpose of your site in order to keep reading.

Tools for Microblogging

Short text messages are a hallmark of microblogging technologies, which prevent information overload. Microblogging is distinct from social networks since it is accessible to everyone. Also, it differentiates from text publishing platforms by imposing a character restriction on each post.

Tools for Publishing Photos

Sharing photographs, graphics, or other visual content is the main goal of photo publishing tools. A growing number of social media platforms are utilising images to share experiences or convey tales since a picture is worth a thousand words. Social bookmarking was presented when describing Pinterest™. A centralised online service known as social bookmarking allows users to create, annotate, modify, and share bookmarks of web pages and allows users to identify such

bookmarks with keywords to organise them. Similar to website favourites that Internet users may save on their web browsers for later use, but now across many computers, social bookmarking is a kind of bookmarking that involves sharing links across computers. Bookmarking, as opposed to file sharing, merely exchanges references to the original sources. One benefit is that you can rapidly search on subjects and narrowly focus what you want to view by adding keywords to a bookmark. So, social bookmarks may provide you with an up-to-date summary of social news, i.e., what a lot of people are interested in or doing. But it's important to remember that social bookmarking isn't only for this kind of social media.

Tools for Audio Publishing

The next social media category includes programmes for creating and disseminating audio snippets. Social media commonly uses audio since it is simpler to grasp than text. The following are some instances of social audio publishing tools:

Streaming music service with a shopping option where users may listen to tunes or the radio. Spotify™ has a straightforward business plan, according to which: You can use Spotify™ for free, but you will have to put up with listening to commercials between songs, and you may pay for its service to avoid the limitations described above. Application for playing and managing audio and video content from Apple Inc.™, including music, movies, games, audiobooks, ringtones, applications, and podcasts. Several radio stations have started playing an iTunes™ Top, which is a list of the most popular songs downloaded from iTunes™ during a certain period of time and location. "Podcast" is a combination of the words "iPod" and "broadcast." It refers to a collection of episodes, such as a collection of books, radio or television shows, interviews, garage band music, etc. A podcast may include any audio file that can be uploaded to or downloaded from a website, including audio, radio, video, PDF, and MP3 files. Podcasts have the benefit of allowing asynchronous usage, which is defined as on demand and on the go. When subscribing to a series, new episodes may be automatically sent. Technology called RSS is used for the latter.

Tools for Publishing Videos

Platforms for sharing video snippets are social video publishing tools. Videos may provide information regarding body language that is employed during communication, as opposed to text, images, and audio clips. YouTube™ is a popular video publishing platform, but there are others as well.

User-generated video footage may be uploaded, viewed, and shared on a website. It offers a platform for individuals to educate and uplift others while acting as a distribution channel for marketers and authors of unique material. Users of YouTube™ are informed by a copyright notification that they must have either generated the video material themselves or have obtained permission from the copyright owner before posting it. Unaccept material may be reported and subsequently examined by a YouTube™ employee.

Six-second looping videos that were created specifically for the microblogging service Twitter™. These are some examples of Vine™ videos:

Tools for Social Gaming

Online gaming is the focus of social gaming tools. Companies may either create a game for the corporate website to sell goods or services, as well as mobile gaming applications for smartphones, or engage in already-existing online games to increase brand awareness. World of Warcraft™ is an illustration of a current online game. An illustration created by a company to advertise a product

may be seen at McDonalds™. When the Spicy Chicken McBites™ were introduced, McDonald's™ developed a game where players could create music by clicking on a McBite™. The McBites™ were utilised as a piano, with each McBite™ standing in for a piano note. This particular kind of social media is associated with the more general idea of gamification, which involves turning actual events into a contest. In other words, gamification extends game principles and methods to non-game contexts. Consumers or users are motivated to modify their habits, acquire new abilities, or find solutions to issues. They may also be motivated to do more of something or to do it better than others. Their efforts are measured in order to provide users with incentives or recognition when they complete a task that is desired by an organisation. Rewards, scores, badges or levels, a progress indicator, or benchmarking are all examples of recognition or incentives. Since individuals naturally want to compete with one another in order to accomplish goals or strive for better, gamification may increase engagement and return on investment. Gamification is thus being utilised more and more in corporate IT solutions as well as social media platforms to assist businesses accomplish their business goals and to inspire users. According to Hay Group, "corporate gamification" is a "technique for unleashing their workers' full potential to promote plan execution. Since games may be addicting, it works. Using Darwinian instincts as a foundation, classical motivational theories may be used to explain why gamification is successful. For instance, according to McClelland's human motivation theory, games foster people's "affiliation motive" and "power motive" by, respectively, focusing on the personal relationships and influence in social media, such as through interaction and sharing expertise in communities or discussion groups. Vassileva provides a more thorough examination of many theories that address social, intrinsic, or extrinsic motivation in the context of gamification.

Very Easy Syndication

A technique called Really Simple Syndication allows online material to be sent to subscribers. According to Safko and Brake, RSS is a simple way for website visitors to subscribe to material and get updates as soon as they are released. RSS is distinct from an electronic newsletter that is sent to your inbox on a regular basis. Instead, every update within your subscriptions will be sent to you through RSS as soon as it is published. "Feeds" are the term for these RSS updates. Moreover, RSS varies from alerts, which are notices when fresh online articles on a certain subject of interest have been published. For instance, Google™ Alerts may notify you by email each time a web page discusses a subject you've identified as relevant, without requiring you to subscribe to each page individually.

Both personal and professional usage of RSS is possible. For instance, a researcher may sign up for an academic journal's RSS feed. An email is delivered each time a new issue of that journal is published, including with links to all of the journal's articles in that issue's of contents. Press conferences may also be released by organisations via RSS, which is interesting to journalists and fans, among others. The Apple website now enables RSS subscriptions for the iTunes™ hit lists as an example of private RSS use. This implies that whenever a new iTunes™ hit list is published, RSS subscribers will be informed through email or via an RSS reader, which is an aggregator or website that gathers all the data from all of your RSS subscriptions. Additionally, news organisations commonly employ RSS. As an example, consider CNN, which offers both audio and video podcasting streams. In order to subscribe to CNN using RSS, for example, you may either paste the provided RSS shortcut into an aggregator or RSS reader, or if MyYahoo!™ is being used, you can just click on the MyYahoo!™ button. Conversely, other websites could include an RSS symbol to make it simple for visitors to subscribe to their material. The preceding examples

also demonstrate how material may be accessed in a variety of ways, such as via a browser, an email client, or an aggregator. Regular text formats are often used to provide RSS updates to subscribers. While the feeds delivered may include material in XML format, they are really lines of code.

Alternative Forms of Social Media

Live casting tools, virtual world tools, mobile social media tools, productivity tools, and aggregators are some more social media kinds that may be employed.

Tools for live casting are used to broadcast video in real time, often for free. Students may broadcast their own television programme, for instance, to other students. Live casting tools examples.

Tools for meeting in a virtual world, conversing there, exchanging ideas, and watching presentations. For instance, businesses may host seminars or meetings in a fictitious building or retail space. Second Life™ is an example of a social networking platform with a virtual environment.

Apps for social media on mobile devices are known as mobile social media tools. For instance, Foursquare™ was previously described as a location-based mobile social media service while addressing gamification. Until the middle of 2014, Foursquare™ members could earn points, badges, the title of "mayor," or various degrees of superuser rank, among other things. Swarm™, a Foursquare™ companion app for location sharing that restricts gamification to friends rather than all users, was released in the middle of 2014. Since then, Foursquare™ has abandoned check-ins and gamification in favour of local search suggestions. For example, it may now be used to find and exchange advice about actual places. Yet, Foursquare™ and Swarm™ collaborate to provide suggestions based on a user's profile.

Tools for increasing productivity in a company, such as those that facilitate meetings or social event planning

Using social media

While the preceding demonstrated a wide range of social media platforms and tools, businesses need not utilise them all. Instead, the kinds and instruments of social media should be selected in accordance with the social media plan that has to be implemented. For instance, if an organization's target audience is not on Twitter™, the company shouldn't utilise Twitter™. In 3, there is further information about choosing a social media strategy. In order to provide consumers more individualised communications that are relevant to them, an organisation must get to know its customers—not each of them individually, but rather their profiles. If you visit an organization's site, you could already see a number of social media campaigns that fall under one or more social media types and tools. For instance, a link to Facebook™, Twitter™, LinkedIn™, RSS, or a blog may be offered to website visitors. However this made clear that not all attempts to connect with people use social media. Examples include personal emails that website visitors may send to the company, which are different from the multi-way communication that is customary for a publicly accessible "questions and answers" web page.

Return on Investment with Social Media Strategy

The reader will discover in this that businesses shouldn't utilise social media for business purposes alone, but rather as a new fad. Initiatives in social media should instead support social media

strategies, which should in turn support organisational plans. Key performance indicators and associated techniques can be developed in a SMART manner and how social media strategies may be derived from corporate goals. The following chapters discuss potential steps to take in order to implement a social media strategy. A company should regularly monitor its social media activities while they are being carried out, assess their success, and maybe adjust the approach as necessary. Especially, social media projects pay off through achieving a high return on investment rather than just having a lot of "following" or "likes" on social media platforms . As a result, this also highlights the significance of measuring the effectiveness of a social media strategy via social actions, business actions, and eventually ROI. Several organisational departments, including the MarCom department, are frequently engaged in developing and accessing social media strategy. The CEO is specifically in charge of developing worldwide strategy and speaking about regulations and corporate goals. Although the finance department can assist other departments with the ROI calculations and the processing of business numbers, the IT department can assist other departments with monitoring the results and maintaining tool licencing.

Yet, social media management is a multidisciplinary approach that must begin with a plan to provide value to the company. As a result, creating strategy has the ability to encompass all departments in a company. The chapters that follow will examine several techniques involving various departments in specifically. For instance, strategies for online marketing and viral campaigns are primarily located in the MarCom department , while those for e-recruitment also centre on the human resources department , crowdfunding on the finance department , and social media policies on the legal department . Social customer relationship management is the best illustration of social media as a multidisciplinary strategy since it affects all departments. For instance.

CHAPTER 5

SOCIAL MEDIA STRATEGY

¹Dr.Hemanth Kumar. ²S, Sunitha B K

¹Professor, Department of Marketing,

CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor & HOD, Department Of Management

Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹ dr.hemanthkumar@cms.ac.in, ² supriya@cms.ac.in.

A first and crucial step in examining the wider picture of social media management by corporations is to consider social media strategy. In particular, social media platforms should only be utilised if they help further one or more corporate goals. These illustrations may be internal or exterior. The following are some examples of potential business goals where social media may be useful : to attract new clients to generate foot traffic in a shop in order to boost sales or profit to boost client contentment and loyalty to raise consumer awareness of a brand In order to boost brand loyalty for the sake of image For employer branding to encourage the development of new goods and services To encourage internal communication among workers and management in order to engage them To encourage word-of-mouth by integrating workers from various business divisions and locations, it is possible to improve internal business processes. Etc.

The examples demonstrate that there are other options available and that an organization's business objectives are not always connected to more sales or profits. Moreover, not all company challenges can be solved through social media. For instance, a company shouldn't use FacebookTM, TwitterTM, or other social media tools to target its current consumers if they would prefer not to be visible on social media. In order to implement the proper initiatives and goals, information might be revealed by an internal and/or external audit. To put it another way, not all businesses should utilise social media, and those that do should do so with a purpose in mind rather than using it randomly. These organisational strategies, and therefore the organization's vision, values, and purpose, should be used to determine these business goals.

In general strategic management models, the significance of tangible actions being connected to company goals is often underlined. For instance, Kaplan and Norton's balanced scorecard serves as a framework for deriving an organisational strategy from the higher vision, values, and purpose and operationalizing that strategy. This framework divides business goals and the initiatives that support them into four groups: financial goals pertaining to shareholders, customer goals, goals pertaining to business processes , and learning and growth goals pertaining to the capacities of people, systems, and organisational procedures. Some of the business goals in these four categories may be realised with the aid of social media. Social media plans should also be continuously monitored and assessed by assessing the associated activities, much like the organisational strategy. A learning curve and feedback are also possible with monitoring. The many factors for defining and assessing a social media strategy are covered in the following s.

Setting up a Social Media Plan

An organisation should first conduct an internal and external audit to explore the current situation, specifically by conducting surveys and in-depth interviews with employees, customers, suppliers, and other stakeholders, before beginning to write one or more social media strategies. In particular, an audit may determine if the corporate culture needs to change when implementing social media tools or starting social media initiatives by evaluating how workers interact and cooperate. For instance, if corporate culture has to change before workers are ready to share information or before employees are able to utilise social media technologies, a social media project may take a few years longer. Also, recommend using a social media knowledge index to determine how much workers are aware of and have already utilised the various modern social media platforms and tools. By using a tool scorecard, workers may be encouraged to consider how the company could utilise social media in the future and to rate various tools according to the sort of social media that the company would find useful or rather pointless.

A SWOT analysis, which is a commonly used management technique to generate ideas about the organization's present strengths and weaknesses as well as its future possibilities and threats, may be performed using the findings of the internal and external audit. Examples of possible questions to assist complete the SWOT are those pertaining to the organization's general usage of IT, the amount of employee creativity and cooperation, etc. This book won't go into depth since other management books already cover how to do a conventional SWOT analysis. It is simpler to develop a comprehensive social media strategy based on a SWOT analysis that takes into consideration the unique qualities of a firm. The "social media trio," which informs the reader that not all social media kinds should be employed, is another idea to keep in mind while creating a social media strategy. Also, a social media strategy should be closely related to the organisational strategy and therefore immediately derive from the business objectives and mission statement of the firm.

Keeping an eye on and assessing a social media strategy

After a social media strategy has been decided upon, it should be continually assessed and, if required, redirected by taking corrective action. As a result, this discusses the efficacy of social media projects and, in particular, the measures to track their return on investment. While this review step is facilitated by the SMART rule for KPIs and social media approaches, many businesses and academics disagree on the appropriate metrics to use. Some solely include the social activities based on web analytics, while others additionally consider the associated commercial effects.

Introduction: World-wide Digital Transformation

While the fast advancement of information and communication technology has made our globe smaller than ever, it has also made it more confusing and divided than ever. This collection of 46 presentations from the 10th Conference of the Global Communication Association, held in the iconic city of Berlin, Germany, from July 16–18, 2015, is extremely diverse, modern, multidimensional, authoritative, and really thought-provoking. Thematically centre on "Digital Transformation—Media Management, Digital Education, Media Convergence, and Globalization" the 2015 Berlin GCA conference brought together over 200 participants from 26 countries. This comprehensive book, which includes international and multicultural perspectives on our increasingly interconnected and complex digital world amid the prevailing doom and gloom, division and hatred, war and human displacement, pollution and eroding environment,

terrorism-ism and destruction, devolution of freedom and evolution of surveillance, is the culmination of those highly engaging and informative keynote speeches, paper presentations, and panel discussions.

The conference papers are divided into the following seven parts: By forecasting Europe's digital future, disruptive technologies, digital sovereignty, political communication, and media management, the first identifies change drivers and establishes the scene. The second of the article discusses media innovation and convergence to put a focus on different viewpoints. It does this by examining the dynamics of news production in Turkey, the necessity of monitoring digital information, the sexual and reproductive health of adolescents in Nigeria, evaluation distribution, and website classification, as well as the challenges of media convergence in East Africa, media management, and the perceptions of employees, communicative platforms, and the convergence of print and video in Germany. In the third, we'll talk about how the media has undergone a digital transformation and examine some of the new challenges that have emerged, including media management in Africa, excessive broadcast regulations in South Asia, citizen journalism in Turkey, service delivery and government administration, exclusion or inclusion in democracy, social media in Egypt, the impact of media transformation, and communication and leadership. The fourth uses social networks and digital media to look at paid media presidential campaigns, the digital friendship illusion among Kenyans, new media opportunities in Kenya, Iranians' cyber-political behaviour, information warfare in Ukraine, Turkish social media interactions, the role of social media as a knowledge catalyst, and a long-term analysis of Facebook use in the workplace. The analysis covers citizen journalism, new media and journalism in Nigeria, media coverage of the Charlie Hebdo attack in Kenya, digital storytelling, digital safety training for journalists, control of local news in Mexican provinces, the psychological effects of traumatic events on journalists, violence against journalists, and cartoonists framing in specific Kenyan newspapers. Also discusses new journalism and challenges for media freedom. In part six, education and learning are combined to examine topics like the use of new media in education and communication, perceptions of and responses to emergency alerts on college campuses, distance learning for global understanding, globalisation and popular culture, difficulties in the pedagogy of global communication, traditional and digital education in the Middle East, academic discourses and practical requirements, and issues with the educational system in Tajikistan. With the advent of information technology and the World Wide Web, the digital age has given people, groups, and organisations numerous opportunities to freely and publicly express their opinions through email, blogs, chat rooms, MySpace, YouTube, Facebook, Twitter, Instagram, and other cutting-edge, interactive, and spontaneous social media venues. As a result, it has become more difficult for governments to regulate the flow of information both within and outside of nation states. There will be additional possibilities and difficulties throughout the world as the United States gets ready to hand over control of the Internet to an international organisation whose composition has not yet been defined via the Internet Corporation for Assigned Names and Numbers. On the plus side, the Internet is not controlled by a corporate, in contrast to conventional media, hence it offers a free and mostly unrestricted forum for everyone to express themselves. On the downside, the Internet gives terrorist organisations, mentally ill people, human traffickers, illicit drug dealers, and gangs a cunning chance to exploit and develop their networks and recruit around the globe. Aldous Huxley, a British author and philosopher, famously observed that "civilization is a race between education and disaster." Yet it seems that nowadays we choose disaster over learning, argument over discussion, war over peace, and death over life. As a result, the weaker states and groups have turned to terrorism as their weapon of choice, and Al-Qaeda, ISIS, and other organised groups

have actually gained strength and support on a global scale by using the Internet, particularly social media, to spread their message, find the weak, traumatise the innocent, destroy infrastructure, and rule through fear and intimidation. The Global Communication Association was founded in 2007 with the goal of closing cultural divides by offering a diverse, inclusive venue for ongoing discussion of current concerns. Since holding its first conference in China, GCA has travelled the globe, holding conferences in countries including Canada, Germany, India, Malaysia, Oman, Poland, Russia, and Zambia. Promoting academic research in global communication, mass media, and related fields, facilitating collaborative projects and research opportunities among researchers and students, and fostering collaboration and international cooperation are among GCA's main goals. Corporate executives, communication experts, policy makers, academics, graduate students, bureaucrats, politicians, public relations practitioners, and other related industry professionals can all meet on the diverse international platform offered by GCA to discuss current issues, network, and come up with fresh ideas and development strategies in a friendly and collaborative environment. This book draws on the "Digital Transformation—Media Management, Digital Education, Media Convergence, and Globalization" theme of the 2015 Berlin GCA conference. Nearly 200 participants from 26 countries participated in the highly engrossing and educational keynote speeches, paper presentations, and panel discussions that resulted in this book. An edited collection like this one has the major benefit of providing readers with a diversified array of global researchers, academics, and media professionals' broad and multifaceted opinions. Yet, one of the drawbacks of such a collection is that, unlike a book written by a single author or a group of authors, the tone, approach, and writing styles of the articles vary and are fundamentally different.

We really hope that you will enjoy reading the very interesting and varied contents of these conference papers and that you will think about joining our group's efforts, via GCA, to help create a more fair, equi, and compassionate world. And, last, we would like to extend our thanks to the UNESCO team for their excellent collaboration and support of the Berlin meeting.

The Concept and Practice of Communicating

With the start of the twenty-first century, it has been trendy to promote and define the new interactive communication technologies as a kind of formula for advancing human rights and democracy, fostering social group discourse, and, finally, bringing about world peace. Electronic media are depicted almost as a magic wand that may transform the fundamental character of human civilization since they allow people to be both consumers and creators of information simultaneously. Among today's numerous declarations of a paradigm shift allegedly brought about in terms of the building of social life, or the "reinvention" of man as *ov oko*' in this era of global connectedness, Marshall McLuhan's prescient phrase from the 1960s, "The media is the message", resonates. Several assessments on the events that led to the "Arab Spring" have a tendency to exaggerate the social and political empowerment associated with the use of internet technologies. It is said that because of the egalitarian character of the internet, a single person may practically immediately access infrastructure that is open to everyone at once. According to this interpretation, the online community has developed into a power unto itself, independent of both traditional media and a kind of "Fifth Estate," capable of challenging the status quo at any time and contributing to a more "pluralistic" democracy. In a similar vein, Google's Jared Cohen⁴ called the "effect" of the internet's "unstoppable connectedness" as "totally destructive to any democracy" in comments to the New York Times. However "connectivity" may also be associated with disorder, which is the exact opposite of "organisation," and "technology" can also be associated with dependence, which is the exact opposite of "empowerment." Both connection and technology must be seen in its

practical, uncertain dimension, not in isolation or with a single predetermined ideal outcome in mind. A reality check will be necessary in light of the new forms of communication's apotheosis as a sign of true democracy and a fair and peaceful world: It is a well-known historical reality that the introduction of new informational tools—starting with the development of scripture and later typography—has not always favoured or ushered in an environment that encourages tolerance or peaceful coexistence. The political ramifications of new communication technologies, or the politics of communication, are significantly more complicated. Neither satellite TV nor the internet phenomenon, with the "new social media" as its most prominent aspect, have advanced us any closer to a "new world order" of peace and justice since the advent of globalisation. In fact, societal rifts seem to have widened over the last several decades, and prejudice and animosity along civilizational and cultural lines seem to be more pervasive now than they were in the previous postcolonial—and pre-internet—era. The human being is not immediately "prepared" for the consequences of any new technology, which is an anthropological reality. It has often itself to be resistant to social engineering or "reinventing" man techniques brought about by technology. People are simply overwhelmed by the simultaneous existence of a multitude of diverse world-perceptions, which they frequently feel are incompatible with their own, when it comes to the effects of an ever-more complex information technology on the construction of social identity. It is not unexpected that people may feel as if their "community security" is under danger in today's global information village⁷ and that their identities are continually being questioned. Wherever they may be, social groups of all kinds "can no longer be contained, in the political sense of limited association," according to Marshall McLuhan's insightful and comprehensive analysis of the anthropological implications of the electronic media, written nearly 50 years ago at the dawn of the modern information age. Thanks to the electronic media, they are now engaged in our lives just as much as we are in theirs. ⁸ Multiculturalism now has a whole new global dimension as a result of this.

Since this diagnosis, we've learnt more about the socio-cultural ramifications of this novel type of simultaneity, interdependence, and interaction across several "life-worlds." Evgeny Morozov has called our attention to "the mainly unproven cyber-utopian premise that more connections and more networks must lead to greater freedom or more democracy" in a sharp assessment of the typical tendency among analysts on web-related social phenomena. ⁹ A fresh look at how use of interactive technologies affects our social identity and what kinds of communities or forms of political organisation result from the "new social media" in particular is necessary in the context of the contemporary discourse on internet technology and its anthropological implications and effects on social order, domestically as well as globally. The employment of modern technologies is said to have sparked some political events, therefore mass psychology concerns may once again be pertinent.

The Internet Community as a Political Force

The Crowd: A Study of the Popular Mind, a major book by Gustave Le Bon, examines the traits of social behaviour in situations of collective activity. He goes on to say that, under some situations, "an agglomeration of men exhibits new features completely distinct from those of the people constituting it puts them in possession of a type of collective mentality" via their interaction. He describes a social gathering as being "organised" or "psychological" if it achieves this "uniformity. He goes into great length on how "the intellectual aptitudes of the individuals, and as a result their uniqueness, are undermined" in the communal mind.

He names many factors that contribute to this phenomena, including a "sentiment of unstoppable strength," brought on by mathematical considerations, that enables the person to "give to inclinations that, had he been alone, he would perforce have held under control;" In terms of emotions and action-inspiring impulses, "contagion"; and, most crucially, "suggestibility." 15 Le Bon also enumerates as some of the "special features" of crowds their "impulsiveness," "irritability," "incapacity to think," and the "exaggeration of the feelings. In the early half of the 20th century, Le Bon's mass psychology had a significant impact on the emerging field of "public relations" in the United States, particularly on the views of Edward Bernays, a nephew of Sigmund Freud. The global information culture of today, however, has given it a whole new level of importance. There has never been a time when the logistical means, or organisational tools, for the manipulation of crowds, have been more advanced. Devices of virtually unrestricted communication that may, unintentionally or intentionally, trigger processes that lead to the formation of crowds have never been more diverse and at the same time powerful. Le Bon was well aware that, in the psychological sense, a "crowd" did "not necessarily include the simultaneous presence of a lot of persons on one location. Hundreds of solitary people might develop the traits of a psychological crowd during certain times and under the impact of specific violent emotions, like, say, a major national event. This is still true today with the great variety of online communities, whether they were created in response to localised catalytic events or to support more global or national political concerns. The advent of the internet has in reality ushered in a new age of mass communication where the "digital crowd" or "virtual crowd" has emerged as a key political force. Mass psychology in the digital era cannot ignore the new social media's ubiquitous influence on almost every facet of life for fear of it becoming outdated. This entails the restoration, if not reinvention, of civil society in accordance with standards set by digital technology as well as the "empowerment," whether actual or imagined, of the individual via the various characteristics of interactive electronic communication. Beyond the topic of authenticity, this kind of "digital transformation" of society raises additional concerns about what it means to be an object in this process, whether as a master or a slave of information technology.

Web logs and video sharing websites like YouTube, as well as information techniques like SMS or email, communication interfaces like Facebook, Twitter, WhatsApp, or the numerous chat programmes, and information techniques like SMS and email have all developed into effective tools for both individual and group action. The lines between the public and private realms, as well as between individual and group activity, are fuzzier than ever, and new technologies and programmes have fundamentally altered the nature and extent of communication. These technological advancements have had the effect of magnifying societal trends. They have also had an amplifying effect on the factors that cause crowds to form, whether they are digitally or physically gathered, as well as on their modes of expression and action, or their eventual political impact. The definition of "digital empowerment" encompasses a wide range of ideas. These all serve to highlight the resurgent importance of mass psychology for comprehending politics and society in the age of globally synchronised information technology. We can just briefly touch on a few of the key characteristics of the "virtual public" of today here:

Information is communicated virtually "in real time" and without any geographical restrictions in the "virtual crowd". One of the fundamental components of the new social media is the transmission of information in an audio-visual or visual format. The visual appeals to the emotions and, hence, the suggestibility of people in a crowd, in contrast to the more abstract written word. In light of today's interactive media, Neil Postman's previous worries about the dominance of

television and its "unintended consequence of a profound transformation in our techniques of public conversation" are even more relevant. The interaction of social media has added a qualitatively new dimension to information dissemination when compared to TV or radio. This goes beyond the more traditional viewer/listener participation through telephony, where the input is moderated by an editor/presenter. Computer technology has a multiplicative effect, so there are many more individuals participating and impacted than there would be in a typical crowd. A virtual "o" is a collective mental reality created by the interactive nature of new media that might, at any time, lead to coordinated action in the actual world, but in an unforeseen way for the general public and for state authorities.

The tendency for people to remain anonymous in online communities begs the question of whether there are "invisible hands" or vested interests that may be behind the amorphous masses, staging civil society campaigns and launching information with a plan that is neither openly stated nor democratically approved.

The conditions of the new social media would be much more favourable for the advancement of Edward Bernays' "invisible government," which he believed "moulds" our minds, "forms" our tastes, and "suggests" our ideas and which he considered compatible with, even indispensable for, a modern democratic society. This trend is, for example, by the anonymous alteration of certain Wikipedia articles by national intelligence agencies, which also draws attention to the dangers the new technology poses to democracy and the rule of law. The virtual audience has far more trend volatility. In the anonymous circumstances of the internet, unpredictable and erratic conduct, a common trait of crowds, tends to be more severe. Any trend might become a megatrend very quickly due to the simultaneity and pervasiveness of interactive communication. In the virtual world, there are no checks and balances to guarantee a "reality check." The new media, on the other hand, give its users so much power, despite the fact that they are small in number, that they can feel empowered to create new social realities. This might also result in an unrealized feeling of empowerment and a misinterpretation of one's own "life-world" or social standing.

The social mobilising potential of media such as Facebook or Twitter hinges on a "snowball effect" of information circulation, which is comparable, in structure, to the classic "chain letters," but with the speed of the digital age. This might do significant damage in a political setting and entirely destroy the democratic dialogue process, which is essential to a healthy civil society. An illustration of this is the use of social media by the so-called "Islamic State" for propaganda.

There are still concerns about the sustainability of "revolutions" or "uprisings" whose course has been significantly influenced by the use of social media, despite the fact that the onset of social revolts is a complex process that will be preceded by the accumulation of pervasive dissatisfaction or disillusionment among large sectors of society over an extended period of time. It has been that their "real time influence" often supported unpredictable, continuously changing patterns whose long-term effects are uncertain due to the "emotions of the moment." The highly publicised "colour revolutions" in post-Soviet nations and more recent "Arab Spring" events attest to this sustainability issue as well as the instability of a "digitally enhanced" civil society.

It is impossible to ignore the sometimes un- and "subversive" impact on an established political system; this is a feature of the inherently "anarchic" nature of the interacting processes in the virtual world. What does the new aspect or quality of social organisation entail in terms of a polity's democratic development? Can democratic empowerment and the blending of the lines between the public and private spheres be reconciled? What are the consequences for civic duty and democratic

accountability of the ambiguity between anonymous and public activity, which is characteristic of the virtual space? These are some of the concerns that more or less directly relate to the possible influence of new communication techniques and instruments on the conduct of politics in the twenty-first century. One benefit of contemporary information technology is the increased accessibility of many worldviews to a larger population. The question will be how the "simultaneity of the lifeworlds", or the presence of an ever-growing variety of different cultures and civilizations, will affect the participants in social networks, specifically how they will use this chance to interact with "the other" or whether they will eventually withdraw into their own ethnic or cultural domain. In what sense and to what degree the technology can be made compatible with the dialogical character of communication, which is the original nature of communication, will be one of the key concerns of "internet freedom," exerted by users of interactive media. This would need first and foremost true interdependence, which calls for a balanced flow of information, a sophisticated system of checks and balances as well as a general commitment to authenticity and truth. One will need to agree on moral standards and on precisely defined criteria of "fair use" of the new technical gadgets if one welcomes the new social networks as something like to the Fifth Estate. The definition of internet literacy will need to go beyond just knowing how to operate the logistical and technological aspects of ever-more complex software. A global system of interactive media, the "worldwide web," can only be sustained if abuses of that freedom can be curbed and anarchy of self-expression, which runs the danger of entrenching adversary stereotypes, can be avoided. It is unclear how these ambitious objectives may be achieved without using controls that restrict personal freedom. The task of creating guidelines for an updated "New International Information and Communication Order" for the internet era, a universal code of conduct for all users of information technology, including interactive networks, should fall under the purview of the United Nations Organization and capable specialised organisations like UNESCO.

Without a question, the social media of today have given civil society new opportunities and a new public arena. Those who are persistent have often been able to get around censorship and trick the guardians of the established order. It is understandable why power circles, particularly those of authoritarian regimes, are so terrified of the potentially disruptive impact of alternative public opinion institutions. If utilised properly, the new channels of communication may in fact provide the populace the tools they need to evaluate official information in more detail and, in particular, to compare various points of view. The survival of democracy rests on the capacity of a large number of people to make sensible decisions in the face of appropriate knowledge, as Aldous Huxley noted fifty years ago.

Making Industry Transformation Meaningful for Media Management Research

Second, the reasoning of diverse media industries is being severely tested by a number of fundamental and disruptive issues confronting media management. Media publishers are becoming more and more dependent on interactive e-commerce and Web 2.0 applications and services to actively engage consumers in communication and transaction processes. By doing this, they can improve their financial viability and maintain a competitive advantage in the digital market. Even commercial mass media are now having trouble reshaping their damaged business models with new income sources. The future of the mass media sector, according to many academics, will be determined by monetization trials. There is little doubt that new publishing business models are developing, and businesses are seeking for new sources of income while simultaneously utilising cost-cutting measures as a tool to push their operations towards innovation. But, it seems that in the digital era, the advertising and subscription revenue models

that formerly helped fund conventional media firms are no longer relevant. The basic issue of how commercial media will be able to exist as conventional sources of income decline is raised by addressing the capitalization gap. The historical income model via sponsored and owned media is crumbling, thus finding a solution is crucial. Return on investment is increasingly challenging, especially for print-only media, since paid advertising has several venues and has been atomized into hundreds of blogs, Facebook pages, and niche television and radio stations. On their side, social media has developed into a further platform for interacting with customers. For instance, digitization and convergence lead to what industry research claims should be considered the future of television towards Connected TV, which is a new media ecosystem whereby TV changes in several levels simultaneously: from analogue to digital, from scheduled broadcasts to on-demand TV on the internet, from a lean-back to a lean-forward media, from straight watching to the consumption of content connected to additional services, from the so-called "golden age" of television to the "

Media Management Definition

Given its rapid output growth over the past ten years, one might anticipate a robust theoretical body of research and a wealth of empirical findings on the crucial topic of media management, specifically how media markets are structured and how media organisations make the most of scarce resources to gain a competitive edge. To explore the various phenomena that fall within the purview of the media management research area, theory is seldom ever used systematically, according to our own analysis of the literature. Regrettably, business professionals don't often appear interested in the results of science. Hence, we believe that more investigation and potential explanations into the murky nature and diversity of the media management phenomena are crucial, at least for the field's future as an academic study area. Thus, this examines this situation critically and aims to give suggestions for how the academic field of media management may be enhanced in a way that is more widely accepted by its scientific community. In order to establish its main paradigmatic orientation, it will essentially address several important management difficulties in this developing sector. But first, let us to define media management: Media and internet management is defined as "all the goal-oriented activities of planning, organising, and control within the framework of the creation and distribution processes for information or entertainment content in media enterprises. A renowned German expert in media management research. According to this definition, the primary function of media management is to create a link between the organisational particularities of media enterprises and the general theoretical disciplines of management as they pertain to the entire value creation, innovation, and marketing processes in the media. Media management is undoubtedly a business administration field that examines operational and strategic phenomena as well as issues with media organisation leadership. Distribution of news, entertainment, and advertising constitutes the media industry. A media manager is a powerful player with the ability to design, convey, and manage the institutional structure of media companies and their operations. Hence, all functional areas of management, including supply chain management, licensing, rights and royalties management, workflow and asset management, human resources management, product life cycle management, finance, and sales and marketing management, are included in media management. By emphasizing the similarities and contrasts between media companies and other sectors in terms of management practices, HR development, strategic planning, and operational issues, research aims to determine the extent to which management of media enterprises needs a particular set of abilities.

This functionalist approach's fundamental flaw is that it simultaneously is too broad and too specific. It is overly vague because, philosophically and practically, managing the media entails handling a wide variety of media, including those that are large and small, local and worldwide, public and private, for-profit and non-profit, print, digital, and print. Additionally, the entertainment sector, the communication sector, the cultural and artistic sector, or other institutions are all primarily addressed. Moreover, a functionalist perspective is excessively constrained. Handling the media is a highly unique endeavor.

CHAPTER 6

MEDIA MANAGEMENT

¹Dr.Anitha Nallasivam, ²Kiran Lokesh Maney

¹Professor, Department of Marketing,

CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Associate Professor, Department Of Management,

Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹ Dr.anithnallasivam@cms.ac.in, ² kiran@cms.ac.in.

In addition to the challenges associated with effectively managing industry change, all of the aforementioned firms create content that goes beyond typical commercial items to generate goods with a social impact. Media managers must examine their social power to shape people's attitudes and beliefs because, for instance, when media businesses publish information regarding public health, it may influence how people believe or act. Nowadays, however, top-notch newspapers, for instance, see a decline in their function as enablers of social and political expression in addition to feeling the pressure of rising competition for readers and income. The ability of the quality press to provide all people with simple access to a variety of information and to encourage their engagement in public discourse in order to build democracy is therefore gravely threatened. Second, media products have unique product attributes. Some forms of mass media must be purchased; others are available for free. Some things are physical whereas others aren't. Some are commercial, while others are nonprofit. Some have characteristics of public goods and are therefore challenging to market and refinance, whereas others are purely private and market-able. Some are beneficial to society, while others are not. Some are purely analogue, while others are entirely digital. Also, there are other details. Most importantly, media are both cultural and commercial objects. They are economical in that they have a price. The twin discipline of media management, however, has a clear distinction according to Lacy and Bauer: "Most crucially, however, media are self-reflexive: More than other businesses, they simultaneously create economic products and cultural goods, such as meaning and shared perspectives. It is hardly unexpected that they are involved in heated policy disputes and are subject to different types of supervision and regulation given their significance to society as a whole the particular institutional structure of the media is dependent on the larger political and cultural structures and traditions of the world. Finally, the start-up, production, distribution, and marketing expenditures for media production are considerable. This encourages media businesses to grow to be large. Then, economies of scale, or cost benefits that media firms get owing to size, production, or scale of operation, are achieved. Cost per unit of output typically decreases with rising scale as fixed costs are spread out across more units of output. Fourth, the majority of the markets in which media corporations operate are those with little competition. Low to moderate elasticity of consumer demand, constraints ingrained in the organisational structures of markets, and media customer-side specifics are all present in these markets. Moreover, dominant businesses may use ownership concentration and vertical integration to block competitors from entering the market or strive to dominate several value stages under one roof. Costs to the economy and society as a whole because of this. This all provides to specialized market and industry knowledge and experience. Sixth, the

individuals who create media material are not typical workers. They are talented individuals. The majority of media companies need a lot of labour, thus a manager should be able to manage people by understanding their individual motivational systems. The potential of workers can only be fully realized by implementing the proper "Human Resources" policies and infrastructures, including training. The following is how Sylvie, LeBlanc, Hollifield, Lacy, and Sohn emphasised this crucial point: "The next generation of media executives will steer the sector into a new age, leaving their imprint on the industry's future in a manner comparable to that of the pioneers who oversaw the creation of early television. To thrive, nevertheless, a leader must possess strong leadership qualities, extraordinary leadership abilities, and the capacity to manage change, encourage innovation, and lead ethically. Sixth, a lot of media productions are live events that give simultaneity and real-life experience, which has made audiences eager to be involved in the creative process in the digital era. Fans may purchase musical works directly from singers or composers, for example, in the music business. The next frontier for media companies looking to use the potential of social interactions to build stronger relationships with consumers is the integration of social media with customer relationship management tactics.

Seventh, since consumer preferences vary and demand fluctuates, media outputs are marked by unpredictability. As a result, relatively few of them achieve long-term commercial success. As for which product should be developed and sold, several stakeholders, including artists, managers, owners, consumers, regulators, advertising, sponsors, and others, all have diverse and conflicting interests. They all assess which contents best suit customers' tastes in various ways. It is crucial to have a thorough business strategy that addresses risk assessment and management. Finally, in order to succeed financially, it is crucial to make the appropriate management choices. Being "caught in the middle" and selling to the broad market while losing out on profit specialised markets is simple. Generally, profitability and quality have a linear connection. Quality is hard to obtain while being appealing, and 'hit-and-run' strategies for mass market success seem more lucrative in the near term. While planning creative work, media managers may follow a cycle of seven phases methodically: The planning process is the initial phase. After examining the internal structures and value chains, the culture, the values and beliefs, and the resources, such as assets, skills, competencies, and information, long- and short-term scenarios are created. Furthermore necessary is the scanning of the outside business environment. The design of the strategy is the second phase, when media managers decide on the mission, vision, goals, objectives, policy, and overarching strategy to accomplish the intended aims. Media managers may be guided by a group of general tactics: Growth plans, competitive advantage tactics, or corporate strategies are all at risk. The third phase is to put the selected strategy into practice, making sure that everything is in line with the financial planning, budgeting, and, finally, the marketing. Marketing techniques include a variety of topics, including content, pricing, placement, promotion, and advertising. It is obvious that organising human resources is also important. In actuality, it pertains to how managers set up their departments, roles, and degrees of control and management hierarchy, as well as their hiring practices and industrial relations. In addition, it refers to how managers manage "human resources," including leadership style, incentive and motivation practices, communication strategies, collaborative team management, conflict resolution techniques, and knowledge and change management techniques, all of which are ingrained in an organisational culture that values its employees. The execution of the media production plans—including how to choose, create, and distribute content—as well as how to schedule live events—comes next. Implementing accounting and financial plans is the sixth phase, and it relates to how managers create budgets, examine income statements, cash flows, and equity holdings, and put plans for fundraising and investment

expenditures into action. The last stage of media management involves managing the financial and social performance. Performance management is challenging and complex because, for instance, it might be difficult to gauge performance on social media. As a result, approaches for corporate social responsibility, input/output assessments, balanced scorecards, cost-benefit analyses, benchmarking, and vision and mission statement evaluations are used.

Social Media is changing the Game

User-generated material may be created, uploaded, shared, and collaboratively created through social media. Yet, the results of collaborative and participatory ICTs and "prosumer" activities on social media networks are often seen as being at odds with business objectives. Business executives are also learning how to utilise social media for marketing, sales, customer service, and other corporate goals without alienating online users. Martin Weitzman, a professor of economics at Harvard University, is the brains behind the hypothesis that the "sharing economy" might result in even greater levels of overall economic wellbeing for everybody. Because of the aforementioned factors, there should be a wealth of literature and plenty of empirical insights into the wide range of issues related to social media's potential to accelerate collaborative consumption, peer-to-peer marketplaces, and private non-commercial transactions among like-minded people, on the one hand, and the wealth of electronic markets and networked business issues, on the other. Our own analysis of the literature, however, has led us to the conclusion that a firm understanding of the link between social media as a marketing tool and managerial economics in achieving enduring competitive advantage via open market transactions is still developing. This article will address this vacuum and tackle some essential topics of this large theoretical canvas. Fundamentally, it will explore if social media may evolve to be considered as alternatives to commercial media channels when it comes to creating economic value or welfare as such. Perhaps, the blogosphere has opened up the paradigms of conventional media economics towards not yet monetized regions of mediated contact between people.

On social media

Commercial mass media are striving to identify new income sources that can remodel their failing economic model. Numerous experts suggest that the mass media industry's future will be characterised by experiments in monetization. There is little doubt that new publishing business models are developing, and businesses are seeking for new sources of income while simultaneously utilising cost-cutting measures as a tool to push their operations towards innovation. But, it seems that in the digital era, the advertising and subscription revenue models that formerly helped fund conventional media firms are no longer relevant. The basic issue of how commercial media will be able to exist as conventional sources of income decline is raised by addressing the capitalization gap. The historical income model via sponsored and owned media is crumbling, thus finding a solution is crucial. Paid advertising has found various channels, atomized into thousands of blogs, Facebook pages, and specialist television and radio stations, such that return on investment is increasingly challenging, specifically for print-based media. On their side, social media has developed into a further platform for interacting with customers. For example, digitization and convergence lead to what industry research suggests should be considered the future of television, that is a new media ecosystem whereby TV changes in several levels concurrently: from analogue to digital, from scheduled broadcasts to on-demand TV on the internet, from a lean-back to a lean-forward media, from straight watching to the consumption of content connected to additional services, from the sole TV viewer to the viewer being part in social networks and communities regarding to the TV content, from single-screening to multi-screening

etc. Hence, broadcasters are creating advanced Social TV integration solutions. They attempt to encourage audience tune-in, engagement and loyalty to enhance ratings, live watching and ad income. In addition, social TV applications and multi-screen solutions give additional paths for utilisation. Finally, and perhaps most important for companies seeking to protect and enhance business value, social media provide a point of entry into transforming the notion of business value from Porter's traditional model of the sequential value chain into a model of "value constellation", a concept first coined by Norman and Ramirez in 1993. There, customers and other partners, suppliers, etc., actively co-produce partnerships together with the firm. With this methodology, the business model is designed to be actively co-created by the many parties involved. To complement this, interactive network technology might possibly expose enterprises towards customers' engagement for value development. Prahalad and Ramaswamy, another two comprehensive business thinkers, have further developed on shifts in the old logic of governance in electronic commerce and analytically expressed by the notion of the linear and horizontal value chain. Briefly, they propose the necessity for producers to build interaction platforms for "co-creating distinctive value with customers". Only this would provide enduring competitive advantage for the business enterprise. Likewise, German and Scandinavian scholars in business and management have concentrated on "customer integration", "value webs", and "inter-active value creation". . . Clearly, companies are seeking to make the most of social media in order to acquire competitive advantage via product differentiation and consumer integration tactics, hence lessening the pressure of direct competition from identical items or near replacements. Thus far, however, the non-commercial character of social media artefacts and platforms and their underlying communicative social practices serves to buffer them from complete commercial exploitation. To put it in a nutshell: social media is about community, not business. They provide unprecedented possibilities for individuals to network and cooperate. On the side of social media service providers, they now provide intangible value at best such as greater coverage and improved brand loyalty. But, this is, as yet, not tangible financial worth. But the present examination of the relationship between social media and their potential as alternative to commercial media becomes particularly meaningful when considered in the light of calling into question that business models will have to change should commercial media want to succeed in the future. As for commercial television broadcasting and its transition into connected TV of the future, managers are confronted with the necessity to fulfil users' expectations and also pursue convergence as an industrial strategy to create economies of scope and scale. Social media enhance are best drivers of opportunity to complement paid and owned media revenue models. Paid media, and owned media are currently supported by earned media revenue-generating activities via user-generated content developed and/or shared by users. Still, earned media are the most elusive of the three marketing channels.

Second, using social media transforms the act of gathering information into a process of sharing it with other users. So, when information is freely exchanged between users, users, and social platform or providers, respectively, public good traits come into play. Moreover, social media is claimed to have merit goods features in that it may assist society as a whole by promoting objective knowledge, high culture, and education via its production and usage. For instance, interactive social media services and apps may thus be used as instruments to improve citizen participation in the democratic economy. In general, end-user social networking activities have the ability to increase commercial value and, therefore, business prospects for suppliers of high-quality online products and services

Norms for Monitoring Digital Information

Speech is a term that conveys emotions, such as rage, pleasure, and happiness. To the degree that the language used does not incite or promote violence or breaking the law, free speech is compatible with the concept of freedom of expression. We simply shouldn't allow individuals to lie and manipulate the truth to further their agendas since some people will say and do "anything" to win others around to their point of view. Misinformation, according to one, is among the worst crimes. If one supports unrestricted free speech, they hopefully do not support the right to lie under oath or to incite violence. In order to exercise your right to free speech, you must not do it in a way that infringes on the rights of others. Countries now have domestic rules and regulations that control media and monitor media content to ensure that it adheres to the fundamental principles of free speech. While it is a fundamental right, freedom of expression is only generally guaranteed in the US. According to the Supreme Court, "advocacy of the use of force" that is "directed at inciting or producing and is likely to inspire or produce such conduct" is not protected speech. False claims of fact have no constitutional meaning, the Supreme Court said. Speech is not protected if it contains "fighting words" and causes significant emotional pain either deliberately, knowingly, or carelessly. In the majority of the world's nations, about 250 regulatory agencies have developed to enact these restrictions. Despite the fact that these organisations are legitimate regulatory agencies that oversee telecommunications infrastructure in many nations, they seem to monitor and censor materials that may not be factual and lawful speech. The Office of Communications, often known as OFCOM or the Office of Communications, is the government-approved regulatory and competition body for the broadcasting, telecommunications, and postal sectors in the United Kingdom. OFCOM has extensive authority over the radio, television, telecom, and postal industries. It has a legal obligation to serve the interests of consumers and people by fostering competition and shielding the public from objectionable or harmful content. Ofcom is in charge of a number of important areas, including licencing, research, regulations and policies, complaints, competition, and preventing misuse of the radio spectrum. The Federal Network Agency for Electricity, Gas, Telecommunications, Posts, and Railways, or Bundesnetzagentur, operates in Germany in a manner that is quite similar to the UK OFCOM. It is a federal government organisation with its main office in Bonn under the German Federal Ministry of Economics and Technology. The Agency oversees the radio frequency spectrum, grants broadcasting transmitter licences, and monitors radio interferences in radio communications, among other duties. Yet, it is the responsibility of State authorities to licence radio and television stations. All commercial radio and television services in the UK are licenced by OFCOM. The licence of a broadcaster must be complied with in order to avoid having it cancelled. One of OFCOM's responsibilities as the organisation responsible for regulating media transmissions is to look into particular complaints made by viewers or listeners regarding the shows that are aired on the channels that it has licenced. When OFCOM gets a complaint, it requests a copy of the show from the broadcaster and then reviews the program's content to determine if it violates the broadcasting code. The broadcaster is required by OFCOM to respond to the complaint. OFCOM will designate the complaint as "upheld" or "not upheld"—or, alternatively, just "resolved"—based on this answer. It seems that national governments are truly concerned about, in thoughtful control of, and protecting citizens' rights to exercise their freedom of expression. Without a global authority to fine-tune digital information, it seems that individuals are free to express themselves as they see fit. It seems that there is no international court nearby where individuals may file complaints and make appeals for protection and the observance of their rights. The problem extends beyond a simple insult or unfounded charge. That is considerably more significant than a straightforward personal issue. The

key claim is that every opinion or statement made by a single individual anywhere in the globe, even if it goes unnoticed and unrecognised, has the potential to have major repercussions that might alter the course of human history, create a new culture, or create a new global civilisation. This is how globalisation operates and how the modern age is developing.

The civilisation that we previously know no longer exists as it did a few recent decades ago. We are in a new period when a brand-new civilisation is emerging. So, the present wave of globalisation is upending every facet of human existence. We can agree that at this point in history, every number matters because it might have a significant effect.

Understanding Emerging Media Technologies Conceptualization

New Media Technologies have been referred to as the new media, information and communication technologies, digital media, etc. interchangeably as a concept. It is, essentially, a catch-all phrase for "... communication equipment or applications embracing computers, internet, satellite, email, online interaction, phones, mobile phones, video conferencing, CD, MP3, VCD, DVD, laptops, and so on" . NMTs, as they are referred as in this research, include all digital technologies, from the ipad to the satellite transponder. The Internet, personal websites and blogs, computer multimedia, computer games, mobile telephony, and even tiny or digital media, such as computer discs with read-only memory, and digital versatile discs , fall under this category of technological advancements .

Adolescents

Several statistics studies refer to those between the ages of 10 and 19 as adolescents. Others define teenagers as anyone between the ages of 15 and 24. . It might be argued that using an age restriction to define teenagers would not be a good idea. For instance, Shertzer and Stone estimate it to be between 12 and 18 years; Cressel places it between 10 and 16 years. Whereas Lar, Okpede, and Bulus and Impede put it at 11–21 years, Oladele sets it at 10–20 years. From a survey of relevant literature, Okafor and Ugwuegbulam derive the age range between 10 and early 20s. In terms of age, McCauley and Salter provide what could seem to be a universal definition of teenagers. A young person "is no longer viewed as a kid, yet at the same time he is not yet an adult," the authors write. It is reasonable to assume in this research that adolescents are young individuals who are between the ages of 12 and 24 given the apparent ambiguity regarding the age range of adolescents.

Interactive Communication

This describes a continuous, dynamic, interactive, and ever-changing communication transaction between two or more parties in which each party actively assumes the roles of source and receiver, respectively.

A Distribution-Based Web Page Classification's Assessment

Many methods that aim to automatically categories Web pages have been presented since the World Wide Web was created. These classifications are often carried out by depending on the textual content of a Web page, using different text analysis techniques. They may include complicated algorithms like Support Vector Machines or simple word frequency-based bag-of-words representations. The structural data that Web pages' hyper-text markup contains is often utilised as an extra input for categorization techniques. The issue of whether Web sites may be categorized in the context of these classification systems on the basis of solely superficial content aspects—specific statistical variables and the distribution patterns they produce in textual content

or hypertext markup—arises. This study examines and assesses this categorization method based on a clearly superior distribution.

The World Wide Web is a massive directed graph made up of billions of hyperlinked hypertext pages that are found and accessed over the Internet using their universal resource location. The World Wide Web is divided into Web sites, which are arbitrary sized collections of hypertext documents that are under one entity's ownership and management. Hypertext Markup Language is a text-based markup language used to organise web pages' content using a limited number of specified HTML components. Certain HTML elements may be nested and are often represented in text documents by opening and closing tags that take the form of the element's name surrounded by an opening and closing angle bracket. The body element, which encloses all of the material that will be in a browser, is a requirement for valid HTML pages, along with the head and html elements as its immediate descendants. The majority of modern websites separate structure and presentation, with the content being stored in the hypertext document and visual design instructions being stored in external Cascading Style Sheets. Although some HTML elements exist that have a presentational oriented function, most modern websites. As a result, the majority of websites are made up of semi-structured hypertext texts with little presentational features.

Various strategies that aim to automatically classify Web pages into one or more categories have been suggested and tested. This is often done by comparing a Web page's feature analysis findings to a group of pre-classified references. The categories are often based on several categorization methods, of which the subject classification and the functional classification are two popular kinds. The first category of classifiers aims to identify the topic of Web sites, while the second group of classifiers tries to identify the function of a Web page.

While information retrieval and text classification have a connection to web page classifiers, web pages have many additional technological characteristics that are inherent to hypertext documents. According to their objectives, classifiers use distinct characteristics or features of these attributes and may thus be categorized into several categories, as by the study by Qi and Davison. Both direct feature-based classifiers, which categories Web sites based on the content found there, and indirect feature-based classifiers, which categories Web pages based on the content of those Web pages that link to them, are typically applicable to these groupings. These two options are sometimes referred to as neighbour categorization and on-page classification. Generally, three basic factors—category number, kind, and target—may be separated by which common categorization systems can be structured.

Textual content and different HTML components included in the markup are often used characteristics for on-page categorization. For a comparative categorization assessment, Golub and Ardo employ textual information from a Web page's title, headers, main body, and metadata as an alternative feature. Pierre ignores Web page titles when classifying Web pages and instead extracts the textual content together with the meta-description and meta-keywords. A similar strategy is used by Riboni, who categorizes Web sites based on the text that makes up their main body, their meta-descriptions, and their titles, as well as two combinations of these components. On the other side, Kwon and Lee use a modified k-nearest neighbour strategy and weight groups of HTML components according to their expressive value, such as titles, headings, or other markup elements that highlight textual content. In contrast to these methods, the URL-based classification does its categorization based on the URL by which it may be accessed and is thus represented, rather than the information contained in a Web page. Examples of suggestions based on this characteristic

include Baykan et al., Rajalakshmi and Aravindan, Kan and Thi, and others. Using the use of hyperlinks, indirect or neighbour categorization examines characteristics on Web sites linking to the target page. They often make use of the same attributes as the on-page categorization present in Web pages, which might include the textual content of certain HTML elements or meta-information kept in the hypertext documents. For instance, Furnkranz chooses the text included in the hyperlink, the text of the paragraph in which the hyperlink is located, and the text of the first heading present before the hyperlink as characteristics for a classification. Furnkranz is able to increase accuracy rates by reducing the noise present on neighbouring pages, which Ghani, Slattery, and Yang note as having the potential to be detrimental for classifiers. A similar strategy is used by Attardi, Gulli, and Sebastiani, who classify the target Web page by looking at the headers, the title of the Web page, the language surrounding links, and the link text itself.

The use of sophisticated algorithms for the examination of the textual characteristics gathered is a trait shared by many suggested methodologies. For instance, Riboni uses a modified k-nearest neighbour technique, while Calado et al. Use Naïve Bayes, k-nearest neighbour, and Support Vector Machines as different text classifiers for comparison. On the other hand, Joachims only investigates and evaluates Support Vector Machines based on pre-filtered Web sites that have both stop words eliminated and words reduced to their stems. When neighborhood-based methodologies are not employed to categorise nearby Web pages from a single Web site or domain, they might be categorised as doubly complicated. This is because it is essential to build a sufficiently big database of Web sites, where part or all of the pages that contain hyperlinks referring to the target Web pages, supplying the characteristics for the sophisticated analysis algorithms, are saved. Thus, a thorough crawling operation of the World Wide Web is needed when just the target website is known. Nevertheless, such a crawler cannot ensure that a sufficient number of neighbours are located or that those neighbours are of good textual quality, introducing a significant amount of uncertainty.

Discussion

Websites either pursue a wide functional objective or provide a service for which they were developed by a governing body. In terms of their functional objectives, the majority of modern Web sites may be divided into a limited number of functional categories. Web sites, for instance, may be informative sites like news portals and blogs, social media sites, commerce sites, community sites, or sites that share material or media, all without regard to their overtly themed or physical substance. These sample categories may be connected to certain recognisable visual patterns from the perspective of the user. For instance, discussion threads on internet forums are often made up of a chronologically organised list of individual posts made by the community's members. Similar to this, blogs are made up of entries by one or more writers in reverse chronological order, with a comment area often following each piece below the published text. Online stores, in contrast, are collections of goods arranged into a variety of multi-level categories, where each product page includes details on the item itself as well as links to related items.

This paper bases its functional classification approach on the argument that Web sites pursuing similar functional goals, thus offering similar functionalities or services, are composed of visually similar patterns and, as a result, similar patterns in the underlying markup and textual content. This argument is based on these observations and partly Asirvatham and Ravi, as well as Amitay et al. The method may be regarded as an on-page binary and multi-class functional classification since it has been examined for binary and multi-class classification. Unlike Qi and Davison, the

functional classification, however, is in accordance with the aforementioned functional objectives of Web sites and Web sites as a whole, not the functional goals of individual Web pages.

Intuitively, the following six functional types of websites often encountered on the Internet were chosen: news, blogs, shops, forums, corporate sites, and wikis. With each category having 15 German Web sites, a list of 90 reference Web sites was manually created starting from these categories. To build a corpus of reference sites that are relevant and influential, the selection process' primary criterion for success was applied. Each category's unique statistic was chosen because it most accurately captured the performance of the relevant Web sites. For example, the selection criterion for news websites was the number of monthly visitors, but the selection criteria for commerce websites was the income of the administering firm. A collection of previously pre-filtered and pre-ordered Web pages was produced by using Google search as opposed to a bespoke crawler to retrieve Web pages from a specific Web site. These Web pages might be considered as the most relevant and representative in terms of linking and content for each Web site according to the strategies used by Google. Although websites often include a wide variety of web pages, only those web pages that most closely mirrored the functional objectives of the websites were extracted. For instance, news websites only had article pages, whereas blog websites could only have blog postings. The reference collection was made up of 27,000 Web pages in total, with 300 Web pages being taken from each Web site.

The cosine similarity analysis was used as the classification technique, and it included comparing the generated content-based feature vectors of a Web page to be categorised to the averaged results of the reference feature vectors for each category and type. As a result, for each reference Web page, the relevant vectors were computed and saved beforehand, with each vector reflecting a particular aspect of the page in question and therefore belonging to a certain type. The classifier has been put to the test in binary and multi-class settings. A tiny corpus of news websites and blogs—each one represented by a corpus of 100 pages—was built for the binary classification. The classifier had to categorise these sites as either news or blogs. Another small collection of websites was created for the multi-class categorization, each of which was manually pre-determined to correspond to one of the six chosen functional categories and represented by a corpus of 100 pages. The classifier assigned each unique site to one of the six groups. The same reference collection was utilised in all studies, and all feature vectors were restricted to the top 1000 components.

Feature Choice

The distribution of textual content is considered to be one of the most significant and defining content-based features in most websites, so it is assumed that similar distribution patterns are reflected in this distribution as well. This follows the main assumption that similar functionalities or services result in similar structural distribution patterns. This idea is partially supported by preliminary analyses of 27,000 hypertext documents, which together make up a corpus of roughly 23,573,191 elements. More than 35% of all HTML elements exclusively contain textual content, and 4.4% embed textual content along with other HTML elements.

The textual content is represented by a statistical analysis based on the structure of the existing document markup, as opposed to being extracted from the surrounding markup and losing the markup-based information. To do this, each HTML element is represented as a value in a multi-dimensional vector that, taken as a whole, represents the hypertext page. In theory, each value in the data structure may be any value chosen at random as long as it statistically accurately represents

the content of the corresponding HTML element. The value, for instance, can indicate the number of characters, the number of punctuation marks, or the typical word length. The amount of words that are directly inserted in each HTML element was chosen as a statistical characteristic for categorization in this study. A cumulative word quantity distribution study was also put into practise. Here, the characteristic for categorization was the total number of occurrences of HTML elements carrying a specific quantity of words rather than the location and actual word count of each HTML element.

The kind of HTML components and HTML tags are taken into specific account when using a categorization strategy that makes use of hypertext markup characteristics. Yet, a review of the aforementioned corpus revealed that out of the 119 HTML components that were studied, four make up about 70% of the corpus and 10 make up over 87%. The anchor is the element that has been found the most, with the division-element coming in second. Also, despite the 10 most common element types having major distinctions in composition, a study of the embedded information in each HTML element of the same corpus shows that multiple HTML components are often utilised, making a type-based feature selection very likely to be erroneous. This is particularly clear for the division-element, which is often used in markup and frequently employed as a container for the organisation of website content.

On the basis of these findings, it is said that it is hard to infer categorically distinct patterns using statistical representations based just on tag types, since these are likely to vary only little. Thus, a markup-based categorization method using nesting distribution was used. Here, the depth of nesting in the hypertext markup serves as a representation of each individual HTML element.

Common Media Group

The study basis for solving convergence difficulties in East African media outlets, including Standard Media Group in Kenya, is provided in this chapter. While East African newsrooms are transitioning to multimedia, the multi-media journalist is taking a while to arrive. This study investigates how much the media industry is influencing the process of media convergence and if it is combining several platforms into a single medium. Convergence is a vague phrase that is used by several disciplines to define and analyses transformational processes that lead to unification or uniformity. It is often referred to as media convergence when referring to the communication industry. Media convergence often has an inter-disciplinary and multi-purpose nature. In a perfect world, stories are produced for radio, television, telecommunications, and the internet by the same reporters. The introduction of new communication technologies, such as mobile terminals, digital television, or the internet, may improve these. While complete convergence is not yet a reality, a successfully integrated media company would use synergies of resources, including cash, human, and technology instruments, to allow the efficient flow of information across several media platforms. This study investigates the degree of convergence across East African media outlets. A case study of the Nairobi, Kenya-based Standard Media Group. Moreover, it will pinpoint both the advantages and disadvantages of the media consolidation in East Africa and examine how journalists are coping with its difficulties.

A. M. Jeevanjee, an Asian merchant who had accumulated fortune through the building of the then-535-mile Mombasa-Kisumu railway after winning the contract to provide part of the supplies, founded Standard Newspaper in 1902. Therefore, on November 15, 1902, in Mombasa, the renowned African Standard was founded. It was edited and published by Mr. W H Tiller, an Englishman, who worked alone to develop the publication from story sourcing to advertising. The

journal changed hands from distribution across all of British East Africa and reached the furthest reaches of the Democratic Republic of the Congo as typewriters gave way to computers and then to multimedia platforms. The East African became The Standard in 1918 after becoming a publicly traded company and acquiring The Leader, a competitor publication at the time. Since December 1997, when the Standard newspaper purchased Kenya Television Network, a television station, it has developed into a multi-media platform. In September 1999, The East African Standard's Online Edition, an electronic edition of the newspaper viewable online, was launched. Radio Maisha, which debuted in 2010, is the most recent addition to the media goods.

Common Newspaper

The Standard Media Group's major brand and main source of revenue is this one. As of 2015, newspaper readership and advertising generated the majority of the Group's income, with advertising outpacing circulation. Yet, classified ads have been replaced by internet media, which might eventually outperform print advertising income. The daily had a modest loss in readership in the 2014 fiscal year as people turned to the free online journalism available on the Standard digital platform using their mobile devices. Profits were further impacted by an increase in the cost of the cover page, but the Group responded by introducing county news to boost its national content and take use of Kenya's freshly devolved government infrastructure. As part of the Company's turnaround strategy, the Group intends to revamp the content presentation in order to increase sales and give the newspaper a fresh new design.

Nairobi

The publication, which debuted in 2013, has developed into one of the most widely read publications on the Kenyan market right now. The approach promotes human interest material and draws in non-traditional readers who are curious about the modern way of life led by citizens in the nation's capital, Nairobi, and other major cities.

The TV network KTN

As of December 31, 2014, the television channel bought in 1997 recaptured Kenya's second-place watching share. Performance is fueled by original programming and a news segment that breaks new ground during prime time. In Kenya, families turn to the television to catch up on the evening news, which is a major thing. The poorly planned discontinuation of analogue television in the early months of 2015 had a substantial effect on viewing, and revenues fell by 65% after the move to digital. The three major media organisations in Kenya, Standard Media Group, Nation Media Group, and Royal Media, moved from the High Court to the Supreme Court during the 2014 fiscal year in an effort to persuade the government to extend the deadline for the digital migration. As has occurred in many other nations, the media outlets' plea to continue transmitting on the analogue platform was refused, and they were turned off for 19 days. A sizable portion of TV viewers who became used to free-to-air programming were unable to instantly obtain decoders for the digital signal; as a result, they were unable to watch TV.

The Radio Maisha

Almost 99% of Kenyans rely on radio as a source of information. According to market analysis, all of the leading radio stations in Kenya speak Kiswahili. As a consequence, on May 24, 2010, Standard Media Group created Radio Maisha, a radio station that spoke Kiswahili and was aimed at those with low incomes. The station was trending at position 26 in 2010. According to the second quarter 2015 Geopoll ratings, Radio Maisha has moved up to second place after being relaunched

in 2013 with quality reprogramming to increase its market share position. The fastest growing radio station in the market, Radio Maisha reaches over five million people in Kenya and accounts for around 30% of the market. At the end of June 2015, the station's countrywide transmitter capacity has risen from six frequencies to twenty. Many places, including Malindi, Voi, Garissa, Mandela, Webuye, Kiss, Narok, and Turkana, have frequencies. One of the main forces behind delivering timely, comprehensive news to readers and relevant, high-quality programming is news

Common Digital

The Standard Digital maintained its top spot as the most popular website in Kenya, with 189,623,026 accesses as of December 2014 from 45,705,617 users. Each visitor makes an average of five clicks and stays for three minutes to read text messages and seven minutes to view videos. The website obtains a lot of traffic and keeps bringing in more money thanks to customers who choose above-the-fold advertisements that are certain to be seen. The digital department started in 2001 as an extension of the print department, uploading newspaper articles and placing them online from 6 p.m. until midnight, according to Mr. Matthew Shahi, the Manager for Internet Business. There will be no updates from midnight until 4:00 PM the next day. The department underwent a makeover in 2012 to become a unified hub for all things digital. As a means of generating cash for the promotion of goods and services, stories have started to be posted through email, mobile applications, and text messages. From a foundation of less than Ksh. 3 million in sales in 2011, it rose to Ksh. 36 million in 2012, Ksh. 86 million in 2013, Ksh. 140 million in 2014, and Ksh. 180 million in 2015. The department estimates that its income would reach 600 million by 2016, exceeding the present Group profit of 350 million as of the 2014 fiscal year. Young interns with a great love for digital media make up more than one third of the staff in this sector. When corporate executives sell space, the department obtains direct income. It also collects income directly from tools like website banners and SMS news alerts.

Services for Publishers' Distribution

This product offers imported newspapers and magazines to Kenyans, however due to the rise in product costs, many Kenyans are no longer able to afford them. Also, consumers have changed to using the internet to quickly and affordably find magazine material. To chart the future, Standard Group will shortly reevaluate and strategize this product.

People Resources

Standard Media Group introduced the Scribes Inc. Programme for a specific pilot multi-media journalism training in order to broaden the talent pool and recognised the evolving skills needed for journalists. The curriculum will generate multi-skilled journalists who can create material for all media channels. a thorough analysis of earlier research on the difficulties that media organisations and journalists are facing as a result of media convergence, as well as a discussion of the theoretical framework that will be used. The review will address the three study goals, which are to: Investigate the degree to which media organisations are coordinating their efforts to facilitate the effective flow of information across various media platforms. To determine the advantages and disadvantages of media convergence for media companies. To determine how medium-specific journalists are reacting to the challenges of convergence. This will also go through the applicable theoretical foundation.

Media organisations coordinate their efforts to promote convergence

Inside the changing newsroom: A research study by Saltzis and Dickinson, 2008 Journalists' reactions to media convergence looked at how the shift from a single platform to numerous

channels for reporting has an influence on their working methods. In order to analyse and characterize the changes on journalists' working methods and how they responded to the process of production convergence in news reporting across numerous media platforms, a research was undertaken within British national media organisations.

Twenty newsroom reporters and editors from the BBC, The Sky, The Guardian, and The Financial Times participated in semi-structured interviews in 2002 and 2003. The study's results revealed that while multimedia news is gaining popularity, the multimedia journalist has been reluctant to materialize due to the demands that multi-media work adds to the journalist's daily routine and worries about how it would affect the output's quality.

Newsrooms and journalists are transitioning from single media to multi-media reporting as digitization seems to be irreversible and the lines between conventional and new media grow blurred. Growing collaboration, compatibility, and connectedness increasingly characterize the relationships between various media while concerns about the viability of conventional media in the new digital world are being voiced. In order to achieve economies of multiformity, the four news organisations under study employed four strategies: organisational and technical integration of the newsroom; the use of a multiscale workforce; the application of flexible and user-friendly technology in all aspects of production; and the expansion of the services into new media with output extending to mobile devices such as phones. Technological viewpoint Network convergence functions on three levels, namely network, production, and distribution, from a technology standpoint.

"Write once, publish everywhere" is another phrase used. Because to technology, media material may now be created once, produced, and distributed across a variety of digital distribution channels without needing to be recreated. At the distribution level, convergence relates to consumption and the notion that, in the end, there will only be one means to access various digital networks via a single device that combines the many features of today's media.

At the news production stage, convergence has been made possible by the merging of online and offline newsrooms, the addition of digitizing technology, and the promotion of platform-neutral information exchange.

Yet the introduction of server-based newsroom production tools is the most significant shift. This approach has been implemented by the BBC and the Financial Times. It revolves on a central computer server that gives all news employees access to the same information that has been acquired, links different activities within the newsroom, and automates a number of tasks. Yet just one multimedia newsroom has yet to be established.

Media Convergence's Impact on Media Houses

Convergence has both advantages and disadvantages for media companies. Significant advantages for journalistic organisations have resulted from new communication technologies, as well as disconcerting changes to working habits and routines.

Media Companies Benefit from Convergence

The cost of goods and software has decreased as technology has advanced. One convergent media operation may create stories for television, telephone, and the internet using the same reporters and personnel instead of having separate news crews for each medium, delivering on the promise of single-person newsgathering based on a multi-skilled team. The management makes economic

judgements on multi-skilling in newsrooms to enhance productivity and save costs. A comparable research, *Media Convergence and Business Models: Reactions of Finnish Entrepreneurs*, was conducted in Finland. Daily In November 2011 and January 2012, twelve semi-structured interviews were performed for seven daily newspapers.

The biggest of Finland's nine national daily, *Helsingin Sanomat*, is published in the nation's capital areas. Publishers are financially s and have been able to maintain and increase their earnings despite convergence tendencies in a market with a strong reading heritage. Although aggressively developing new web-based publications throughout the second part of the 1990s, Finland's major media conglomerates were compelled to scale down their efforts due to a lack of funding. With the help of multi-media technology, the second wave of innovation has created new economic models that expand audience reach via decentralized, widely distributed content production.

Traffic Inducer There is widespread consensus that journalism is a traffic generator that can be exploited for cash production via advertising, even if media executives acknowledge that the two pillars of the journalism industry, namely circulation and advertising, are slowly but gradually diminishing. The media firms and their publications have a very peaceful division of the Finnish market. Finnish newspapers must compete with other leisure pursuits rather than other newspapers. Google and Facebook, which can provide the advertiser tailored marketing, are posing a growing threat to national newspapers in the advertising business. The national dailies compete with everyone who creates content in this internet-driven age.

Convergence's Negative Effects on Media Organizations

An audience used to conventional media formats could be reluctant to adopt a new method of information consumption. Because of this, individuals who lack technological proficiency will not be able to fully use new media, notably the elderly who may not be computer literate and persons with physical or visual impairments. Audience Fragmented Media companies are now more in touch with their viewers because to the advent of the digital era, which has enhanced audience engagement and raised customer satisfaction. Since it re-engages a distrusting and alienated public, online media is seen as a superior form of journalism. Moreover, it offers a variety of media formats, interaction, personalization, globalisation, hypertextuality, interconnectedness, and real-time reporting.

The days when an editor had to wait until the next day to post their input or a full week to publish on a weekly publication are long gone. Despite the fact that audiences lament feeling overloaded with information. The emergence of journalism's prevailing ideals is another manifestation of convergence.

The dispersion of audiences and the post modernization of our lives, according to Van Tuyl , have put an end to one-size-fits-all journalism and disturbed economic models. According to Van Tuyl, journalism has to be relevant to its readers by embracing the variety of the modern public realm. This idea is linked to the debate over journalism's integration into local networks and participative citizen journalism. Despite being able to maintain high profitability, the Finnish media businesses have turned to cost-cutting measures including redundancy and convergence, which is considered as a cost-cutting measure. The internet and mobile media devices have, to some degree, impacted people's willingness to pay for journalistic information as distribution and printing expenses continue to climb.

Convergence and the Reaction of Medium-Specific Journalists

Although a journalist's responsibility is to make sure that others are heard, their personal voice on how they are adjusting to convergence is seldom heard. The advantages of the new communication technologies have been offset by unpleasant shifts in workplace habits and routines. Today's journalists must multitask and possess a variety of skills. In the 1980s, when computers first entered newspaper newsrooms, they not only increased the number of jobs available to editors and journalists, but also eliminated other positions. It is understandable why media outlets today favour journalists with a variety of skills, and certain newsroom positions may need to change or go out of style.

Multifaceted Journalists

The multi-skilled journalist is one with replaceable talents and is more useful than one without, according to the research of Saltzis and Dickinson. Even though they have training in both radio and television production, these multi-skilled journalists remain a minority at the BBC, Financial Times, and The Guardian. Not all journalists were able to report on the many media outlets, including newspapers, the internet, radio, and television, with ease. The expense of training—it is more expensive and harder to teach new ideas to seasoned employees than it is to educate an apprentice—means that established journalists are less adap. Resistance to change—the tendency of seasoned journalists to be less open to altering their career-long practises.

In the same way that news organisations are no longer identifiable by a single media, journalists will no longer be identified by one. Similar to how BBC is both a broadcaster and a web publisher, The Guardian is both a newspaper and a publisher of websites. In addition to being a publisher, Standard Media Group has a successful web business, a television station, and a radio station. The multi-skilled journalism is not the outcome of "mere technical determinism, but rather a management-led economic cost reduction choice intended to increase efficiency". Yet, the employment of many skills in newsrooms raises serious worries about the quality of the news being produced diminishing as a result of higher workloads, greater pressure, and the deskilling of journalists. It is expected of newly recruited journalists to serve in various capacities.

Convergence's Advantages for Journalists

Yet all is not lost; among the advantages of multiskilling for journalists is geographical flexibility, which allows them to submit articles from areas other than the workplace. Along with speeding up data searches, media convergence has made it easier for journalists to acquire more information while doing background research and checking on current trends. When a journalist decides to publish their tales on an alternate platform, they have more control over their own production. Internet journalism offers a multimedia platform, interaction, personalization accessibility, hypertextuality, interconnection, and real-time reporting as a component of new media. Online journalism is claimed to have the power to re-engage a distrusting and alienated audience thanks to its numerous benefits. In the Saltzis and Dickinson research, broadcast journalists who had engaged in multiskilling showed support for it and said it had improved their overall understanding of the news product, making them better journalists. Convergence's Effects on Journalists: Difficulties although technology makes it feasible to multitask and multiskilling, it does not help journalists to create news more swiftly. The journalists who were questioned said that multi-skilling was slower than traditional journalism since it took a journalist longer to complete a story than it would have if it were completed by two highly qualified individuals. Nonetheless, the total benefits of digital technology outweigh this delay brought on by multi-skilling.

Increased Workload One of the main worries raised by academics is that a journalist now has a heavier burden as a consequence of the multi-skilling needed for multi-media reporting. According to Cottles, the higher expectations put greater strain on the working environment, which lowers journalistic standards. News analysis and reflection are made more difficult by the time constraints and higher workloads as journalists grow more and more speed-obsessed. Since there is less editorial oversight on new media platforms, there is a higher likelihood that errors may be published. Moreover, the need for speed may degrade the overall quality of news production. It is more crucial to get a story right and second than first and incorrect since accuracy, objectivity, and truthfulness continue to be crucial factors in successful journalism. Despite this, the journalists who were questioned seldom voiced complaints about the pressure since it is seen as an essential component of the profession. They are not content with slow news days and like the adrenaline rush it brings.

Safety of Journalists One journalist may only be sent to cover a risky scenario, such as a war zone or the scene of a terrorist incident, due to safety considerations. It is difficult to observe what is going on around a reporter who is shooting with their attention fixed on the camera, increasing the chance of a subsequent bomb attack, for example. The other issue with a single reporter gathering information for a story is that if the reporter is completely focused on the technical aspects of the report during interviews, it may affect both his ability to respond during the interview and the amount.

The BBC policy favored multiskilling but did not make it necessary for some of the reasons mentioned above. It also aspired to develop a workforce of two sorts of journalists: Individually talented experts who are respected for their high levels of specialised journalism. The versatile and adap multi-skilled are highly prized. In the media sector, the convergence hypothesis does not seem to have been proven. According to Griffiths & Light, media convergence is the fusion of many goods into a single entity. Others characterise it as the dissemination of content across many media platforms, collaboration across various media companies, and the movement of media audiences in quest of information. Moreover, it is seen as a strategy to diversify news delivery, build a brand, safeguard market positioning, and ensure media companies survive.

Theory of Uses and Gratification

The uses and pleasure hypothesis is the second theory that guides this investigation. According to Littlejohn, Foss, Severin, and Tankard, audience members use mass media to meet their own requirements. Theorists explain why individuals like certain media types and how media can only hold a limited position since audiences may exert influence over their media. With the growth of new media, networking and contact have become more important for uses and satisfaction. Moreover, social networking sites are online communities where individuals with similar interests come together to discuss and interact with one another. These social media platforms provide users with a platform where they may exercise their right to association and free speech. Data were gathered for this quantitative and qualitative research using questionnaires and in-depth interviews. Throughout the months of May and June 2015, the research was carried out. We employed a non-probability selection approach to distribute questionnaires to journalists, and respondents were chosen based on their convenience, availability, and willingness to participate in the research. The journalists were chosen from the newsroom at the Nairobi office, which comprises 76 editorial staff members from several editorial divisions, including television, radio, print, and internet. 22 journalists answered to the surveys using this method, and we interviewed department heads or their assistants twice in-depth.

The results of this research might soon be out of date because of how quickly technology is developing. The results, however, will be helpful in understanding the difficulties that media organisations and journalists are having adjusting to utilising a convergent media operation. Finding reporters in the newsroom for questionnaire distribution was difficult due to their varied work schedules. The majority of reporters work in the field throughout the day and only visit the newsroom when it is urgent so they have ample time to submit their reports. It was difficult to email questionnaires to journalists since they sometimes work in isolated locations without access to a phone or the internet. Making appointments for department leaders who simultaneously serve as editors was more difficult since they were often rushing to meet deadlines.

CHAPTER 7

MEDIA ORGANIZATIONS' CONVERGENCE-FACILITATING ACTIVITIES

¹Dr. Vishal Soodan, ²Varalakshmi S
¹Assistant Professor, Department of Marketing,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.
² Associate Professor, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹ dr.vishalsoodan@cms.ac.in, ² varalakshmi@cms.ac.in.

In order to automate its essential processes and operations, Standard Media Group has been aligning its operations with best practises from across the globe over the last two years. A German technology called PPI, which fully combines the flow and creation of editorial content, advertising workflow, and pre-press manufacturing processes, was purchased by the firm in 2013. PPI gives output management a turnaround time since it's simple to monitor the status of publications from any one location. 27.3% of those who answered the surveys admitted that Standard Media Group has created mobile applications for television, radio, and print in addition to providing more bandwidth and free wi-fi to support multimedia platforms. In close second place are the 22.7% of respondents who said that senior reporters' access to mobile phones and computers made it possible for them to publish articles from locations other than the workplace. Presenters use social media simultaneously with radio broadcasts to solicit immediate and interactive audience input. According to an interview with Head of Radio, Mr. Thomas Japanni, the sector is very competitive, and radio presenters must now be technologically aware and at ease utilising internet platforms in order to be relevant. The Standard's online division, which launched in 2001 as an extension of its print division, recorded 189,623,026 visits as of December 2014 and welcomed 45,705,617 users. The website sees a lot of traffic and keeps bringing in more money thanks to customers who choose above-the-fold advertisements since they are certain to be seen.

Media Convergence's Impact on Media Houses

Convergence has both good and bad effects on media companies; with the rise of social media, some of conventional media's strengths might be lost since new media provides benefits that old media cannot.

Convergence's Benefits for Media Houses

This broadens the audience for relevant, high-quality news. Other benefits include offering the audience additional access points to information and more audience flexibility. For stories covered, the media company is able to get immediate feedback. The utilisation of multimedia platforms is considered to be cost-effective, and media houses benefit from the audience's view of their dependability and trustworthiness.

Convergence's Negative Effects on Media Organizations

18.2% of respondents further said that convergence lowers productivity. Other stated disadvantages of convergence included the spread of hate speech, a lack of equipment and knowledge, expensive access to multimedia platforms via mobile and laptop devices, an excessive workload, and the time-consuming nature of posting news stories across numerous platforms as opposed to just one.

Journalists with a Medium Focus Adaptation to Convergence

Journalists' reactions to convergence varied. According to the results, 59% of the respondents publish their articles on media platforms other than the editorial divisions in which they are employed. For those who use different platforms 4.5% of people use print, 15% use television, and 46% use internet platforms. Since television requires specialised abilities that some journalists may not be able to utilise well, this decline in television usage may be explained. The remaining 41% only use one kind of media and do not share their tales on other websites. The majority of respondents valued the audience's social contact, and 51% favoured the audience's active participation. Internet search engines are used by respondents to help the background research for their articles, and 18.2% of respondents said that new media made it simple to get information while having the potential to fast propagate false information. According to the respondents, 18%, journalists are now more careful when delivering news due to audience members' potential for hate speech. 13.6% of respondents disagreed, complaining that social media now dominates the conversation.

They have an immediate impact. Before conventional media has a chance to catch up, bloggers and citizen journalists may break news online. Also, journalists may find stories and trends on social media, and 18.2% of respondents said that the feedback from interactive audiences has helped them become better storytellers.

Marketing Media Will Be Affected by Social Media

The world is evolving; technology is pervasive and has an influence on society with every quick shift that civilization goes through. Television, which at the time was the most innovative technical advancement, drastically changed society. Via the Internet and the emergence of social media, we are already seeing a similar transformation. In reality, social media has the potential to make far more significant changes to society. It is simple to undervalue social media's genuine disruptive potential since it is a changing target that is hard to define owing to continuous innovation. For instance, the line between the public and private realms of life is rapidly blurring as a result of social media's broad acceptance. Every aspect of a person, including personal information, likes and dislikes, and other banal activities, may be found on social media, regardless of whether they are a CEO, a president of a nation, a member of British royalty, or a commoner. In actuality, nothing can be kept a secret anymore since everything said and done is now public knowledge. Notwithstanding the negative connotations associated with social media due to this invasion of privacy, there is one positive aspect as well: social media has resulted in a marked rise in societal openness.

The "likes," tweets, shares, postings, and information on social media are all blurry. Youth are not the only ones who use it. Instead, it permeates the whole web and is ubiquitous. The figures are astounding: Nowadays, 72% of Internet users regularly utilise social media. Eighty-nine percent of those between the ages of 18 and 29 use social media. Those between the ages of thirty and forty-nine use social media to the tune of 82 percent. In comparison, just 49% of those over 65

actively use social media, while 65% of people between the ages of 50 and 64 do. People are increasingly spending a lot of time on social media, continually exchanging and reading information, regardless of their age. Geographically, Americans spend the most time on social media—on average, sixteen minutes each hour—with other countries coming in second and third. Aussies and British follow them with fourteen and thirteen minutes, respectively. With 71 percent of social media users accessing it via mobile devices, the usage of mobile technologies is likewise growing quickly. .

With 1.49 billion members, Facebook is now the "largest child" on the social media block, and the Login with Facebook function is used to access more than 100,000 online sites. One in five Facebook users logs in at least five times every day. Customers' shopping choices are also greatly influenced by Facebook, as by the fact that 47% of Americans identify Facebook as having the greatest effect on their purchasing behaviour.

Appearance of WOM

WOM communication may be traced back to the beginning of commerce. During the agricultural period, when the producer and consumer engaged often, it was at its strongest. The grocery delivery guy, the butcher who delivered fresh meat every day, and the milkman who brought milk to one's door all had intimate knowledge of the families and tastes of their patrons. Much more than just a simple exchange of things defined the services they offered. Customers from families trusted in these businesses since they were aware of the family dynamics and even had access to their funds. In reality, if the family lacked the funds to cover the cost of goods at the end of the month, the owner of the grocery shop often served as a money lender to them. Similar to a current credit score, this financial service would be underwritten in the "good reputation" of the family. With the offspring continuing to use these services and even taking on unpaid family obligations, this was an intergenerational connection. Yet, the separation of production and consumption, as well as the emergence of intermediaries and trade, occurred with the start of the industrial period. As a consequence, the economy shifted from being relational, as it had been in the past, to being more transactional. Contrary to expectations, social media is reviving the bygone agricultural era. Back then, the barber and hairstylist, who knew more about everyone and everything in the community, would "record" discussions. In the neighbourhood restaurant, where everyone congregated, people spoke about politics and their religious convictions. They spoke about local happenings as well as their personal lives in this place. With the emergence of social media, we are once again digitising discussions, making them more concrete and lasting since nothing is ever deleted from the internet.

WOM Marketing: The Marketing Holy Grail

Due to customers' greater dependence on word of mouth in the decision-making process, whether from friends or strangers online, the expansion of social media services over the last several years has had a huge influence on advertising. 92 percent of consumers worldwide believe they still value earned media, such recommendations from friends and family, over all other types of advertising, according to Nielsen's Global Trust in Advertising survey published in 2012—an increase of 18 percent from 2007. With 70% of worldwide consumers reporting they believe messages on this platform, an increase of 15% in four years, online customer evaluations are the second most trusted source of brand information and messaging. Currently, we can see that the influence of WOM on social media has significantly increased. Let's move on to a general review of the WOM phenomena in both the conventional and online social media contexts. Traditional media includes traditional forms of mass communication including radio, television, newspapers,

magazines, newsletters, the tax press, and other print publications. It also includes street theatre. Conventional WOM can only have a little influence locally. Every time someone completes a daily task, they engage in this kind of publicity. People are more likely to talk about their expectations for and experiences with any product or service at a park, salon, or grocery store, for instance. Here, publicity—whether positive or negative—is restricted to certain communities developed at specific locations. WOM is thus regional and is located inside a "gated" neighbourhood. Voice is the main media, and every other person in the community refers to one's experience. One viewpoint has a trickle-down impact on several receivers. Each receiver in this situation will be influenced by a significant influencer. As a result, only one person in this situation actively contributes to the WOM; everyone else just receives it. The idea of diffusion, which states that a small number of influential people in a society may affect a large number of others, reflects this.

The marketer is responsible for selecting the appropriate audience to reach with the appropriate message about the business and/or its goods and services in order to create WOM exposure via conventional media. Although market research is often conducted on a periodic basis, the feedback in this instance is episodic in character. In this instance, the brand is handled with extreme care. Marketers give great care to the details of their trademarks and logos to ensure that everyone's view of the brand is constant and unaltered. Moreover, in this instance, it is simple to gauge the effect of WOM.

Social Media WOM

Social networking services have also grown in accessibility and usability with the rise in smartphone use and Internet connection. In social media, people communicate easily with one another and provide comments and suggestions. Social media has an undeniable global reach and adaptability. In a relatively short amount of time, one may interact with the masses and exchange not just words but also images, rich material like films, and graphics interchange format files. WOM via social media is not simply limited to a certain group; it also has the potential to "go viral" and spread over the globe, when neither the sender nor the recipient are always close friends or neighbours. Social media is very participatory. In reality, the quantity of thoughts increases with the number of interacting receivers. A network of influencers with a many-to-many, peer-to-peer connection may be seen here. There is neither an opinion leader nor a laggard when people interact with one another since the recipient impacts the sender as well as the other way around. WOM on social media is thus circular by nature and successfully creates a network effect. The formation of networks with various viewpoints improves the receivers' perceptions of the brand. In contrast to conventional WOM, social media WOM is created by the receivers. The target demographic need not be known in order for the marketers to interact with or create the product suitably. Instead, they may just create the product and "throw" it out there or make it freely available online. It will be purchased, but the marketer won't already know who the buyer or user of the product or services will be. As a result, the conventional ideas of market segmentation, targeting, and positioning are irrelevant in this situation. A social media marketing strategy for goods or services reaches the largest potential audience or geographic region. The responsibility for starting, starting, and maintaining social media dialogues about them then falls on the receivers. The chats don't just include one group of individuals for a certain amount of time. Instead, they are available for anybody to respond to, provide input on, and alter. This calls for a regular response from the marketer to comments made on social media. As a result, the feedback loop is ongoing. Also, people use their belongings as a form of expression. There is no need to get real goods in order to experience satisfaction or delight since one may build their own avatar and gather digital

belongings. Online virtual communities like Farmville have emerged; eight million people check in there every day, and one races to milk one's cow in time. That is how the virtual world operates, where the idea of family is all but nonexistent. Individuals no longer interact in person with their relatives or neighbours. Instead, individuals are shifting away from real-life connections and towards online ones. In the past, the telephone had a similar disruptive impact since it allowed people to contact their neighbours and communicate with friends and family living across the nation. As a result of its extreme ease, telephone chats have replaced in-person interactions. Brand modifications are likely to result from social media. Customers may abuse a brand, making it difficult for the business to enforce its intellectual property rights. In the worst situation, there is a chance that the brand change would spiral out of control. Marketing, advertising firms, and brand management in general would be impacted by this. As this effect would be scattered and nonlinear in nature, it can be difficult to quantify. Also, this can make the marketers anxious. In essence, we are dealing with a black box situation. This is how WOM's diluted influence on social media works.

The direction of advertising media

Due to the growth of social media, there have been two changes in marketing media. First, marketing media have moved away from mass communication interactions and towards the more appropriate and practical social media ties. Second, although social media is more engaging, conventional media—whether print, speech, or video—is passive. The one-to-many paradigm is strongly entrenched in traditional media: By using broadcast television, print, radio, or signs to spread its message, it adheres to the broadcasting paradigm. As a result, traditional media falls short of social media in terms of engagement generation. With the transition to social media that is more participatory, marketers are increasingly using digital marketing tools to promote their goods and services whenever, wherever, and however they see fit. Digital marketing has successfully eliminated these obstacles to position itself as a hassle-free marketing tool, while conventional marketing was constrained by space and time.

Affects marketing

As was already said, the introduction and broad use of social media have had a significant influence on marketing. Social media is no longer only a tool for interacting with others. Instead, it is altering how firms operate. Advertisers are using social media more and more to influence consumers' choices. There are several particular examples of how the influence on marketing. An explanation of each of these effect regions is provided below:

No longer Targeting, positioning, and segmentation

For every product or brand, segmentation, targeting, and positioning is one of the most crucial marketing ideas. Together, these give a marketer the ability to identify the various customer types, choose the customer type that can be best served, and communicate with the targeted group in the most effective way. So, it is a "sniper" technique since, when promoting through conventional media, a "shotgun" approach may out to be much too costly and ineffective.

Yet in the digital era, a product or brand may reach people all over the globe. The Internet is an extremely sophisticated and reasonably priced media. As a result, the aforementioned variables are not as important as they formerly were. As a consequence, digital marketing, which is more affordable and focused on results, is gradually taking the place of conventional marketing. So, the issue of whether STP will remain relevant or become less significant in a world where market participants are able to sell their goods and convey the specifics of those items across demographic

and geographic barriers emerges. Numerous online retailers, like Amazon and Ali Baba, have amply proven this.

The concept of a "relevant" target market has mostly lost its relevance. For instance, everyone uses Apple iPads, from a five-year-old in the United States to an Indian lady in her sixties. As a result, the next generation of businesses could not benefit from continuing to use the classic STP tool for marketing.

The new reality is affordability.

The paradigm of production and the price of dissemination have also been changed by social media. A person is no longer as reliant on a producer or director when it comes to entertainment, or specifically filmmaking. The technology and software platforms of Apple and Sony, both of which have been very inexpensive and generate decent quality digital films, have made it possible for a strong storyteller to make and direct a film of respect quality in a short period of about two to three months. Similar trends may be seen in the field of book publishing, where writers are increasingly opting to self-publish. A small business may expand its marketing efforts and provide goods and services around the globe. The Internet is a powerful medium with a wide audience.

Social Media Dependence

The term "social media addiction" describes a mental condition in which individuals constantly feel the need to monitor their social media activity. This may very well be considered a mental disease, though it has not yet been acknowledged as such, one that is defined, among other things, by a compulsive need to continually check for social media updates or even "stalk" the online accounts of others. The mind and body of a person are likely to be harmed by any kind of addiction. During an experiment in which they tracked the desires of several hundred individuals for many weeks, researchers at the University of Chicago have come to the conclusion that SMA may be more powerful than an addiction to alcohol or even cigarettes. SMA is becoming so widespread that it is affecting social demographics. Families find it difficult to sustain ties since their "social" life take up a lot of their time. Businesses are increasingly focusing their marketing efforts on "app-only" customer segments, capitalising on the notion that because users check their cellphones often, this might result in sales. Experts often urge users to restrict the amount of applications on their phones and parents to monitor their children's smartphone usage in order to combat this addiction. The "real estate" on a smartphone is more expensive than items in a physical shop. Yet, certain individuals defy this pattern. Some argue that social media still serves as a platform that encourages extensive human interaction, which is natural and shouldn't be classified as an addiction, even when individuals aren't communicating face-to-face. Whatever one's opinion may be, there is no denying how addicting social media is. Addiction to, or consumption of, physical goods is significantly different from addiction of the mind. While we now know how to successfully regulate addiction to substances like alcohol and cigarettes, we still need to understand how to do the same for the addiction to "mental consumption" that social media causes. Future generations may have legitimate concerns about issues like digital detoxification and rehabilitation.

The Development of Online Communities

Virtual communities are becoming more prevalent over the internet. A virtual community is a social network of people that communicate with one another online about subjects of shared interest, possibly beyond geographical borders. The closeness between friends has been gradually replacing familial bonds in society. The things people do in the online communities include making

friends, learning new things, getting advice on purchases, and learning about human experience in general. People used to have a relatively small audience to help them discover the answers to their questions, but today's audience is limitless and anybody can find someone to assist in finding a solution. The adage "six degrees of separation" does not apply anymore. There are now just one or two levels of separation between people who can be reached by name and location. Businesses are using this chance to reach specific audiences. For instance, there was a time in India when families and one's close friends helped people arrange marriages, but these days, matrimonial websites give families the chance to broaden their social networks while still adhering to the restrictions of religion, caste, and creed, which continue to dominate the Indian marriage market.

Wang hun, or online marriage, is a phenomenon that occurs in China when individuals first become online acquaintances before developing an online romantic relationship and then being married virtually without ever meeting in person. This idea calls into question the social sacredness of marriage, which has major ramifications for the wedding industry. Due to its extreme ease, more and more individuals may eventually choose this kind of arrangement over a traditional wedding.

Virtual communities that allow users to access a virtual existence that satisfies actual human feelings and needs include Second Life and Farmville. Professional executives are known to hurry home in order to milk their Farmville virtual cows in time. Because of how well these virtual societies satiate human emotions, individuals are increasingly moving away from the former nuclear lifestyle and towards an atomistic or independent one. Most persons with a self-serving and self-sustaining mentality lead an atomistic existence. It is yet unclear whether this phenomena offers new opportunities to marketers. We don't know if leading a very atomistic lifestyle makes one more susceptible to impulsive purchases and consuming.

Establish a Channel

All people nowadays have the capacity to reach a wider audience thanks to the expansion and almost universal availability of high bandwidth, broadband Internet access and other advancing technology and communications infrastructures. Rather of relying on outdated forms of communication like newspapers, radio, and television, people now have the power to build their own media channels. They have the power to take over the whole manufacturing and distribution process. We have seen the emergence of bloggers, "Twittered," and other social influencers who have become well-known in their own right over the years. This has been well on YouTube. As seen by the presence of celebrities, sportsmen, religious leaders like Pope Francis, and political figures like US President Barack Obama and Indian Prime Minister Narendra Modi on YouTube, it is quite simple to start and maintain one's own YouTube channel. Citizen activism is now possible thanks to the democratisation of the media. On January 25, 2011, Egyptians began using Facebook and Twitter to plan demonstrations against their government and longtime leader, President Hosni Mubarak. The emergence of social media has not only democratised media on a worldwide scale, but social media is also being utilised as a weapon for democracy. Whether it's the Jan Lokpal Bill debate in India or the 2001 protests against Philippine President Joseph Estrada, social media is changing the political landscape on a global scale. As seen by the current VW controversy over fuel efficiency and the Indian Maggi quality problems, it has the ability to induce public policy involvement.

This has been made possible by the simple accessibility of a platform that allows individuals to speak out in unison. People always relied on the morning newspaper to inform them of international events, but now, YouTube videos, countless tweets, and Facebook updates may

become "trending" in an instant—long before the news reaches the desk of the newspaper editor. Concretion is a pretty straightforward concept: it brings together different parties, such as a corporation and its customers, in order to jointly generate a valuable good. For example, Nike gives online tools to clients to create their own footwear. Concretion encompasses more than simply the design of products; it also includes the development of marketing strategies. Converse has convinced several of its devoted consumers to create their own video advertising for the company. Moreover, Frito-Lay has used crowdsourcing effectively to get ideas for its Doritos brand's Super Bowl advertisement from the general public. Companies attempt to use customer insights at the appropriate stage of the innovation process to achieve such concretion. Cocreation allows businesses to take use of customer involvement in activities they carry out for no cost in order to advertise and develop the goods while maintaining product ownership. Moreover, brands have begun including customers in brand campaigns. Consumers are now involved in content development and brand promotion, comparable to the services offered by advertising firms, thus communication is no longer one-sided. Brands today are recognising, appreciating, and using the voice of the consumer to provide better goods and services, as well as to market them.

Increasing Media Deviance

Social media has given people a lot of power, which they may utilise for good things like social action and fandom, but it has also given birth to media deviancy. The advantages and disadvantages of any technology vary, and social media is no exception. Security is at danger when there is too much freedom, as there is on the Internet, particularly when no one is in charge of overseeing it. Government and politicians have been sluggish to accept new technologies, and the legal system is lagging behind in catching up with the times. All of this increases the system's and its users' risk exposure. For instance, social media has lately become more of a "social devil" as a result of several incidences of fraud and crime. Social media's growth and broad use have had a significant impact on society. Social media has quickly evolved from serving as a platform for young people to connect to one another to being the Internet users' lifeline. Social media has an impact on how marketers interact with customers and, in turn, how consumers interact with brands and goods due to its pervasiveness in society. In actuality, radio and television are much less effective than social media. Marketers must develop their swimming skills and know how to navigate these uncharted seas in order to succeed. Social media will have a significant influence on how consuming culture develops in the future. Although social media has many good effects on society, not all of these changes have been for the better. It is a double-edged sword in many aspects, offering both benefits and drawbacks for society. Addiction to and deviance on social media are serious problems that need to be addressed. Marketers need to be aware of how people might change a brand on social media. In order for social media to have a good impact on society, marketers must not only react but also actively influence it. In conclusion, social media will forever change the marketing landscape.

CHAPTER 8

SOCIAL MEDIA MARKETING: CHANGE AND EVOLUTION

¹Dr.Krishna Koppa, ²saritha Srinivasmurthy Raghotham

¹Associate Professor, Department of Marketing,

CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor, Department Of Management,

Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹ krishnakoppa@cms.ac.in, ² saritha_sr@cms.ac.in .

The study incorporates a thorough examination of earlier scholarly investigations on social media marketing. 53 research articles primarily concentrating on social media in the marketing field were chosen from 53 total. Between 2001 and 2013, these articles appeared in 28 scholarly publications and 13 conference proceedings. Eleven of the fifty-three studies were published between 2001 and 2006, while the remaining forty-two were published in prestigious publications including the Journal of Advertising Research, Journal of Interactive Marketing, and Marketing Research after 2007. Research articles on social media in general made about one-third of the collection. Social networking sites were the SMPs that received the most investigation, closely followed by blogs and user-generated content platforms. We identify six overarching themes using a chronological and platform-based analysis. We investigate each subject and note any research gaps. This study provides context for further research into several fundamentally important unresolved issues regarding social media's function in marketing communications.

The definitions of social media, which rely on three essential components: content, communities, and Web 2.0, have not yet been agreed upon by researchers. Lewis adds the concept of cocreation and defines social media as "the current label for digital technologies that allow people to connect, interact, produce, and share content." Parremphasises the effectiveness of message distribution and defines social media as "the use of electronic and Internet tools for the purpose of sharing and discussing information and experiences with other human beings in more efficient ways." Social media, according to the often used definition by Kaplan and Haenlein, are "a series of Internet-based applications that build on the conceptual and technical underpinnings of Web 2.0 and that enable the production and sharing of user created content." For the purposes of this study, we refer to online media as social media, which includes a variety of platforms like SNS, blogs, discussion forums, video sharing, content sharing, social bookmarks, podcasts, and wikis. These platforms are made possible by Web 2.0 technologies and allow for multidirectional conversations and real-time inter-actions. The user-created personal profile page is what makes social media unique; it allows users to interact with friends, family, acquaintances, and other users to share information, news, and experiences.

Social media's importance in marketing

The strategy emphasis for marketing has shifted from being product-centric and segment-centric to being customer-centric and relationship-driven, driven by the demands of improving marketing efficiency, growing market variety, and use of technology. Because of this new relationship-based marketing paradigm, academics and practitioners of marketing must consider include interactive aspects in their strategies in addition to the classic marketing mix's components .

The term "social media marketing" is often used to describe the usage of online SMPs for marketing. SMM is described as the "usage of social media platforms to promote a company and its goods" by Akar and Topcu. This description resembles that put out by Drury, who defined social media marketing as the "use of the current social media platforms for growing the brand recognition among consumers on online platforms via application of the WOM principles." Although these definitions of SMM all focus on the "promotional" side, they neglect the relationship advantages of engaging in social media conversations with customers.

SMM may benefit businesses in a number of ways. SMPs provide two-way contact between customers and brands in addition to facilitating the free flow of thoughts and information among consumers. This aids in lowering customer bias against brands, increasing the value of the brand. Companies may give direction and enhance the conversation experience by actively engaging in online discussions, which will result in more relevant and focused material. This enables businesses to collaborate with their customers more closely on marketing campaigns and other initiatives.

Jaffe emphasises the importance of social media as a point of entry to "a series of infinitely rich, dynamic, rewarding, strong, real and important discussions happening out there" in his book *Join the Conversation*. Social media, in contrast to conventional market research methods, provides a real-time window into the customer mind through listening to consumer discussions and a chance for the consumer to contribute real-time feedback. In light of what is "now," marketers might alter their marketing mix, goods, services, and other aspects of their business. In order to increase marketing efficacy, Precourt emphasises the value of listening, which may assist with brand strategy and tactics, identify competition risk, and address public concerns.

Conventional targeting strategies do not account for the impact that a segment's members have on other people's buying choices. This is primarily because it is difficult to identify the relationships that create and spread this impact. As social media is centred on communities, new, better targeting and segmentation techniques may be created using the data collected from social media. By examining the social media activity of various age groups, Landry et al. Found that the age-based segmentation of a "generation" may be condensed to a three-year period that is both shorter and more relevant. Understanding how people and user groups use online social interactions for various objectives and how various SMPs are perceived is crucial in order to leverage SMPs as successful marketing tools. Marketers should take notice of the fact that each new social media platform has developed in an effort to achieve a very particular goal by building on its predecessors. According to their principal function, the different SMP kinds are categorized. Comprehending social media marketing communication

Kim and Ko discovered that brand communication on social media had a beneficial impact on relationship equity as well as brand equity. Customer equity was boosted by fostering good connections with customers and having a positive impact on purchase intent, while value equity

was improved by offering consumers innovative value and the chance to engage in two-way communication with companies. Nevertheless, Bezzian-Avery, Calder, and Iacobucci contended that interactive media may not always be preferable to conventional media. Moreover, Calder and Malthouse proposed that advertisements may be more successful if they are experientially consistent with the media vehicle.

Customer Interaction on Social Media

Researchers have looked at the connections between eWOM, online communication, and consumer behaviour. Yet, rather than the brand-consumer interaction, the majority of the study has emphasized the relationship between consumers. It has been suggested by various authors that the variables be increased to take into account factors like empathy, relevance, and credibility, SNS features, perceived enjoyment, satisfaction, privacy, and involvement, as well as demographic factors. While being often discussed in social media literature, consumer participation in the online consumer-brand interaction has received little attention. This may be due to the complexity of conceiving this construct in the context of the whole consumer-brand relationship. Consumer interaction has elevated to a strategic goal for research during the last ten years. Scholars like Mollen and Wilson, Parent, Plangger, and Bal , as well as Calder, Malthouse, and Schaedel have sought to give

Sharma and verma, h. V. a definition of consumer involvement in online environments, particularly in the context of social media, but more convergence is needed in conceptualizing consumer engagement on SMPs and its function in the interaction between the consumer and the company. We suggest looking at consumer engagement as a distinct concept in social media research since unique consumer-brand interaction encounters have varied degrees of consumer involvement depending on the environment.

The assertions about the usefulness of social media in marketing have no empirical backing. The issue is made worse by the lack of precise and defined metrics to assess the efficacy of social media communication. Previous studies claim that consumer engagement has positive effects on customer satisfaction, loyalty, repurchase intentions, and negative word-of-mouth. However, it is still unclear how consumer engagement on social media affects the development of consumer-brand relationships and the likelihood that a consumer will purchase a given brand. Several research have examined the relationship between social media activity and consumer behaviour, however these studies did not take consumer participation as a distinct component. Even the conventional response hierarchy models that describe passive communication do not take into account active customer interaction. According to Bowden, engagement is a unique entity that belongs to the larger engagement process. It differs from other relational conceptions like involvement, commitment, loyalty, and participation in that it fully incorporates interactive consumer experiences. Due to the ambiguous definition of engagement, Calder et al. Contend that the majority of works seem to conflate involvement with the consequences of engagement. According to Brodie et al., "involvement" and "participation" are prerequisites for customer engagement. These need not be strictly antecedents, however, and may coexist or even constitute engagement results given the iterative nature of the engagement process. We propose further study on consumer engagement on social media, its antecedents, and results in light of the uncertainty in the academic literature.

Social Media Marketing: Evolution and Change

Do customers have diverse opinions on the various SMPs? If so, what characteristics underlie these differences? Fascinating results from Akar and Topcu imply that customers who use Facebook and YouTube more often have a favourable impact on attitudes towards social media marketing. This may suggest that the selection of social media platforms affects social media marketing. Although the typology created previously makes clear that SMPs have distinct features, the defining traits from the perspective of the customer have not yet been investigated. Researchers may get insights into the distinctive positioning of each SMP by understanding the similarities and differences across SMPs, which might result in the formulation of a focused and successful SMM strategy. As a result, we suggest evaluating the current SMPs to see how they affect customer purchasing behaviour.

Customer Engagement with Companies on Social Media: Profile

It is clear from the literature review that several studies have tried to classify Internet users according to various characteristics, such as their purchasing behaviour or social media use. Nevertheless, the majority of the categorization is restricted to certain platforms, such as social networking or microblogging. It's critical to comprehend the traits of social media consumers who are eager to connect with and engage with companies on these platforms. Marketers still struggle to recognise the influencer's active on social media and in online forums. In order to find the social media users engaging with brands and businesses on social media, the study of social media users must be expanded. Lastly, it's important to comprehend how people utilise social media, especially those who are located outside of the United States and Europe. Very few research have been done to analyse and classify Indian social media users.

Social Individuality in General Stack SMAC

Data has been hailed as the millennium's oil. After land, labour, and capital, literature has even gone so far as to elevate data to the position of a fourth component in modern production. The route taken by new-age data, which often begins with the amorphous wisdom of the crowd in social media and finishes in the misty cloud of computing space, is complicated and starts with source and concludes with storage. The digitization of the world, technological miniaturisation, availability of free cloud storage space for data storage, tendency to create and upload personal space information, rapid advancement in computing machine processing intelligence—all of these factors have contributed to the explosion of data. One epochal remark sums up the enormous scaling up of data: "Today's smart phones have more computational power and storage capacity than all of NASA did in 1969 when they placed a man on the moon.

A decade ago, some of the biggest data providers and aggregators were nonexistent. Wikipedia, a digital encyclopaedia, was introduced in 2001, just before the new century. By issuing an IPO in 2002, Netflix, the biggest on-demand Internet streaming video provider in America, expanded its business. According to current estimates, nearly 25% of all Internet traffic in the USA is made up of Netflix streaming traffic. In 2003, the business-focused social networking site LinkedIn was established. Now, it is the most popular professional networking site and has a quarter billion user accounts. In 2004, Facebook first went online. Almost a billion internet users are ensconced in this, the biggest online social media network, where they engage in activities including sharing, talking, finding, networking, and gaming. Thanks to Twitter, tweets were created in 2006. This microblogging service, which is often referred to as the SMS of the Internet, produces brief, individualized informational bursts that, although meaningless when seen individually, are

instructive when viewed collectively. The first iPhone model debuted in 2007. 2010 saw the release of the iPad. Just a few years ago, Apple and Blackberry, a Canadian telecom behemoth, released the smartphone tsunami on the market. In developed economies today, there are more "intelligent" mobile gadgets than humans. Emerging markets will eventually experience the same phenomenon. Data that was static and desk-bound in the past has suddenly become dynamic and mobile thanks to this revolutionary invention. In the meanwhile, the Gartner hype cycle for technologies in 2009 was led by cloud computing. Several different firms, including Amazon, Microsoft, Google, and IBM, have contributed to the cloud's emergence as a replacement service that enables businesses to convert from purchasing computers to purchasing computing. Each of these participants offers the cloud an entirely unique value proposition. Data has changed from its initial organised form to an amorphous unstructured one as a result of all this new-wave convergence. Data gathered from so many different social sources has a great volume, velocity, and diversity but a low degree of validity. The main goal of SMAC is to make commercial sense of this data.

Let's first examine each of the four technological platforms independently before examining SMAC as a stack. At a standalone level, social, mobile, analytics, and cloud each show the confluence of several technologies. The technology pillars of data warehousing, ranking algorithms, search engine optimization, distributed memory caching, map-reduce techniques, and horizontal/vertical scalability for both computation and storage have been used to build the content-context-connection-community framework of social media. In a similar spirit, today's smart phones and ts are the result of the convergence of key technologies from pagers, phones, modems, computers, cameras, music players, and GPS systems. Two crucial technological integration milestones in the analytics sector are combining text and data and switching from static to real-time analysis. A similar seamless integration of technologies may be seen in cloud offerings, which include virtualization, multitenancy, usage, idle-time management, dynamic provisioning, and scalability. These four technological platforms, each of which may be used independently, have had a tremendous impact on how we manage our operations. Social media has altered how we interact with clients and comprehend their purchasing patterns, and mobile has made data accessible at all times and from any location. Analytics has accelerated the pace at which we make decisions, while cloud computing has removed initial capital expenditures and changed fixed IT expenses to variable prices. Yet, the fusion of these technologies has dematerialized value chains and virtualized operations. Let's examine SMAC in more detail using several samples. Consider the retail sector. Social media websites have provided the buyer a sense of the products that are offered and their comparable prices even before they enter a particular business. In reality, one of the main motives for internet users to discuss a product, service, business, or brand on social networking sites is price comparison. As soon as the consumer enters, cameras recognised him as a frequent shopper, and the system immediately begins streaming purchase advice to his smartphone. Based on CRM insights of prior buyer behaviour, the suggestions, bundling offers, category location, and similar features may be tailored for each individual customer. A whole public or private cloud was used to construct the database, application, and analytics. Hence, the retail business benefits from improved customer loyalty and increased customer lifetime value when the SMAC factors are integrated seamlessly. The finest aspect of the whole game is that, after technological integration, both of these key performance indicators are measurably over time. Another example may be a business like Netflix. It searches social media sites to learn about the general content preferences of clients. The dynamic material is then created and stored using large cloud server pools on Amazon. Netflix streams movies

throughout the day and does data analysis at night using its cloud server farm. The combined use of streaming and analytics guarantees optimal resource use. Lastly, the business offers live media streaming to its clients on a variety of platforms, some of which are mobile. Netflix microsegments users based on their streaming needs via SMAC convergence.

Not all solutions must include all four SMAC components. Some solutions can be constructed from fewer components. Greater data accessibility, quicker data access, unrestricted business models, dematerialized value chains, knowledge-driven process management, and decentralised decision-making are some of the results of the technological convergence offered by SMAC. It is now necessary to determine how the social space, one of the four convergent spaces, differs from the other three spaces. A deeper understanding of this distinction will facilitate the design of more seamlessly connected systems.

Integrated Human Element

The social space's inherent human component serves as its primary point of differentiation. Because to this human interface, irrational factors like feelings, emotions, desires, and preferences often contribute significantly to the social element. The other three platforms—cloud, analytics, and mobility—are built with rigor and objectivity. Social emphasises the subtly. The latter three pay greater attention to the gross. As a result, instinct and intuition are important factors in the developing social image. Both of these "softer" qualities are transformed into exact mechanical reasoning in the following data supply chain. Let's examine a case in point.

Consider information that was obtained from a microblogging website like Twitter. The predominant form of the material is text, and any assessment that may be made of it will be lexicon-based. If key words are used to indicate significance, different tweeters may utilise the same key phrase in various circumstances. This includes the social media user's personal context and any accompanying sentiment in the data analysis scenario. The gross counting/adding/comparing methods of seeing data are started after this data has been bound using a set of criteria. The vulgar gradually takes the place of the nuanced.

In such circumstances, the steady state behaviour of a particular ecosystem is often mapped and stored as a reference. The system then watches for any deviation from this steady condition and plans an intervention as soon as such a variation is noticed. It is likely that the variance that is mapped will be a quantitative one without the finer details. The crucial intuitive component will be eliminated by the extract, transform, and load frameworks used to produce structured data from amorphous inputs. Simply said, the traditional row-column database is a poor choice for storing nuanced and ethereal data.

It is deba if social media has an inherent human angle or whether it was intentionally included. Think about this example. In its purest form, social media is a digital exchange that excludes any actual offline interactions. The system has purposefully included minor relationship-focused aspects that serve to link node-to-node affinity within a large social network in order to personalize these transactions. The digital world has adapted offline terms for establishing rapport in order to support this one-on-one closeness. The natural connecting factor may be added to what would otherwise be a dry digital transaction using technologies like Facebook friends, Twitter followers, and LinkedIn connections. In order to control anonymous online behaviour, the offline terms are therefore employed as triggers. This connection terminology enhances the crucial human component in the social component of SMAC. These terms denote proximity, interactions,

information directionality, and similar concepts on a different level. These are all aspects of human conduct. Moreover, certain networks are built to be symmetrical, with both connected nodes reciprocating in the same way. Its symmetric vs asymmetric structure is also based on the fact that friends are often reciprocal and symmetric whereas followers aren't. The objective MAC framework is unable to adequately account for any of these human characteristics. In conclusion, it may be said that the number, depth, and intensity of human interactions are limited to the social sphere. The level of involvement often diminishes or disappears as the SMAC stack progresses.

No commercial vendor network

The social space's absence of a structure for commercial vendors serves as its second distinction. With the remaining MAC train, the circumstances are different. In the context of mobility solutions, a vendor landscape that resembles a metamarket is formed by telecom operators, Internet service providers, payment gateways, telecom solution providers, mobile application developers, and telecom hardware suppliers. A wide range of mobile solutions from these providers may be set up with segregations for transactional vs no transactional, synchronous versus asynchronous, informational versus reporting versus interactive, and lastly, consumer versus enterprise. For instance, a mobile financial services application can be used by both consumers and businesses and is transactional, synchronous, interactive, and all of these features. Contrarily, a geofencing system allows for the delivery of no transactional, asynchronous, informational, and often consumer-focused advertisements to mobile devices. Combinations of commercial suppliers provide the billable solution in either of the two extremes. The analytical domain is entirely vendor driven, from descriptive to diagnostic to predictive to prescriptive. The depth of analytics is the foundation for this sector. When it comes to market size, we can see how the industry is divided amongst sectors like retail analytics, financial analytics, online analytics, and CRM analytics. We don't have a structure for chargeable commercial vendors in the social environment. Social media vendors are more prevalent in the monitoring of social media than the provision of social media services. The second distinction is that this lack of billability alters the social investment viewpoint.

A lack of commitment to investing

The third aspect that sets social apart from the other three platforms is its low investment intensity as a result of the absence of a commercial vendor structure. Platforms that need a lot of technology include mobility, analytics, and cloud. Hence, a larger investment in any of them will result in a bigger return. An investment-intensive approach can improve these three technological platforms' scale, speed, effectiveness, and efficiency. ROI influences the choice to embrace these platforms. Let's look at a few instances to show how high investment intensity can rapidly increase the ROI from the SMAC's MAC component. With parallel servers and a hosted Hadoop framework like Amazon's Elastic Mapreduce, it is possible to handle enormous volumes of data fast. Similarly, nonstructured query language may be used to reconfigure databases from the conventional regional database management system platforms to cope with unstructured data sources including blogs, audio/video streaming, and tweets. Similarly, depending on the security needs, private or public cloud systems may be swiftly built for massive data computing and storage. For the graphical output of data, sophisticated data visualization methods may be used. All of these investment-focused returns will only operate at the MAC level of data processing. More behavioral details are taken into consideration when they withdraw from social interactions. The only way to scale social media is to increase client contact points. Through increased exposure, a greater degree of platonic interaction may be made possible. Yet, a greater exposure does not always imply a greater chance

of obtaining real contact points. Hence, there is a waiting and watching component to using social media. Another way to look at it is that a web-based social media platform has no corporate control over it and can be accessed and used without having to make any financial investments. Social media may be used for a variety of advantages without requiring actual ownership. Only at the social media monitoring level, not at the social media origin level, may investments be made at the social stage. As an example, one may invest in Google AdWords, which is only a pay-per-click social media monitoring tool. The social behaviour that has to be tracked cannot be controlled by an AdWords investment in either click volume or click velocity. Overall, the social environment is lacking in investment intensity. The latter three areas need significant investment and may be scaled up in terms of capital expenditure for improved efficiency and performance.

Exogenous Factors Influence Scaling and Growth

The social space's exogenous component is its fourth distinctive feature. It is possible to design an internal scale-up for cloud, analytics, and mobility. All three of these technological environments allow for internal value creation since they are integrative environments. Internal barriers prevent the MAC space from growing and scaling up. The justifications may include a variety of things, such as "not the proper moment," "untested technology," "does not want to be a pioneer," "unproven solutions," and "investment limits." These limitations, especially those related to investments, may be overcome internally as well. The VUCA effect, which combines the effects of information volatility, scenario uncertainty, systemic complexity, and overall ambiguity, dominates the interactive external environment where social scaling takes place. Growth and scale cannot be planned and mapped in such an exogenous context since the limits are external.

The Key Is Data Conditioning

Compared to the previous three stages, the social phase treats data differently. Data conditioning is the procedure used in social. This stage makes sure that social media data is transformed from unstructured, noisy raw data into high-fidelity, structured data that the analytics engine can use. By seeing patterns in customer preferences, emotions, and behaviour, intermediary data conversion layers like IBM Info Sphere and SAP Netbase assist in turning vast amounts of unstructured social media data into insightful knowledge. These applications aid in acquiring a sense for "gross feelings" by employing powerful natural-language-processing engines. High-end data analytics technologies are able to gather insights from social media's softer signals, such as "likes" and "dislikes," in aggregate. In the setting of later steps of data processing, this information richness from the data conditioning stage degrades. Intuition is supplanted by intellect when the vulgar takes the place of the subtle.

Let's think about a few informational peculiarities that are present throughout the data conditioning stage. Based on a broad variety of behavioral aspects, the social media environment may provide valuable insights into customer intents and consumer rationalities. Just to provide a few instances, some social media use is done only for status reasons. People look for a lot of connections on LinkedIn only to elevate their status; the majority of these relationships are not business-related. Similar to this, Facebook's inclination to aggregate friends would either increase intimacy or lessen loneliness. The millennial generation, whose gadget orientation is superior to their people orientation, exemplifies both of these characteristics. The motivation for gaining Twitter followers would be an inflated ego that presents as a need for consistent social prominence. These include tweets from famous people. Only the data conditioning step still includes all of these more subtle interacting features of social connections. As the predictive analytics phase begins, these subtleties often disappear.

By supplying lead information, contemporary business analytics and business intelligence platforms develop ground-breaking decision support systems. On the other hand, conventional intelligence systems like accounts receivable management, working capital management, customer profitability analysis, and the like provide lag information that is helpful to assess, monitor, manage, and optimised operational business objectives. Whereas lag introduces the concrete a posteriori situation, lead constructs the abstract a priori scenario. By offering cutting-edge insights, Lead assists in proactively getting things going. Lag aids in reactively tracking and sustaining progress based on historical data. The framework for lead decision support is designed using the information we need. The information we get is maintained through the lag 4M framework. It is important to note in this context that the lead-lag indicators used here are different from those used by economists to forecast the direction of the economy. The only thing they have in common is that lead is utilised in each of them as a predictor.

Let's examine the lead-lag framework's applicability to this paper right now. The social layer is clearly linked with the proactive, abstract, and insight-giving lead data that companies want. The unstructured information offered by social media is what fuels the predictive and prescriptive capabilities of analytics. If one examines the SMAC stack's future phases, mobile is only a data collector, analytics is a data processor, and cloud is a repository for processed data. Facebook, however, is a genuine source for lead signals, with over a billion active users, 4.5 billion "likes" daily, 20 minutes of average log time daily, and 50% of users faithfully accessing the site at least once daily. These signals will aid in the development of new products, expansion into new markets, rationalization of pricing, alleviation of customer concerns, development of new financial instruments, improvement of supply chains, planning of visual merchandising, improvement of safety, and enhancement of public health. The list is only illustrative, however. It is obvious from the above, social level unstructured data contains a wealth of tacit knowledge that might aid businesses in making wiser business choices. Such sensitive human-angle data is only found in the social space of the SMAC stack. This essential lead information is being destroyed by the way data is currently processed, which focuses on finding the broad predictive features. This paper seeks to communicate just one main idea. The purpose of this study does not extend beyond ways to enhance SMAC integration without eroding the value of social space. Convergence in technology is a reality. Social media unmistakably distinguishes out with a distinct behaviour in the convergence stack. It is important to comprehend the subtleties of this environment in light of how its occupants behave. The new-age millennial generation mostly uses the social sphere. This generation demonstrates certain behavioral traits that make them both today's customers and tomorrow's decision-makers. Instant gratification, a sense of entitlement that borders on narcissism, a stronger sense of community than previous generations, the ability to work well in teams, a greater use of technology, a preference for devices and texting, the ability to multitask, and finally, social networking abilities are some of them. The key to designing effective SMAC solutions is to have a solid understanding of this demographic and its needs from a social science perspective, and to combine that understanding with the technical back-end of mobility, analytics, and cloud.

Online Information Lifecycle: What It Means for Aggregator Sites

User-generated web content is growing rapidly, as is evident. The myriad of ways that information is produced, disseminated, and consumed is revolutionizing the boom of information on the internet. New means of communication across several locations and numerous cultures are now possible because to the development of Web 2.0 technologies like blog sites, wikis, and social

networks. Connectors in the Internet's super network, media aggregator websites rely on material from companies like Vevo, Rovi, and Rhapsody for Media, among others, to provide the majority of their content. Moreover, they make advantage of the dynamic user-developed content. These innovations Internet sites are quite popular and are omnipresent throughout a wide range of subnetworks. They not only exist on several networks, but they also have direct access to user behaviour in each of the subnetworks. Because to their reputation, they may excel at marketing in each of the subnetworks. Currently, the majority of players fall short when it comes to being present on other websites that their consumers often visit. This research examines how such aggregator sites might plan their tactics to take advantage of their connective position on the Internet, investigate how they can be present wherever their customers are, and more effectively close the gap between the online community's mavens and eager adopters. We also look at how these businesses may create content with a very high adoption index.

We begin by talking about the background of social networks and some important terms like nodes, links, triadic closure, bridges, strength of linkages, and diffusion. The results of data analysis on selected, popular wiki topics spanning one-time, unexpected occurrences and projected recurrent events are then highlighted. Also, we provide the results of a consumer study with a limited sample size that examined consumers' preferences for and perceptions of several websites. We finish off by discussing ramifications and suggestions for aggregator websites.

Setting and Ideas

A group of actors and the connections among them make up a social network. The examination of networks takes place on two levels: the micro level, which examines individual relationships, and the macro level, which aggregates all of these interactions. Together, these two describe the widespread phenomena of information propagation over networks. By illustrating how basic interactions at the level of individual nodes and linkages may have repercussions on a population as a whole, networks serve a key role in linking the local and the global. The difficulty of social network analysis is increased by the fact that today's social networks are quite dynamic. The triadic closure concept is one of the fundamental ideas that explains the dynamic nature of networks and their ongoing growth. Triadic closure states that "there is an enhanced possibility that two persons in a social network may become friends themselves at some time in the future" if they have friends in common. The transitive property, which states that if A is linked to B and B is related to C, then A is likewise related to C, is primarily related to the idea of triadic closure. The notion of a bridge is another crucial idea in social network literature. If removing the edge would cause the two subnetworks to become independent subnetworks, the edge is deemed to be a bridge. In a social network, an edge connecting two nodes is referred to as a local bridge if the end points of the edge do not share any friends. The distance between two nodes that do not share any friends will significantly grow to a number greater than two as a result of the elimination of an edge between them. When the edge connecting two nodes is removed, the distance between them is the span of a local bridge. The strength of a bond is another crucial idea that can be found in the literature on social networks. The interactions and kind of connection between the nodes serve as a representation of the strength of a tie. As a result, tighter relationship and frequent contact are represented by stronger ties, whilst acquaintances and infrequent interaction are represented by weaker links. Depending on the nature of the relationships between the actors and the frequency of their interactions, the links in any social network may be categorized as strong or weak. It is possible to qualitatively assume the following connection between tie strength and the triadic closure of ties: "If a node A has edges to nodes B and C, then the B-C edge is more likely to

develop if A's edges to nodes B and C are both strong ties." The strong tri- adic closure feature is the name given to this supposition. According to the study based on the aforementioned qualities, every local bridge involving node A in a social network that meets the strong triadic closure condition and is an end-point with at least two weak ties must be a weak connection. Understanding this phenomena requires a grasp of innovation diffusion, which focuses on both adoption and dissemination. Users are divided into innovators, early adopters, early majority, late majority, and laggards in the adoption portion. An important component of diffusion research that applies to information aggregator websites is the function of social systems. The existing literature emphasises the importance of opinion leaders in influencing the opinions of a large number of individuals who might hasten or delay the acceptance of innovation. Such influential opinion leaders are referred to as mavens, hubs, or influence leaders in the context of social networks. Markets are not homogenous, and one reason for this heterogeneity is that various individuals may influence others to varying degrees, depending on how many people they are related to and if they have a considerable amount of followers or knowledge to sway others. Gladwell uses the word "mavens" to describe individuals who have significant social capital, have the ability to significantly influence others via their knowledge, and have a strong motivation to distribute that knowledge. The term "connectors" refers to the second category of persons who have very broad social networks and are ardent members of several distinct networks. Certain social network characteristics, such as the strength of relationships and social capital, are crucial if marketing efforts, such as promotion, are to provide Internet aggregators significant business potential. What, then, are some qualities of material that becomes popular online? Hughes highlighted the crucial characteristics as six "buttons" that encourage interpersonal communication and sharing. They comprise

Taboo: seen as undesirable, uncap, unlawful, or profane by a society

Unusual: not normal, typical, or ordinary; unusual in quantity or intensity; remarkable

Outrageous is defined as beyond accept limits, surprising, unusual, and excessive.

Hilarious: causing a lot of laughter; amusing

Remarkable: noteworthy, exceptional, deserving of notice or consideration

Secrets: kept hidden from everyone save the privileged or initiated

We go through the conclusions from a consumer survey and a wiki page trend analysis in the next two parts.

Wikipedia trend analysis – Wikipedia dumps all page views that are made publicly available. These dumps provide hourly data on the amount of page views for each of the wiki topics. For a quick analysis, the public dataset is quite helpful. We divided events into anticipated/recurring occurrences and one-time/sudden events, such as the Asiana plane disaster in San Francisco in July 2013, the Boston Marathon bombing, the birth of Queen Elizabeth's great grandchild, etc.

One-time or abrupt occurrences cannot be foreseen, and as a result, no buzz can be created before the actual event takes place. Yet, when the incident happens, people are in a hurry to find out the news. Such news stories have a rapid peak and subsequent rapid decline. Wiki data mapping reveals that the royal baby's birth trended for seventeen days continuously whereas the San Francisco International Airport accident trended for fourteen days.

The majority of the time, anticipated/recurring events are important anniversaries or yearly festivities. For our trend study, we chose the Independence Days of the United States, India, and John F. Kennedy. All of these Wikipedia articles had the same exact pattern of traffic. Usually, seventeen days before to the event's designated day, the buzz begins. The Kennedy assassination rumour began 19 days earlier. Three days before the event and the day of the event get more than 70% of the traffic. All managed marketing efforts have a fairly sudden increase in page visitors around the time of release. For controlled marketing initiatives, the peaks persist for around five days until they fall down. The beginnings of viral information are usually modest, and it takes longer for it to reach its peak than organised marketing operations do. But, over its lifespan, material that has gone viral has many peaks. Until it flattens out, the graphs show several crests and troughs. Consumer Research to better understand customers' preferences for various website types and their impressions of the consumer benefits these websites provide, we conducted a consumer survey. The goal was to determine what consumers would anticipate to discover on each of these websites, research the current offerings of each, and identify any gaps from the standpoint of media aggregator websites. Identify solutions to close the gap so that the product offering is better for the target market. The majority of people across all age groups think traditional news websites like CNN and BBC are superior to social media and media aggregation sites when it comes to breaking significant news online. 26.67 percent of respondents between the ages of 18 and 27 also trust social networking sites for news information. Nevertheless, in other age groups, fewer respondents named social networking websites as news sources.

For respondents between the ages of 18 and 27, media websites are the least dependable news sources. When it comes to information sources, respondents between the ages of twenty-eight and thirty-five and thirty-six and fifty are more likely to trust media websites than social media platforms. Comparing news channel websites to other news websites, they perform well across all age groups. When the story is a few days old, the percentage of media websites increases from 13.6 to 27.2 percent. When the story is a few days old, Wikipedia's share rises from 6.1 to 19.73 percent.

When the news is a few days old, the percentage of social media sites falls from 12.24 to 4.08 percent. When the story is a few days old, the percentage of news websites drops from 68.03 to 56.46 percent. The most important realization is that when news becomes older, Wikipedia and media websites become practically equally relevant as sources. The findings also highlight the fact that media websites face various rivals at various stages of a news story's lifespan. In terms of preferred initial information sources, Wikipedia is preferred by 24% of respondents, followed by news websites by 46% of respondents. 14 percent favour websites like Yahoo, Rediff, and MSN, while 16 percent choose sources like Twitter. This result surprises aggregator websites like Rediff, Yahoo, and MSN since respondents' choice for aggregator websites as their primary information source is lowest across all age categories. So, these aggregator websites need to reconsider how they plan to convince users of all ages to consider them the primary source of information.

One might draw some comparisons between the ideas of mavens, connectors, and salesman if one imagines the Internet as a network where each website stands in for a different individual. Information mavens are websites like news sites where the news originates in the real world and travels to the internet. There is one stunning distinction between the characteristics of the maven sites on the internet and the mavens portrayed in literature: the websites operate for the sole objective of generating money. They are referred to as corporate mavens or just mavens in this essay.

The greatest sites to act as connections are social media networks like Twitter, Facebook, and LinkedIn. They could, however, also have a high maven rating. As many individuals utilise these platforms to promote original content, we refer to them as "user-mavens" in this study. The media giants Yahoo! and MSN are excellent online connectors. They link millions of users on the other end with thousands of online information providers. They link both sides to the rest of the world and are a component of several subnetworks. Therefore it's puzzling that these businesses are vying for the attention of mavens. Our survey research indicates that they could find this tactic ineffective. They have been steadily losing their consumer base to the online mavens who are more devoted. For instance, over time, IMDb has gained more users than movie subsites on media websites. Mavens often have a narrow focus. They could also be experts in a few fields they are really interested in. Yet, each of the networks has several connections. They may not be subject matter experts in each of the fields, but they each have something to offer, making them relevant and therefore welcomed in all the networks. In contrast to authentic mavens, most Internet mavens are profit-driven and hence lack credibility. On the other side, salespeople convince individuals that the items they know to be excellent. Because of this, connectors are a priceless resource in the online world. They are impartial, and their objective is to learn as much as they can from as many mavens as they can. They are thus more likely to have an impact on the end consumers. The connection must take care to prevent information overload in relevant networks or even across all networks.

Consequences of serving as hubs

The following strategic implications for media sites are caused by hubs or connectors: connecting with additional corporate gurus. Mavens are found in every size and form. Media sites should have a highly efficient method in place to assess hundreds of maven sites in many fields, choose the finest ones, and form alliances with them. Being altruistic and offering mavens sweet offers is essential for media organisations to survive. These bargains must be kind and assist mavens in reaching their target audience. Guaranteed traffic back to their websites, membership fees, exclusive website pages for each supplier, direct content marketing to relevant audiences, and active user promotion of this material are all examples of potential rewards.

Understanding their clients: Knowing the correct group of individuals for each situation is one of the most important characteristics of outstanding connectors. Understanding consumer interests, dislikes, use habits, and access method corresponds to this. Being social: Media platforms may link social networking site users. They are able to connect them with people on social networks, their own websites, and other Internet third-party sites. The Twitter modules that are appearing on various sites are examples of such implementations. Another example is integration with social widgets. Nevertheless, a far more thorough connection with these social media platforms is advised.

Even if the recommended mavens are not their partners, connectors may still provide good recommendations for their consumers. By consistently supplying the greatest information sources, they enhance their service to end users, and they also raise their profile within the corporate maven community.

Competition in the Beginning

Media websites compete with many rivals throughout the life cycle of information because of the nature of the providing. They first face competition from the major sites. Because to their extensive

branding and strong SEO value, media sites are more accessible than mavens, but the quality of the convention they provide is lesser (Table 8.1).

Table 8.1: illustrates the user opinion for competition

<i>Sites</i>	<i>Discovery</i>	<i>Comprehensiveness</i>	<i>User opinion</i>
Corporate mavens	Low	High	Low
Media sites	High	Medium	Medium
User mavens	Medium	Low	High

In the early stages of a news release, media websites should make use of corporate mavens' capabilities for thoroughness and user-maven sites for public viewpoints. Media sites need to invest in technology that can obtain information practically in real-time and analytics for dynamically constructing pages that aggregate material from partnered mavens, no partnered mavens, and user-mavens. In this study, we name such pages dynamic info pages. It would assist if these corporations were to hire thought leaders and prolific opinion leaders who can remark independently on the news. The following graphic demonstrates rivalry in the latter phase of the information lifecycle (Table 8.2).

Table 8.2: illustrates the latter phase of the information lifecycle.

<i>Sites</i>	<i>Discovery</i>	<i>Comprehensiveness</i>	<i>User opinion</i>
<i>Wikipedia</i>	High	High	Low
Media sites	Medium	Medium	Medium
User mavens	Low	Low	Medium
Corporate mavens	Low	Low	Low

At the final stages of the information lifecycle, we can observe that Wikipedia stands out from the competition in a blatant way. It only receives a worse grade on one metric: user opinion integration. Media firms may close this gap in a variety of ways since they are connectors. Over the life of the website, the dynamic information pages may gather a large number of blogs and user tweets.

CHAPTER 9

ANALYSIS'S IMPLICATIONS FOR STRATEGY

¹Dr.R.Satish Kumar, ²Anita Walia

¹ Professor, Department of Marketing,

CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor, Department Of Management,

Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹ dr.satishkumar@cms.ac.in, ² anita@cms.ac.in.

According to the research, while 55 percent of the respondents think media websites are a reliable source of news, they still don't utilise them. Moreover, 40% of people do not utilise social networking sites despite thinking they are reliable sources. The 9X difference in how consumers and sellers perceive a new product is explained by Gourville. To persuade current consumers to give up their resistance and move to a new product, new goods must aim to enhance the product experience by a factor of 10 or more. It is obvious that the younger demographic values the views of friends and other users about events more than the coverage of the events themselves. Via their dynamic information pages, media sites may combine these components from many online sources to create a highly competitive offering.

Implications for strategy in content creation based on research of viral media

While developing content, media sites should take the following factors into account:

Emotional resemblance nowadays, almost all media websites are active on social media platforms. Yet we see that they lack a personal touch. Sites like MSN Movies or Yahoo! TV do not have the same influence as a reliable source would. It would be preferable if these media websites announced their arrival by inviting multiple people—for instance, radio hosts from various radio stations—to share their thoughts on the material. In order to build a more personal touch in their interactions with end consumers, media sites should hunt for a comparable web anchor for each of their websites.

Videos: The majority of digital material that has gone viral has been in the form of videos. Compared to basic news, rich media like movies and photos are more interesting. Media businesses should use their technological capabilities to enhance the experience of various types of rich media, which would set them apart from standalone social networks and business insiders.

Unusual/secret: One of the main conclusions from research on viral media is that when information has an uncommon viewpoint or contains a secret that is going to be revealed, it tends to spread more quickly. To create such material, media businesses should collaborate with well-known opinion leaders and psychiatrists.

The Wikipedia Event Page View Analysis's Strategic Implications

Recurring events, as was previously said, attract visitors on a regular basis, usually annually. Each year, there is a tonne of discussion about these events on social media platforms. Media sites may

decide to create a product page for each of these events that includes all the elements suggested by the aforementioned tactics and integrates user-interaction modules. Currently, a lot of searches that lead to Wikipedia articles are found to originate from a search engine that is also owned by Yahoo! and MSN. The product may be positioned to appeal to that demographic by providing a thorough, 360-degree understanding of the subject.

A User's View on the Dark Side of Social Media Marketing

Initiatives for digital transformation are requiring businesses to think of new strategies for promoting their goods and services. The relatively new practise of social media marketing, which has been expedited by Web 2.0 broadcasting, has enormous promise for expanding social media audiences and generating interaction in a short amount of time with little costs. It is projected that the number of social media users would expand to 2.95 billion by 2020. According to a recent poll, the two main goals of social media marketing communication are to build brand awareness and drive visitors to the organization's website and to create leads for product and service sales. Even though several small and big businesses engage heavily in social media projects in an effort to increase their revenues, there are many unresolved questions about the anticipated returns. Although academic research has examined social media marketing and its implications from a variety of angles, including service science, information systems, psychology, and law, it is still an emerging research field with a number of open questions. By filling up certain important gaps, the new research seeks to deepen our understanding of the topic.

The involvement, openness, dialogue, community, and connection of its users are the defining characteristics of the social media ecosystem, which has a variety of benefits. As a result, the majority of scholarly study and popular media on the topic concentrates on the advantages or positive aspects of social media marketing. Yet, social media marketing includes a number of planned and unexpected limits that make up its dark side and have more implications for various stakeholder groups than any other technologically mediated phenomena. Such restrictions and/or immoral outcomes of social media marketing might obstruct the harmonious coevolution of professional and public good in this digital environment and are therefore worthy of more examination. These restrictions are referred to as the shadow effect of social media marketing in this research. We are unable to fully take use of the affordances provided by social media ecosystems because of such shadow effects. Therefore studying social media's negative aspects will advance both research and practice. The concept of social media marketing is ever-evolving. In fact, because of its dynamic character, it considers how players, technology, and surrounding environmental variables relate to one another. In the context of a sociotechnical system, the cumulative influence of all three of these factors helps to create the sense of affordances or restrictions. Researchers haven't made many recent efforts to analyses the detrimental consequences in marketing. Most of these studies cover the topic in broad terms and tend to emphasize an organisational viewpoint over a user or consumer perspective. So, it is anticipated that examining the restrictions that can make it difficult to take use of the opportunities presented by social media marketing will add to this body of knowledge.

To find significant biases and research gaps, we conducted a comprehensive literature assessment of the topic in accordance with prior recommendations. In addition to synthesizing the existing research on the topic, we also aimed to suggest new lines of inquiry. No limitations on the year and kind of publishing were put in place since social media is a cross-disciplinary field, allowing for a thorough search. The EBSCOhost interface, a multirotor search engine that compiles the databases of 116 providers encompassing the domains of management, social science, humanities,

and pure sciences, was used to perform the search in digital libraries. EH was used to get rid of duplicate content as well. Popular databases including EBSCOhost, JSTOR, Science Direct, PsycINFO, ERIC, and Academic Onefile were among those covered by EH. As a starting point, the keywords social media and marketing were selected. While the dark side of social media use in general has gotten some attention in the literature, we opted to restrict the research to publications that dealt with marketing in order to stay within the selected area. There were 2194 papers found as a result of the search, of which 2053 were authored in English. By selecting articles that specifically addressed social media marketing as their main topic, we further honed this collection. Just a few studies explored the shadow impact of social media marketing, according to our manual inspection of all 117 papers' abstracts. Out of the seventeen publications in this category, three more were found as a result of including extra studies that discussed ethical issues of social media marketing in their abstracts. Cross-citations and public search engine cross-searches helped identify a few more possible publications that were missed by the first online library search. We used these research articles as a springboard to create a conceptual framework of social media marketing limits from the user perspective. Notwithstanding the limitations of our search approach, we conclude that the present literature on social media marketing is biased towards the positive aspects of this phenomena and that little study has looked deeply into the negative aspects from a user, consumer, or customer perspective. In addition to other discoveries, a systematic assessment of the relevant literature assisted in identifying a number of important players in the sociotechnical system that are interconnected. The stakeholder lens may be used to investigate the phenomena holistically from the perspective of the users. Gives a visual representation of the actors based on the revised Iew. The top category deals to regulatory and public policy agencies, including governments, that are attempting to implement social media norms in order to provide opportunities for individuals and enterprises. Trade enforcement agencies that monitor antitrust and antispam offences and protect consumer interests are also actors. Additionally, larger organisations like the European Trade Commission, which issues rules and guidelines for trade and privacy protection, as well as other supranational organisations like the United Nations and regulatory bodies tasked with setting technological standards, are included in the scope of this review. The goal of these regulators is to guarantee that the public and private interests are appropriately balanced in society. We separate the negative aspects of social media marketing into two main typologies of restrictions based on the findings of the systematic literature study. These constraints are diverse in terms of the variables that produce them. The two separate types of causes are structural and behavioral, and they are responsible for the majority of the limitations for various stakeholder groups. The limitations that may be traced to a certain source or player in the social media marketing ecosystem are those that are intended for our purpose. To put it another way, it is obvious what caused the symptoms. So, these restrictions might be lessened to encourage the harmonious coexistence of private and public good in the market. Lack of Transparency and Legitimacy Has Been to Be a Structural Reason User confusion about how to handle the lack of transparency and legitimacy concerns in the social media market is one of the variables contributing to the perception of intended limits identified from the literature research. Users, including current and future consumers, are often exposed to various marketing and promotional efforts, but they could be dubious about the veracity of the information source and the validity of the information spread via social media. Social media marketing often uses peer- or user-produced content as part of its marketing strategy. 10. Some users heedlessly follow the herd and go for the desired trends supported by the organisations they identify with. This strategy deviates from that of a standard "rational" customer and might be damaging to the user over time,

these poor decision-making techniques result in improper purchases that injure certain individuals personally and, inadvertently, might hurt businesses. ime.

Unlawful and dangerous marketing was identified as the first symptom.

As was mentioned above, there are instances when the illegitimacy of social media promotional messaging results in possible health risks if the goods or services were obtained from rogue marketers on unrestricted social media. According to Mackey and Liang, some pharmaceutical businesses sold out-of-date medications and/or medications for which a prescription was not necessary on social media sites including Facebook, Myspace, and Twitter. The research conducted between 2012 and 2014 shows that these shady vendors have been luring thousands of unwary individuals from throughout the world. By using the absence of entrance requirements and the potential reach of such marketing platforms and activities, the study emphasizes the necessity to control illegal pharmaceutical enterprises that offer potentially hazardous pharmaceuticals to social media users. Legal studies have brought up the important matter of keeping an eye on the veracity of user-generated information since it may have negative impacts that are felt far and wide. In the contemporary digital era, finding answers to these fundamental concerns is extremely difficult for policy makers.

Cyber turfing has been identified as Symptom

Cyber turfing is a kind of astroturfing that uses technology as a medium. It serves as a tool for managing reputation and gathering market knowledge. "Artificial endorsement of a product, service, or political stance, to create the illusion of a 'grassroots' movement," according to Jacobs, is what is meant by cyberturfing. The viral and anonymous nature of communication via social media platforms makes it a common organisational malpractice. The purpose of such a communication is to provide the idea that the information is coming from grassroots supporters, while in fact, such false support movements of user-generated material are under the control of the sponsoring business. Green marketing is another name for these unethical tactics. Well-known businesses have engaged in such dishonest behaviour to influence public opinion or to disparage their competitors. According to certain research, the service sector is employing more microtaskers who participate in unethical business activities that are outlawed in many nations. According to news reports, Samsung was forced to pay a hefty 350 million USD punishment to Taiwan's trade regulatory agency for buying online evaluations of a competitor mobile phone manufacturer called HTC. Goldschein highlights a few reported instances of such cyber-turning initiatives made by businesses with financial gain in mind. One of Walmart's workers is accused of being behind a fraudulent YouTube video upload that was made for marketing purposes. Also, it was claimed that Walmart created the fictitious blog Our Community. Our Option to generate buzz about fresh shop openings.

Symptom 3: Splogging, crowd-turfing, and cyborgs

Growing evidence points to automated, self-tweeting accounts that interact with organic accounts directly in the present social media era with the intention of deceiving people. These automatic manipulations may be misunderstood by customers as genuine electronic word-of-mouth exchanges. These promotional messages are produced by cyborgs, which are human-assisted computer-bot accounts. From 2013 to 2015, a data mining research of tweets on e-cigarettes was conducted on the Twitter platform. The research demonstrated the expansion of cyberturfing utilising cyborgs as a vaporware marketing method, and this has important social and regulatory ramifications. The research raises the issue that teenagers using social media platforms may get

addicted to nicotine as a result of such behaviours, a new medical phenomenon that is harmful since it is scientifically untested. The report also emphasises the need for regulation of vaporware marketing techniques in order to safeguard public health and safety. The second interesting trend is splogging, which combines spamming with cyberturfing, or flogging, which is cyberturfing done via a blog. A Sony executive who created a bogus blog called All I Want for Christmas Is a PSP in an effort to boost PlayStation Por sales was one of the first suspected incidents of flogging that was mentioned in the popular news. The site was eventually taken down. The marketing sector forbids any of these tactics. Users heavily depend on unreliable recommendations and fabricated peer-shared information since they are unaware of the dangers of such tactics. Crowdturfing is the word Wang and his colleagues used to describe the process in which a business enlists people who have been paid to launch fraudulent campaigns that often violate fair practice social media policies. Hardly no researchers have been motivated to investigate this apparently untraceable occurrence. According to a recent news item, Amazon sued 1114 people in 2015 for posting phone reviews in an effort to verify that they were honest and trustworthy. Fact-checking websites and authenticity-tracking technology solutions are becoming more necessary since the present security measures do not account for assaults by people. To maintain transparency and validity in the social media ecosystem, more consideration has to be given to technologies and laws that may calm worries about faked computer-mediated and human-perpetrated material. The key to maintaining some order in this fairly chaotic market environment is educating social media users about such misleading techniques and offering a mechanism of remedy for individuals who have been harmed by such operations.

Unexpected Restrictions

For our purposes, unintended restrictions are those that can't be traced to a specific source or player in the social media marketing ecosystem, may be connected to several elements of the ecosystem, and have unique features. These limitations may be seen as the knock-on consequences of social media marketing. Behavioral Cause Found: Users' Negative Emotion, Cognitive Change, and Behavior.

The influence of social media marketing on users' emotive, cognitive, and behavioral consequences is what may cause the feeling of unwanted limitations, according to our comprehensive analysis of the research. These behavioural issues may be exclusive to a person or a group of people, but they may also have wider social repercussions that need to be addressed. The user groups included in this category include those that are naturally weak and defenceless as well as those who voluntarily work with marketers for their own benefit. Users who are unaware that they are being targeted by other players in social media ecosystems make up a separate group of users.

Symptom 1: Users Who Are Powerless and Vulnerable

The literature evaluation suggests that social media marketing may increase the propensity for hazardous conduct among vulnerable users. Users are known to engage in dangerous, abusive, or criminal activities, especially those who already have vulnerabilities such as addictions to alcohol and gambling. Social media marketing, which has quickly advanced in certain contentious areas like alcohol and tobacco, makes simple work of these susceptible individuals. Social media allows for widespread and customised marketing. Furthermore, the prevalence of such tools makes it easier for marketers to attract the attention of and gain access to vulnerable users, who frequently lack self-control in their actions and are instead motivated by endorsements from online peers and are easily duped by concerns about their perceived social standing. In their study, Sherman et al.

Discovered that the teenage population preferred photos of peers engaging in hazardous activities that had received more "likes" as compared to photos of nonpeers that had received less "likes" and were of a less interesting type. Users are known to have less cognitive control as a result of their thirst for alluring commercial messages supported by their peers, who are motivated by a need for immediate satisfaction in order to fit in with their peer groups. Due to their lowered self-control, there is a substantial danger that these users may engage in compulsive shopping, opening the door to more severe health conditions and addiction. As a result, it's crucial to take into account how marketing methods may affect larger sociological, cultural, and cognitive aspects of social media users who are more susceptible to damage than astute, self-regulatory users. These users are known as "vulnerable users" of social media.

Advertising that is divisive and taboo is symptom number two.

The objective is to promote ethical marketing tactics rather than depending on contentious advertising. It is well known that many corporations utilise promotional strategies that may cut through the available advertising clutter in an effort to capture even a small portion of users' attention. They leverage the idea of taboo to make marketing communications more sensitive to social media users. Previous studies have that taboo advertising and exposure to undesired unpleasant material may cause annoyance and negative cognition, which can have a domino effect on the bottom line of the company. Research has also that due to the widespread and omnipresent character of mobile social media users, the consequences of such contentious advertising are more noticeable. The best method to address social media marketing's behavioural influence on us may be via an integrated policy and regulatory shift.

ers. Symptom 3: Informed Consent and User Personal Information Privacy Due to social media networks' rapid expansion and widespread usage by internet users, we feel that social media communication is one of the main forms of interpersonal contact in the modern world. One poll found that over 70% of American citizens had one or more social media accounts. The data-driven market is prospering in an uninformed consent system, which is seen to be in line with the rhizomatic structure of such network connections, which are said to be favourable to marketing strategies based on peer-based cocreation. The danger is in forgetting the fundamental idea of any data-driven study in the offline world, namely, the users' informed permission before a data gathering procedure. Social media market research may egregiously breach users' data privacy and even spatial privacy, which entails invasions into one's psychological space or integrity. It is well known that social media platforms record the details of people's daily life. No one actor can be held account for this since there is no technological or legal necessity for informed permission from individuals targeted in the many commercial data collection techniques made feasible by social media. Yet, the inconsistency between social and business interests poses the moral conundrum of how to effectively encourage the usage of social media for the benefit of everything of your social media activity, whether it's a public or private conversation, may be tracked. Location-based data is also provided to other parties through ION.

ers. From a legal perspective, many court cases do not make it particularly obvious what constitutes sensitive personal information. The need to protect privacy is implied by the possibility that cookies obtained through social media usage may be interpreted as personally identifying information. The privacy paradox is a significant issue for social media usage, according to Nunan and Yenicioğlu. Many users are unaware that they are the target of market research, and the structural design of social media networks benefits businesses or individuals who have the technological know-how to conduct such searches. As a result of our online interactions, a digital exhaust is produced, and this data might be utilised for study in the futureless. To yet, there is no consensus on how to control the many ways that data is collected without infringing on the users'

right to privacy. In order to impose stronger protection for consumer privacy rights and personal data, the European Commission has suggested a comprehensive data protection rule. Companies will need to disclose explicit consent in order to operate in the European Union, especially in the digital space res. The intended implementation date of this rule is May 2018. Notwithstanding structural initiatives made to improve privacy protection and awareness by social media platform owners, social media users are now best characterized as victims of privacy breachesers. Significance 4: Intellectual Property Rights Conc. ghts Intellectual property rights safeguards are yet another area where there is a lack of clarity and are often disregarded in popular literature. Users of social media may violate copyright, trademark, corporate trade secrets, or personal trade secrets by disseminating content that may be proprietary in nature, such as writings, music, films, photographs, or artwork. These infringements, often known as unknown infringements, may constitute an IPR violation. Many personnel and users have been charged with crimes for damaging companies' reputations. According to reports, a worker at a well-known pizza restaurant was charged with a crime for publishing a video prank that allegedly damaged the reputation of the firm. However, the marketing coproduction approach does not always make it clear how to safeguard the intellectual contributions made by social media users. Hence, a person may unwittingly violate the intellectual property rights of others or his legitimate intellectual property protection may be compromise used. Recent research has made calls for protection ensuring a rule of law on social media platforms, but these calls have not yet been empirically supported. As a result, unintentional restrictions may harm social media marketing's development while also impinging on people's personal and property rightsers, but the solutions to these issues need for a comprehensive strategy where the idea of public good is prioritized. Social media platforms have exploded in popularity in recent years, used by both organisations and people for a variety of purposes. Social media is now thought upon as an effective marketing device a thorough assessment of the literature on social media marketing indicated that the majority of studies discuss the advantages or the good things that social media have to offering. Because to its pervasiveness and ubiquity, social media may put limits on users in addition to offering affordances, which should be acknowledged ged. It's surprising that earlier study has been generally circumspect regarding the shadow or black side of the social media business. ing. By basing our study on a comprehensive literature analysis, we provide a typology and paradigm for comprehending the dark side of the social media market. Specifically, we categories the negative aspects of social media marketing into two categories: intentional and unintentional limitation. Using a deep literary discourse, we explore and outline the two categories of conflict. We also discuss the need of systematically addressing these restrictions via rules, procedures, and legislation to prevent social media marketing's detrimental effects on various user groups. Understanding digital currency ups this study's primary goal was to promote a better knowledge of social media users in India, with a focus on younger user's ers. For our age group, we mostly selected respondents between the ages of twenty-five and thirty-five maturity. Internet technology by removing conventional demographic barriers like ethnicity or national origin, Y... promotes the formation of networks of individuals who are linked by a shared interest. Gin 003) In India nowadays, LinkedIn and Facebook are two of the most popular social networking platforms. Okay, but there will probably be significant disparities in how people see them and the advantages they provide idea For instance, Campbell, Anitsal, and Anitsal discovered that their respondents saw a website as corporate and Facebook as personal. We sought to determine if these perceptions apply to advantages that are seen as well. LinkedIn, for example, enables users to see how they are

connected to others and how many people they have in common with a "target" member, who may be an employer they want to connect with.

In their study based on the technology acceptance model, Kwon and Wen investigated three dimensions—social identity, altruism, and telepresence—and attempted to segment users based on them to learn how these dimensions would affect consumers' use of social network services, which they refer to as social media. In addition, they note that little attention has been given to social and emotional aspects, which are more crucial in understanding how social network services are used in comparison to task-oriented systems. Hedonic motivation, according to Venkatesh, Thong, and Xu, is a significant factor in determining a person's behavioural intention while using technology. They discovered some disparities in technology usage based on gender, age, and experience. They discovered that young males with less technological expertise than women were more strongly affected by hedonic drive. In addition, they contend that "in the context of social computing, social outcomes such as increased standing in the community or being distinctive in the group may be major additional drivers of IT usage," and that more research is required to fully understand these motivations.

Cheung and Lee discovered that social impact—specifically, the effect of family or friends, which some academics refer to as compliance—is significant in their choosing of technology when discussing first-time use of technology. Yet as time goes on, this impact becomes less significant. The authors, who limited their research to Facebook users, note that there may be distinctions between Facebook users and other online social network users, such as professionals who use LinkedIn. Although Facebook is well-liked by a wide range of demographic groups, other websites have created their own distinctive demographic user profiles, according to a Pew Research Center research from 2013 that may be viewed online and cited at the conclusion of this chapter. For instance, LinkedIn is more well-liked among college graduates and internet users in higher-income families, while Pinterest is particularly appealing to female users. Putnam considers online social networks to be equally appropriate for official and informal networks. We thus choose to look at user perceptions of one formal and one informal media to see what distinctions consumers perceive between both. LinkedIn represents the official one, while Facebook represents the casual one. According to a post on the website Research Junction, Facebook was first thought of as "a social place online" and has now evolved into "the world's social graph." We made the decision to conduct an exploratory survey in order to examine some of the user attitudes in India.

Events

Events are events, which are often used to imply that something uncommon, memorable, etc. occurred. The majority of us have participated in events, but organising them is a challenging undertaking to do. The planning, organisation, and execution of live events, such as a brand/product launch, an exhibition, a concert, or even a conference, are all included in event management. It is essentially a longer, more engaging type of advertising. It is anticipated to expand separately at a 30% annual pace. The liberalisation of the Indian economy in the early 1990s provided the first push for the event. The business has grown recently because to the proliferation of satellite channels and the appeal of international performers. Events have historically been thought to be beneficial for rural markets and for goods like alcohol and cigarettes that are prohibited from advertising. Events were an essential activity in rural areas because to low literacy rates and little media access. Nowadays, however, events are no longer restricted to a small number of goods and marketplaces. A growing trend in business humanization and long-term brand image development is event marketing. The objectives of any event are to reduce hazards

and increase audience pleasure. Most of the time, special thought must be given to logistics, technology, security, and a plethora of other factors, including location, theme, budget, timings, the Events team, contractors, and other stakeholders, etc. The technique of project management is applied to the planning and development of festivals and events as event management. Before the intended event is carried out, event management include understanding the nuances of the brand, determining the target audience, developing the event idea, arranging the logistics, and coordinating the technical components. Due to its effectiveness as a technique for interacting with the target publics, event management has drawn the attention of many public relations specialists. Unquestionably, events provide the target audiences a direct and rapid exposure. Today, special events are a significant activity because they reach a large audience and, peculiarly, satisfy the desire of the majority of attendees, who have a number of goals in mind, such as the unique benefits provided to visitors, enjoyment of some entertainment, gathering of stimulation, socialising, and also increasing knowledge of various topics. For the event's organisers, it is a venue developed especially to exchange knowledge, highlight accomplishments and goods, and even to thank the public for its support.

For obvious reasons that benefit corporate companies, event planning has become an essential component of PR duties. It goes without saying that the event is more than just show business; it is an activity with goals, in which the businesses spend significant sums of money for clear advantages and returns. So, prior to holding an event, it's crucial to establish its goals in order to ensure that it generates strong returns on investment. The ability to quantify the efficacy of such events in terms of the sales an event was able to produce would become instantly available, particularly in the market sector. In order to avoid confusion, the goals of an event must be clearly stated before any preparations are made.

Event

The dictionary defines an event as 'something that occurs, as distinct from anything that existing' or 'an occurrence, particularly one of significant significance'. These definitions make clear the theme of these textual events and significant things that take place. These are quite broad definitions, but they must be inclusive in order to accommodate their inherent universality in leisure and tourism, which will be discussed a bit later. An event is often thought of as a happening or anything that takes place a special time period commemorated by ceremony and rituals to meet particular requirements. Exceptional occurrence from two angles: A one-time or occasionally occurring event that is unrelated to the sponsoring or organising body's regular programmes or activities. For the client or visitors, it represents a chance for leisure, social, or cultural experience outside of their regular range of options or beyond what they are used to. Despite being a lengthy list, there are still some gaps since there are numerous alternatives and the region is too big to cover them all. In any case, organisers everywhere are always adding to the list and coming up with new ideas.

Each event has its own unique qualities and needs that must be found and satisfied; it is crucial to acknowledge this variety and treat each event as unique. Considering every endeavour to be precisely the same is risky and might result in poor organisation by leaving out important considerations.

It Occurs

An event is something that "happens," not merely "exists," and this is the primary obstacle that has to be overcome before it can take place. Only via action—someone or a group of people taking

action—can an event be successful. This is true in every situation. All necessary actions must be started by someone in order for them to be carried out. The identification of all the jobs that must be completed in order for an event to be successful is one of the crucial processes.

The Standard Oil Corporation of America asserts that special events must be planned in accordance with the following policy:

It is corporate policy to host open houses, provide tours, and take part in special occasions that allow us to demonstrate our benevolence towards the community and make new friends and clients. Such community outreach initiatives provide our neighbours an opportunity to get to know us and learn about how we live. When correctly carried out, they provide tangible evidence that we maintain our affairs in order, that we manage our money effectively, and that we are a dependable, courteous employer in addition to being a desirable neighbour. In order to choose the topic, focus, scope, and programme for a special event, a detailed description of goals is crucial. The goals should take into account the specific interests, experiences, and education of those who will be invited. Special events in community programmes may help preserve or improve community support, clear up any misunderstandings about the sponsor's organisation, promote the business as a great employer, and let people know how much and how much the firm spends locally. Events may be planned with a broad range of goals in mind. Different businesses may have varied goals behind conducting such events, based on their size and kind of company. Among the many motives, some common goals include: generating market excitement, winning public support for a business or cause, generating publicity or media hype, improving or correcting the company's image, launching a new product, alerting customers to sales or clearances, reinforcing after-sale services, gaining customers' trust, shaping public opinion, taking credit for good performance, celebrating company milestones like the silver anniversary, fund raising, and hiring personnel.

Industry of Event Management: A Historical Perspective

The event management sector has grown astronomically in India during the last two decades. The live entertainment industry or the sales promotion techniques known as events have captured the attention of all marketing and public relations professionals. Events have always been a part of Indian culture and have been organised by everyone, in their amateurish way, but with the marketing pressures growing and challenges becoming tougher. Several public relations and advertising companies have up to now handled the task of planning these special events, seeing it as an outgrowth of the main advertisement. The intricacy of this discipline has, however, led to the emergence of several event management firms with a focus on the travel industry. When seen from a historical perspective, event management firms are nothing new to the Indian landscape. We have watched massive events planned for many causes and occasions from the beginning of time. The beautiful wedding of Lord Rama and Sita, which was planned by King Janak, to modern events like Miss World pageants and Film Fare Awards Nights are all examples of both ancient and contemporary event management efforts. The ability to oversee an event from beginning to end has, nevertheless, become a specialised profession. The event management companies today operate along corporate lines, with a great deal of professionalism in conceiving, arranging, and carrying out an event, as well as managing the aftermath of the event for the benefit of corporate PR. Every event must be distinctively different from the others in order for the work to avoid becoming a stereotyped effort. A glance back indicates that event management, which has become a crucial component of tourism, was unheard of ten years ago. The event management art has developed sufficiently to be a career as a result of the growth potential and alluring rewards in

terms of high billings, profitability, glamour, and excitement. So much so that the subject of management education now offers a speciality in event management, and some members of the new generation of professionals take great satisfaction in showcasing their specialised knowledge of the industry.

Types of Events Management and Their Scope

Event management is a viable career path that gives plenty of independence and flexibility in the workplace while not requiring a lot of financial outlay. The scope of event management necessitates considerable effort and labour to build a clientele for the events. A focused and professional event is organised via the process of event management for a specific target audience. The scope of event management is the most important type of advertising and marketing which is full of glamorous and fascinating career these days. One of the most crucial aspects of event management, or simply the act of preparing an event itself, is planning. By promoting the publicity of the event, event advertising helps event organizers. By interacting with the public and introducing new items to the general public, it helps advertising businesses. The field of event management offers a broad range of professional options, from television-based events, fashion shows, weddings, and parties to concerts, product launches, conferences, promotions, press conferences, jubilee celebrations, and farewells. A lower number of prominent major organisations and a higher number of smaller enterprises are characteristics of the event management business. Sadly, the sector is still too new to provide a clear career path.

Events are excellent methods to educate your neighbourhood, expand your local movement, and sway policymakers. The focus of this article is mostly on public events like marches, concerts, walks, and forums, although many of the same ideas also apply to arranging a private party or a performance.

CHAPTER 10

EVENT MANAGEMENT'S IMPORTANCE

¹Dr.Anantha Subramanya Iyer, ²Richa Tiwari

¹ Associate Professor, Department of Marketing,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹ asi@cms.ac.in, ² dr.richa_t@cms.ac.in.

The idea of event management as a whole is seen to be one of the most intensive or major forms of marketing or advertising. The organising process is a necessary component of the whole event management process. The planning of a private or public event is included here. Seminars, fashion shows, weddings, product launches, exhibits, and other events may be included in this. Briefly said, event management includes all phases of organising an event, including planning, funding, conceptualization, etc. In the current environment, event management is a crucial field that has developed over the years along with the expansion of chances. Another crucial area for the success of the event that the event management firms will handle is financial management. This lessens the likelihood that the finances will go above their allotted spending. Such enormous event requires a lot of planning. If the individual in charge of planning has insufficient experience, the event will fail. Many preparatory tasks, such as leasing a lodging, catering for particular diets, and financial planning, must be completed. Event management firms are in charge of all of these things. Events are frequently "Once in a lifetime" experiences for the participants, are typically expensive to stage, usually take place over a brief period of time, require extensive and careful planning, generally only occur once, and carry a high level of risk, including financial risk and safety risk. There is frequently a great deal on the line for those involved, including the event management team.

This last quality is essential since every performer, whether an athlete or an entertainer, wants to provide their very best. The bride wants everything about her wedding day to be flawless. The new product should be presented in the best possible way, according to the marketing manager and the design team.

One of the many roles in the intricate logistic process is procurement. It is a service that focuses on locating equipment, materials, or services that are needed and making them accessible when needed while maintaining correct quality, quantity, and pricing.

It is crucial to note that the event sector is one in which people often enjoy the time of their lives. This is because of the high demand for event managers and, therefore, the potential drawbacks of the job. It is immensely satisfying to have made this result possible and to have shared it with them. Task management and people management must be carefully balanced since the job is hard, thrilling, and difficult. A team with clearly defined roles for each part of the event, including unforeseen crises, must be assembled by the event manager. Both organisation and flexibility are required of the team. Events might be unexpected, necessitating swift decision-making based on a

solid understanding of protocols and available options. One of the most crucial abilities of the event management and those with is decision-making. These might be anything from regional village gatherings to global spectacles with people from all over the globe. Professor Donald get characterises unique events from both the customer's and the event manager's viewpoints, as follows: A special event is a one-time or occasionally occurring activity that falls outside of the sponsoring or organising body's regular programme activities. A unique event is a chance for leisure, social interaction, or cultural exposure that is outside of the usual selections or goes beyond the ordinary for the client or visitor. Other than the exceptional events as previously stated and of course typical events like athletic competitions, business meetings, conferences, exhibits, parties, festivals, carnivals, and award ceremonies, which were not required by the concept of "beyond the regular range of options,"

Event Classification

Corporate events, contests and decorations, cultural events, sporting events, festivals and celebrations, and personal and social events are some of the important sub divisions that make up the event industry segment. Events may be categorized according to their size and kind as illustrated in the following choices.

Amount of Events

Even if it is never feasible for one individual to pull off, public relations is primarily focused on the task of event organisation. The employees in charge of the regional operations are given the responsibility for a company's marketing efforts, while the head office's public relations department supplies the idea, the plan, and other resources needed to execute the exercise. The regional personnel are equipped with the necessary infrastructure and resources to carry out the strategy and complete the promotional activities. It makes sense for an organisation to continue to highlight the area. Considering size, events the following categories:

Super Events

Mega events are the biggest events and they often target international consumers. The Super Bowl, the Olympic Games, and the FIFA World Cup, for which 30,000 tickets remained unsold in 1967, are today all but sold out before the tickets have ever been produced. So, each of these events has a unique payoff in terms of increased tourism, media attention, and economic effect. Several laities are still carrying on with a legacy of debt that is often hasty and Olympic events. With so many parties engaged, it is difficult to determine the costs with any degree of accuracy. The Maha Kumba Mela, the biggest religious gathering in history, is another excellent illustration. Almost 70 million Hindu pilgrims flocked to Allahabad, India's Ganges and Yamuna Rivers in 2001 for ancient washing rites that followers believe would cleanse and end the cycle of reincarnation. Every 12 years, the event is held. The 2001 Festival, dubbed the "Biggest display on earth," had perhaps the greatest assemblage of people ever seen at one time.

Regional Occasions

Regional gatherings are intended to boost interest in a particular area or tourist attraction. The Kent Yucky Derby, Arts in the Park, a Memphis art festival, and FAN fair, the largest country music festival in the world, all serve as examples of how tourist places may position themselves for both domestic and international markets via their yearly events. An excellent example of a regional occasion is the yearly National Cherry Blossom Festival in Washington, D.C.

Significant Occasions

These occasions draw a large number of attendees from the local community and generate a significant amount of tourist cash. For instance, many major cities have events for the Chinese New Year. The celebration in Honolulu involves a number of New Year's festivities and customs, including as the lion dance, lantern festivals, parades, and dragon boat competitions. The Chinese community's friends and family often come to visit at this period. The majority of big cities have a conference centre that can accommodate large gatherings; trade is recognised as North America's top convention venue and yearly draws more than 4 million people to trade and public shows. The McCormick Place complex has three cutting-edge buildings with a combined show area of more than 2.2 million square feet, 1.6 million of which are on one level, making it the biggest convention centre in the country.

Little Things

The majority of events fall into this final group, where event managers often get their expertise. Annual events are held in almost every town, city, state, and nation. There are literally hundreds of national and regional agricultural fairs and expos. Moreover, there are regional events hosted annually, the biggest of which is the Texas state fair, which attracts over 3 million visitors annually. There are other one-time events in addition to yearly ones, such as historical cultural musical and dance performances. This category includes gatherings, parties, celebrations, conferences, award ceremonies, exhibition athletic events, and many other communal and social activities.

Different Events

All villages, cities, nations, and states around the country host sporting events. They draw the best-caliber athletes from throughout the world. A few examples are tennis, golf, baseball, football, basketball, downhill skiing, and ear racing. Sporting contests for players of all skill levels mirror these big events at the local level. For instance, members may play with professional golfers via the Program, which is hosted yearly at most golf courses. The staff that supports this event—which often serves as the high point of the golfing year—includes the club committee, the management, the professional, ground support, club administration, and catering.

Entertainment, culture, and the arts

Entertainment events are renowned for their capacity to draw sizable crowds. When it comes to money, the performances may be quite profit in certain circumstances, but when ticket sales fall short of expectations, financial issues can rapidly get out of hand.

Events for commercial marketing and promotion

Events for promotion often have large expenditures and significant visibility. The main goals of promotional events are often to set the product apart from the competition and to make it memorable. The majority of promotional events include the introduction of new products, often for computer hardware or software, perfume, booze, or automobiles. With its new launch motorcycles flying above on tight rope and amazing effect lights, one such marketing action dazzled visitors. For example, travel agencies could market the trip to their clients or prospective customers with the goal of increasing sales. These events often get media invitations, thus the effect, notoriety, and danger are all significant. Gaining success becomes crucial.

Conferences and Expos

The business of holding meetings and conferences is quite cutthroat. Several conventions have thousands of attendees, although other events are limited to a select group of well-known individuals.

Festivals this category includes all religious celebrations. Harvest festivals, wine festivals, and other similar events are becoming more and more well-liked since they provide an area the chance to showcase its goods. Such examples are Chinese New Year and harvest celebrations like Pongal in Tamil Nadu and Onam in Kerala.

Families

Families might get together for festivities such as weddings, anniversaries, birthdays, and even funerals. The wedding sector benefits greatly from the large number of Asian visitors who want to have their ceremonies at home. The event organizer has to stay on top of these evolving social trends.

Fundraising

Most localities regularly have fairs, which are typically organised by active local groups. Often times, the preparation and planning needed for big events are underestimated. There is also a chance that participants may spend all of their money on these activities and disregard others that are more beneficial to the philanthropic cause since their primary goal is to raise money. The charity fund raiser is required by law to adhere to a number of conditions.

Diverse Events

Several situations defy classification. The focus for a global event may be provided by potatoes, walnuts, flowers, roses, dogs, cows, horses, teddy bears, and ducks, among other things. A few noteworthy examples are the Nolan River Dog Show in VSA, the Rio Grande Valley Onion Festival, the Texas Crawfish Festivals, the Mattupongal in Tamil Nadu, and the Flower Show in Ooty, India. Every event has a goal, and the theme is often related to that goal.

Handling of Events Techniques

One of the most time-consuming tasks you'll ever have to do is event management. Prioritize the most crucial elements of your event while adhering to best practises in event management. The devil is in the details with every event you organise. Being organised throughout the event planning process can assist to assure the success of your event since a great event may depend on what appear to be very little details. And it will be much simpler to manage any difficult situations that arise on the job site! Event management is the process of carefully arranging, planning, and carrying out an event. The variety is enormous, ranging from large-scale events to weddings, birthday celebrations, and even product launches. The three main s of an event management business are typically marketing, operations, and research & strategic planning. Conceptualizing, creativity, innovation, logistical planning, technical planning, design value, and venue management are some of its constituent parts.

A thorough grasp of the brand or product that has to be introduced is necessary for research and planning. Operations include conceiving, or seeing the event as a brand, and doing research to meet the requirements and unique values of the brand. Clearly, the crucial component that differentiates one organisation from the others is creativity. An event management team's ability to innovate with previously unimagined themes is essential to its success. Production include managing the logistics of setting up the event, which includes the careful preparation of services

and supplies. These, including audio visual services, stage management, ancillaries, etc., may often be outsourced. The core competencies of this career are interpersonal and people management abilities. Together with creativity and originality, organisational abilities are crucial. It is a career that requires meeting deadlines, upholding excellence, and managing the budget. You need to like change and challenge. Yet it's important to remember that this line of work requires diligence, expertise, and rigorous attention to detail. It's crucial to have patience while handling crises. A very high degree of creative capacity will be required.

Education is not very significant in this situation. What counts most is primarily mindset and teamwork skills. It will be easier to delegate the various tasks associated with the event and concentrate more on maintaining open lines of communication if you can assemble a group of individuals who are eager to operate as a team. Avoid getting bogged down in committees by working with top management to get some independence and autonomy in the event planning process. As a result, management will be simplified, meetings will be condensed, and you will be able to keep moving ahead.

Organizing Successful Events

The event management process' longest phase is usually the planning phase. This has historically happened as a result of disarray. The easiest way to describe disorganisation is as frequent changes brought on by replacements, additions, or even deletions as a consequence of inadequate research and design. Ideally, the planning phase will be easier and shorter the better the research and design. This hypothesis has many exceptions since events are organised by humans for other humans. On the other hand, your objective should be to create a seamless planning process that is based on meticulous research and design techniques. At the planning stage, you must decide how to utilise your current resources to the best of your ability utilising the time/space/tempo rules. Every choice you make will be influenced by these three fundamental rules, and how well you apply them will determine how an event turns out.

Roles of Delegates

After you have a list of the tasks associated with your strategy, consider the many roles that individuals could play and make sure that everyone is assigned a task. A few such responsibilities are coordinator for logistics, coordinator for volunteers, liaison with the media, coordinator for social media, photographer, cameraman, and coordinator for programmes, coordinator for outreach, coordinator for speakers, and coordinator for the arts. Make sure everyone is aware of their responsibilities!

Get the word out

This is most likely the most crucial aspect of your event. The more attendees you have, the more people will be interested in your local change movement, and the more of an impression you'll make on the media and your elected officials. Expecting individuals to simply materialise after sending one email is unrealistic. You'll need to individually contact your contacts, and urge your organisation as a whole to do the same. The phone and in-person outreach are two more crucial strategies for persuading individuals to attend. Don't forget to share your own experience and explain why this incident and this subject are so crucial at this time. To ensure a big attendance, try combining all of these strategies!

Organize an event on MeetUp and be sure to invite every member of your group to it. Be sure to include the MeetUp Anywhere event URL and invite people to sign up when sending out emails

with your event details. That way, you'll know about how many people to anticipate and can remind them.

Email: Use email to let everyone on your address list know about your event, and urge them to send it to their contacts. Reach out specifically to the leaders of your allies and ask them to distribute it to their members.

Neighborhood noticeboards Put flyers about the event anywhere people gather information, including neighbourhood bulletin boards, your local library, and coffee shops.

Bring in Special Visitors

You could wish to invite your members of Congress, re-community leaders, economist scholars, or other speakers who can inform the audience on the debt, depending on the event. Be sure you invite these individuals in advance, and have a dedicated follow-up person on hand to make sure they are aware of the time to attend, how long they will be speaking for, and that they are appreciated for taking part.

Develop a programme

It's time to create a more thorough schedule as the event date approaches. Decide how you want the event to go by sitting down with your team. It is best to keep speeches brief and to the point since attendees want to hear quality speeches but also want time to interact with friends and ask questions. Make a schedule for each speaker and make sure they are aware of how long their remarks will last. Choose a member of your organisation to serve as the emcee. They should be able to introduce attendees and manage questions. Assign someone else to keep track of the time and assist the emcee in cutting individuals off if necessary. Plan everything out as best you can, but always be ready to adjust.

Get Innovating

Now is the time to visualise Get your team together to create handmade banners, signs, stencils, and any other graphics you may need to clearly convey your message.

Invite the Media As the event draws nearer, you should start focusing on cultivating connections with journalists and asking them to cover the event. For much more information about how to use the media to convey your message.

Internet Story Sharing

Make sure you designate one or two individuals to take photographs, publish the images and pertinent updates to Facebook, Twitter, and your website. To generate buzz, provide real-time updates from a smart phone, and be sure to post a summary of the event as soon as it is over. Don't forget to also send it to the national Repair the Debt campaign!

Follow-Up and Enjoy

Celebrate your team's dedication by getting together. Take a moment to breathe deeply and remember to thank everyone who contributed to the event. Afterwards, it's time to plan your subsequent course of action!

How to Organize an Event Successfully

The secret to every successful event is to Think Larger after coming up with a list of what would function best on your campus or in your neighbourhood. Make sure you keep your budget in mind while you plan. Recall that most schools and universities have funding available to pay speakers

to visit their campuses, but in order to get those funds, you must have a documented budget and plan. List the committees that will be required to arrange the event. The event chair, treasurer, recruitment chair, and publicity chair should collaborate closely with the committees.

Prerequisites for Each Kind of Event

The requirements for each type of meeting are listed here. National and Regional Sales Meetings: They have witnessed the biggest increase in the corporate meetings industry. They have a strong chance of generating repeat business. These corporate meetings market sectors are the biggest and expanding the quickest. National gatherings need more room than regional ones due to their wider reach. Both have a strong chance of generating repeat business. Professional/Technical Meetings: They often take the shape of seminars and workshops, where lecturers and demonstrators include consultants, teachers, and vendors. In general, a substantial quantity of meeting space is necessary.

Sales employees may be present at dealer meetings for the presentation of new products and the launch of campaigns. Press and senior corporate executives may be present. These are often expensive food and drink occasions. Management meetings: While these are often modest gatherings, top-notch hotel accommodations are necessary. For concurrent live video conferencing, they could need many different geographical sites.

Training sessions are necessary for workers at all levels. For them, a quiet meeting area is needed. It's advantageous if the meeting room is created for long-term comfort. They have a similar layout to conference rooms and have sufficient ventilation and lighting. A bonus to ensuring repeat business is good service.

Events' Dynamic Management

Event Organization and Planning

Planning to fail is preparing to succeed. The following phase is more intricate event planning after adding all the pertinent positives in a pretty generic approach and coming up with favourable responses. Choosing what has to be done and how is called planning. The intricacy and perceived significance of the event will determine how much preparation is necessary, but planning is always necessary. Everything must be planned; if an event is to occur, it can only do so as a consequence of well-planned activity. This is the golden rule. It is necessary to identify and follow the predetermined stages to success. Doing good deed now is the greatest way to prepare for good deed tomorrow. By Elbert Hubbard the process of planning defines goals and objectives, determines techniques, and determines means of accomplishing them. There are many great examples of technique from other sectors, such as building or information technology, that should be used while doing project planning. Leisure event planners need to take note of them.

Beginning Point for Event Management Planning

Whilst this is a casual method of evaluation, prior suggestions made for certain questions that have to be answered before starting any event. Any significant or expensive incidents should be the subject of a far more thorough examination. The specific event's goals and objectives must be clearly recognised and communicated. It would be wise to do a feasibility study and pose questions much more factually than those raised previously. It should investigate the precise procedures for putting on the event and it should unequivocally pinpoint any potential financial sources. These two processes may be carried out in a number of methods, from consideration by a small informal group to the hiring of specialised experts, depending on the size of the event. Inquiries into an occurrence often need to be completed in a short amount of time. The study should continue to

provide solutions if the incident is judged to be useful and reasonable. The feasibility study's recommended course of action should include a description of the event's structures, staffing needs, funding sources, and timeline for completion. As long as adequate time is given, this will enable the more thorough event preparation and execution to begin. Any event that has an insufficient timeframe should never be started. The onset of time pressure is not recommended since problems often arise rather naturally.

Assisting a Plan

Events work best when they are placed inside the framework of an organisational strategy. Events should be offered as a component of the ethos and function of the whole company, not merely as a random realisation of a concept, regardless of the size or type of the organisation and its activities. Events must be justified as a genuine component of a larger strategy since they require individual and organisational effort and commitment to perform correctly. They must be in line with the goals and objectives of the company, coordinated across all divisions, and have long-term value. Make a list of the benefits and drawbacks of performing three distinct roles at a chosen event. Explain the management team for this event's leadership issues and your remedies.

The Objectives of an Event

Events should play a significant role in accomplishing organisational goals by serving as an essential component of a larger plan, such as raising public awareness of a problem in north-west England. The organization's overall events policy should also specify the overarching goals for every event it organises, such as to amuse the community or earn money for the business. Such a goal may provide a clear indicator of perspective and policy. People get more from every event than they anticipated, for instance, if the main objective is to increase customer service. A highly specific goal, or collection of goals, must be established for each and every event almost from the beginning. The list almost never ends. Whether there is only one goal or several, it is crucial to have them all outlined throughout the hiring process for employees and funding. If we want everybody to join up, from sponsors to parking lot attendants, a clear vision is essential. What purpose would there be in continuing if there were no goals? The specific goals Sheffield has set for the Anniversary demonstrate how the city is aware of the occasion and its significance.

Meeting Organization and Management

Starting with the early planning stages and progressing through pre-event briefings and post-event assessments, meetings are a key component of event management. Meetings may be really fruitful or they can be a huge time waster. In actuality, a badly organised and focused meeting will just confuse and irritate everyone. To shorten the duration of their meetings, one event management business invented the concept of a standing meeting. To ensure that everyone is ready, deadlines should be established and a discussion agenda should be circulated beforehand. A chairman should control the meeting's flow and results, and it should be decided who will take official meeting minutes. Recording attendees' activities and due dates is the most crucial part of taking notes. The meeting's documentation should be made available, and actions should be listed, given a priority, and included into the planning process:

In event meetings, concentrating on people should come before focusing on duties. Meetings may be a great setting for de-stressing, fostering a sense of teamwork, and inspiring everyone present.

The Goals of a Situation

Uncertain about your destination increases the likelihood that you will arrive someplace else. After the purpose of the whole event has been determined, it will be important to divide it into more manageable segments with quantifiable accomplishment goals. Everyone engaged must define, agree on, and comprehend the objectives. Everyone must commit to achieving these goals; this will result in a clear focus, coordinated effort, and unity of purpose. Goals need to be SMART: Moreover, goals should be clear and unambiguous in order to prevent misunderstandings, confusion, and sending the wrong signals. As long as they are specific and attainable, goals may definitely help manage events. Setting these benchmarks and aiming to hit each one is the most efficient course of action. These steps add up to an event, which is best completed when they are all taken in a sequential, logical order. The pinnacle of this methodology is revealed later with critical path analysis. Establishing an organisational structure is substantially aided by the exact specification of goals. With the use of Technology, it is possible to assign each person or committee with a number of unique goals that they are in charge of achieving. This will serve as another evidence why cooperation is essential since several goals will eventually rely on one another. The goals must be Sui, straightforward, explicit, and doable. Dates and deadlines must be established, important stages to completion must be recognised, and accurate estimates and budgeting for each are required in the financial arena.

What Makes the Greatest Events Special?

Let's analyse what makes for a good event before evaluating the components involved in accomplishing our ultimate purpose or goal. The following are the key components:

A distinct goal and clear vision for everyone's efforts.

Everyone is dedicated to clear, Sensible goals.

A sui, adap organisational structure that can complete particular tasks while maintaining a general sense of purpose.

Those who are dedicated and will go above and beyond. A personable, powerful, and capable leader.

Relevance of the Events

Minor events and the events calendar might be crucial to larger manifestations like a garden festival, but primary event organizers often overlook their significance. The events team ultimately planned and oversaw the Glasgow Garden Festival. The events programme served as both the festival's inspiration and as the focal point of the whole manifestation. Contrary to what many people believed, the garden festival was neither a large flower show nor an environmental exposition, but rather a variety of activities held in and around the gardens themselves. Less people would have attended if it had merely been a large flower display, but many of people came to see the performances by the sporting, artistic, and entertainment organisations. As important to the success of the garden festival as the plants were the pipe band and acrobatic shows. The events were not only an essential component of the whole programme but also a significant aid in the overall preparation. The calendar, booking sheets, programming, staffing plans, security preparations, and other systems that were developed as a result of the festival activities became the fundamental operational working model for the festival itself. Such grand spectacles like garden festivals heavily rely on events and advertising. They shouldn't be seen as an afterthought,

but rather as an integral part of the project that aids in the preparation and smooth execution of the whole event. Events are significant not just for themselves but also for the effects they have on everyone else.

Even the UK government has acknowledged the importance and relevance of events to other ideas like urban renewal, albeit it has been quite reluctant to respond. John Major said that the previous conservative administration would pay \$55 million to help Manchester stage its Olympic bid in the year 2000 by building a Velodrome and supporting its organising committee. In making this statement, he noted that it was 'not simply an acknowledgment of the significance of the Olympic Games, but the creation of the additional facilities necessary will play a significant part in the economic revival of the Eastern Manchester region'. The proposal may not have succeeded, but the idea still stands, and the 2002 Commonwealth Games will provide a less advantageous but comparable chance. Michael Heseltine shared this viewpoint when, in response to the Toxteth riots in Liverpool, he proposed holding a garden festival there two years after the unrest ended in order to give the city some heart and self-confidence. For a further ten years, in addition to Liverpool, the garden festival idea travelled to Stoke-on-Trent, Glasgow, Gateshead, and Ebbw Vale. On each occasion, this significant event or promotion has boosted the host town or city's reputation and self-assurance. Celebrations have taken place all over the globe as a result of hosting a significant international event, such as Glasgow's cultural connections or Indianapolis' 500-mile race.

The Sheffield Method

Introduction and context of the Sheffield events Up to 1990, the city's engagement in national or international sporting events was limited to the world snooker championships and the odd professional football game. As Birmingham, Edinburgh, Gateshead, and London had the potential to expand gradually in the events sector, the city did not have the same opportunity. Nevertheless, this was altered by the 1991 World Student Games, the largest multisport event ever hosted in this nation. A pre-games activities schedule was necessary for the WSG and the new facility improvements in order to test the venues and get organisations ready for the games. Large-scale employment losses occurred in the conventional steel and heavy engineering sectors in the middle of the 1980s, mostly as a result of the adoption of new technologies and automation. As a result, some old work locations were abandoned and required strategic investment. International athletic events were chosen as a way to profile and promote the city in the late 1980s as part of the Sheffield 2000 overall strategy, which also featured cutting-edge recreational development. The local economy was expected to benefit from and be stimulated by them as well. In reality, seven years later, the city is still dedicated to using an events-driven approach to highlight and market itself. The main factor affecting whether an event is successful is planning and organisation. The local government will often be the initial step for most event planners and will provide instructions on the potential effects of your event. Even if your event is not taking place in a public space, this could still be a problem. The regional tourist bureau is another helpful resource. This office, which has links to corporate offices in each state, is crucial to the strategic management of events and often offers assistance in a variety of other ways, such as by adding events to their website.

Create a Mission 1 Declaration of Purpose

While creating an events idea, several factors must be taken into account. They consist of the event's goal, topic, location, target audience, resources on hand, timing, and team members' level of expertise. The objective, which is closely related to the subject and the location, is the most crucial of these components. Creating a brief statement that captures the goal or aim of the event is the first stage. The event's goal could be, for instance, "to commemorate the history of our town

in a historically accurate parade that involves the community and is supporting event may have as its mission statement" to attract bat devoted team supporters and first-time spectators in an effort to improve ticket sales and, consequently, the viability of competition and venue". The mission statement should make sure that there are no deviations from the original objective throughout planning and execution.

Models 2 Maps

A good approach to illustrate an event is using a map, especially for contractors who could be hired to set up the location. It can be essential to create many maps or plans. Nowadays, the majority of computer software packages may be utilised to create computer graphics, improving the comprehension of the facilities among the many parties engaged in the activities.

Although the majority of consumers struggle to visualize three dimensional concepts, models are also very helpful. Models may help with a variety of event management tasks, including crowd control. In this case, studying the dimensional picture is likely to reveal bottlenecks and other possible issues.

Gantt Diagrams

A Gantt chart is often used in the first stages of planning and in the weeks leading up to an event. Dates are placed across the top of the planning sheet in this format, and rules are utilised to show how long each work will take. This style of chart has the advantage of making the interdependence of the tasks very evident.

For instance, after you've planned the procedure for hiring, orienting, preparing, and roistering workers for an event, you could find that the hiring procedure has to begin sooner than anticipated to allow staff to be fully prepared for the big day. Before any work is done on print or promotional material, for instance, agreements with sponsors must be established since they must accept the use of their trademarks. Print production will be impacted if one of the sponsors decides to leave the agreement, which would then have an influence on advertising campaigns and ticket sales. There is project planning software available, including specialist event planning software, although a spreadsheet is typically enough for smaller events. The secret is to recognise the jobs that may be grouped together and to decide on the degree of detail that is best for the event's preparation. Another thing to keep in mind is that preparing for an event sometimes requires making big modifications that suddenly render all of your charts obsolete. While keeping a reasonable amount of flexibility in mind, an experienced event manager can determine the degree of preparation necessary to guarantee that everyone is clear about their roles and duties. Any of these significant activities might potentially serve as the framework for a more thorough strategy. This procedure of organising the hiring and training of workers for the earlier event. While the training component is not completely covered in this Gantt chart because there are too many processes required, such as drafting training materials and getting clearance from the different functional area managers, it is evident that this level of planning is pretty extensive.

Flow Sheets

The run sheet is a crucial tool for the majority of event organizers. It is the agenda, or time, of things to happen. The run sheet is relatively straightforward in the early planning phases, with just certain event components receiving time allotments. The event concept briefing includes this summary of the proceedings. The run sheet, however, becomes increasingly more specific as

preparation goes on and includes, for instance, times for dancers, technicians, and other workers. The advances are displayed together with setup and takedown.

Checklists

A checklist is essential for preparing at the most granular level. It is a control tool that makes sure the person carrying out the duties hasn't overlooked any particulars. For instance, it is essential that a precise checklist be followed and that it be signed and dated as complete when inspecting firefighting apparatus and emergency exits. This is a step in the record-keeping procedure that aims to reduce the risk of lawsuit should something go wrong in addition to possible issues. Plans that are well thought out and executed successfully reassure the client, enable the event staff to operate efficiently, and increase confidence in attaining the event's goals. Due to the nature of the event industry, preparation takes up the majority of time while execution takes up relatively little time. In reality, the event's abrupt conclusion is often unexpected. The event atmosphere may quickly become nasty, but with careful preparation, this result can be avoided. In the ideal scenarios, the event manager's responsibility is limited to ensuring that the processes are properly carried out, leading to few issues and happy customers.

Daily Checklist for Safety

The Supermoto is a highly well-liked event, while not being everyone's favourite, drawing large crowds of devoted followers. Events like the Supermoto have been known to draw boisterous crowds, thus in an attempt to reduce danger, the event's organiser often insists on having no regulations. The following items are often prohibited from entry: alcohol, glass containers, pets, pyrotechnics, firearms, and narcotics. Risk is the potential for a negative outcome. Event planners often associate risk with safety and security, but the idea of risk is far more expansive. A cash-show dilemma, a staff strike, unfavourable press, and, of course, terrible weather are a few examples. The event manager is most at danger from the latter of them. Even though it has no immediate effect on the event, bad weather will discourage people from attending unless sufficient weather protection is offered. Rainy or stormy weather is a critical worry that calls for cautious preparation since it affects people's motivation and attitude. The process of detecting, evaluating, and managing such risks is known as risk management. If they apply to the event you're arranging, the dangers listed below need to be taken into account.

Natural catastrophes

Hail, snow, excessive heat, and heavy rain are all bad for outdoor events. Events like the one that struck Salt Lake City on August 11, 1999, might be directly in the centre of freak natural disasters like hurricanes and tornadoes. An unusual tornado struck Salt Lake City's downtown without warning, leaving one person dead and more than 100 injured, according to a story in USA Today. About noon, a dark, whirling cloud struck. Flooding may have an impact on event locations, especially temporary ones, and it can damage electrical wiring, which might be a very significant issue. Fire is undoubtedly one of the threats that most venue managers worry about and must prepare for since it is quite difficult to evacuate huge audiences.

Monetary risk

Unexpected expenses, lower-than-expected revenue, high exchange rates, a general downturn in economic conditions and disposable income, fraud, penalties, and cash-flow issues are all examples of financial risk.

Legal Danger

Disputes over contracts between the event planner and the client or between the event organizer and a subcontractor are examples of legal hazards. This may happen if the customer's expectations are unrealizable or if a discrepancy arises between what the client imagined and the product that the event planner can provide at the agreed-upon price. Conflicts may also arise if the venue does not adhere to the necessary requirements in terms of elements like dependable electrical supply and convenient access for delivery trucks. Another kind of legal risk is breaking the law. One example is when a business loses its liquor licence because it broke the law by selling alcohol to minors.

Hazards Associated With Technology

High-profile projects that depend heavily on effective computer networks and programming face a rising danger of technological failure. An issue with guest registration, for instance, would make it impossible to successfully collect attendance data during a trade show, which is crucial data for all exhibitors. The attendance list created upon registration is the show organizer's most precious asset. Information would be made accessible to existing exhibitors who wanted to follow up on connections, and the event organizer would utilise it in the marketing campaign for the subsequent event of a similar sort. The national celebrations of New Year's Eve and the Fourth of July's fireworks shows are two occasions when highly advanced technology is particularly relevant. There were undoubtedly many backup plans in place for the Y2K scenario that might have prevented the millennial festivities from taking place for the New Year's Eve fireworks displays set to take place throughout the globe on December 31, 1999.

Mismanagement

Effective administration, thorough preparation, and strong interpersonal ties at all levels are necessary for a successful event. Events may be prevented from accomplishing their goals by poor management, as well as by issues involving individuals, such as conflicts at the highest levels of management that result in the firing of important employees. Both have possible grave hazards.

Sports Events Are Risky

The majority of communal, business, and entertainment events come with financial hazards; however, athletic events come with an added risk of harm to the competitors and, in certain situations, the spectators. For instance, whether on the track or off, most motorcycle and automobile races provide a danger of harm to both participants and spectators. As safety requirements evolve over time, event planners must carefully plan their events and implement new processes and technology as they become available in order to minimise risk to an accept level. Working to the safety requirements for a certain athletic event at a specific time includes taking into account a variety of aspects, including: Perceived amount of audience and participant risk that is accept Laws currently in effect and prior cases Solutions for risk management are accessible. Planning and putting into action processes and control measures. The final of these is crucial for event planners since it can help them defend themselves if a negligence claim is made if they can demonstrate that their risk management policies were well thought out and applied.

Procedure for Managing Risk

Three steps make up the risk management process: Determine dangers and risks. Analyze the dangers and risks. Control the dangers and risks. The athletic site is well-designed, not only for the spectators' and athletes' comfort and convenience, but also for the top-notch amenities offered to the organisers and contractors. First-class facilities serve to increase safety. Source: Images from

AP/Wide World. This approach enables the event planner to identify and rank the risks, take proactive measures to avoid issues, and develop backup plans in the case that issues do arise.

Identifying Hazards and Risks

Finding the risk or danger and figuring out when and how an issue can arise is the first step. In light of the risk variables outlined at the beginning of this chapter, it is crucial to assess hazards widely. The possibility that an issue may arise and its implications are the next steps to take. Inadequate performance by a junior member of the event team, on the other hand, could probably be controlled and corrected without major consequence. As an example, bad management by a senior staff member, such as the person in charge of sponsorship, might have grave financial ramifications. The event management team's brainstorming sessions will be very helpful in detecting possible dangers. A thorough list of potential issues for big events may be compiled by reading written material and Web site information, such as current legislation requirements, talking to the organisers and managers of related events, and consulting a risk management consultant.

Evaluating the dangers and risks

It is necessary to assess the possibility of prospective risks and hazards arising once they have been discovered. The team is able to order the concerns for attention using this procedure. It is a good idea to form a committee to handle risk, safety, and security concerns as well as to develop operational standards for using equipment, testing schedules, and other things of that kind. The following inquiries must be made: The group in charge of handling the situation is the crisis management team. The following people might be on this squad.

These people should typically be present during business hours, have leadership abilities, exercise solid judgement under pressure, and be able to communicate coherently. The event industry has the greatest issues with the first of these qualities. The venue staff is often small and just a few members work the whole event period when the space is rented. For the committee, the issue of availability during an event, particularly one with many sessions, is crucial. Having a skilled CMT who is not present serves no use. The main responsibilities of each member of the CMT.

CHAPTER 11

EMERGENCY MANAGER FOR MANAGEMENT

¹Dr.Raja Sankaran, ²Lakshman K

¹ Associate Professor, Department of Marketing,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor & HOD, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹ dr.raja_sankaran@cms.ac.in, ² lakshman@cms.ac.in.

The Crisis Manager will be in charge of handling the crisis on-site during regular operations. The CMT will provide advice on making decisions.

The crisis manager's responsibilities include evaluating the incident's type and location and taking the proper action; making sure that emergency services and members of the Evacuation Team are informed about evacuation; and briefing emergency personnel upon their arrival.

Administrative Coordinator the Administrative Coordinator, who works closely with the Crisis Manager, is in charge of all administrative support requirements for the CMT. This individual will help with alerts, resource mobilization, situation monitoring, documentation gathering, organisation, and distribution. Before any disaster, the administrative coordinator locates, purchases, and stores the things on the list of emergency supplies and equipment.

Operations Manager

To ensure operational effectiveness, the operations coordinator serves as a link between the CMT and the operations team. Also, this individual would evaluate and determine the operational requirements, find alternative locations where necessary, plan transportation, and help things get back to regular operations.

Coordinator for Employee Support

This person would oversee family support, psychiatric assistance, and trauma healing. All victims, their families, and colleagues need to have access to these services.

Coordinator of Technical Support

The technical support coordinator is in charge of equipping the command centre and any other necessary locations. He or she would be in charge of supervising the installation of computer systems, checking that the right phone lines are in place, setting up monitors for television newscasts, and troubleshooting any issues with the computers or phone lines. Furthermore, a different evacuation team with the following members may be used: Monitors for the floor, stairwells, and handicapped individuals

Floor Watcher

In an emergency, the floor monitor is in charge of directing and hastening the planned and controlled movement of people on the floor that is allocated to him or her. By the use of two-way radios, the Floor Monitor must maintain regular contact with the Stairwell Monitor.

Stairwell Watch

Control and transportation of employees off the floor through the authorized evacuation stairs is the responsibility of the stairwell monitor. An orange vest will help you identify the Stairwell monitor. This individual will maintain in close contact with the Floor Monitor. This individual will shut the door after leaving since they are the last one to go.

Disability People Watch

This person aids physically impaired, injured, or other people in need of assistance during the building evacuation procedure under the command of the Floor monitor. He or she informs the Floor Monitor on the condition of the wounded or disabled people.

Protocols for Bomb Threats

There is a suggested course of action for responding to bomb threats, just as there is for fire and evacuation protocols. The FBI Bomb Data Center has information accessible, and they also issue a manual with general precautions that should be maintained beside all telephones. The following are some of them. Assessment Search a checklist defining the inquiries to make and the data to gather about the caller. This checklist should also be placed next to the phone.

Management of participants and leadership

Although while the event planning team may collaborate for weeks, months, or even years, the majority of the event team only collaborates for a very little time, often from one day to roughly a month. In these circumstances, it is difficult to manage staff expectations, and there is little time for fostering relationships and developing abilities. Because of this, the emphasis of the event leader should be on providing clear instructions, supporting effective work, motivating participants, and acknowledging achievements. The event must be meticulously organised, and the organizer must focus on creating tools for planning and managing events as well as creative methods to educate, guide, and inspire staff members and volunteers who may need to become job-ready in a matter of minutes or hours.

Building Leadership Capabilities

The leadership framework on which this is built. Task management and people management, the foundation for many other organisational behaviour models, are the two fundamental components of this paradigm.

Task Management using tools like run charts, organisation charts, and checklists, task management entails the abilities of planning, organising, coordinating, and controlling work activities.

Plan

The key component of event management is likely planning. It entails the creation of rules and processes to address any circumstance, from disagreements over ticketing/seating to the swift

removal of staff who have consumed alcohol. The creation of staff rosters, the supply of meals for paid and volunteer employees, as well as replenishing need planning, with the proper timing of stock being especially crucial for multisession events. Architectural plans are used in logistics planning while a venue is still being built to make sure, for instance, that supplies and equipment can be unloaded and put up simply. The planning process may be aided by a variety of helpful tools. All team members may benefit from a run chart that has been condensed, and maps and charts should be exhibited and discussed during training. They must sometimes be modified. So that all event crew members may readily understand them. The micro level of the event cannot be disregarded, even while the event management team must concentrate on the macro level. Every team member must understand exactly what tasks they are responsible for doing; otherwise, they will feel irritated and work less effectively.

Organize Organizational charts were discussed on planning and staffing, respectively. You'll see that the importance of incorporating everyone's primary responsibilities has increased. A task list-enhanced organisation chart is a helpful tool for giving everyone a more accurate overview of jobs and duties at a glance. There should be no doubt as to who is in charge of what. Each individual should have a job description outlining his or her responsibilities in addition to the organisation chart. Work rotation is a crucial organisational duty, especially when staff members, either paid or unpaid, are needed to manage distant sites. Boredom and feelings of injustice might be lessened by switching roles during a shift.

Control

Lists may be effective control devices. They may be used to check for hazards to safety or security, monitor food temperature, check for cleanliness, and make sure that set-up and tear-down protocols are followed. For the individual doing our chores, a completed checklist is also intrinsically fulfilling, particularly if that person's work produces no obvious results. The majority of occurrences are high-risk, hence control methods are crucial for reducing risk and hazard. Tours of the location, including the front and rear of the property, are essential for making sure everything is secure. Checklists and other straightforward control measures may be used to deal with issues like frayed carpets, unsecured wiring, and chairs placed in fire exits.

People Administration

The three talents of informing, leading, and reinforcing are those of people management. Briefings, stimulating tactics, and celebration events are essential for maintaining employee interest and motivation as well as for completing short-term goals. One of the biggest difficulties facing the event organiser is people management. The frontline crew lacks the dedication of individuals starting careers with conventional companies because of the transient nature of events. A volunteer or temporary worker who finds the task tedious, the setting undesirable, and the weather disagreeable, or the food unpalatable may choose not to come back the next day. He or she could not even come back after a dinner break. A former Japanese major in college offered to assist with translation during the 2002 Winter Olympics. He declined the offer when he learned that he would spend the whole Olympic Games working in a tiny cubicle transcribing written papers. He subsequently said that if he had been given even a single opportunity to see the Olympic events, he would have persevered. The secret to effective people management in this fast-paced world is the capacity to enlighten people, inspire and encourage them via good leadership, and reinforce the accomplishment of particular outcomes.

Information

Briefings before and after shifts provide the chance to inform personnel of the schedule of events and address any pressing concerns. Most event organisers only make this error once in their careers, which is upsetting for everyone involved if one crucial piece of information is omitted and several hundred people have the same query about it. Staff members are significantly more likely to grasp how they fit into the broader picture if they know why they are doing seemingly pointless chores like verifying certification or photocopying findings. Regardless of their position at the event, knowledgeable staff employees also react favourably to compliments from attendees and onlookers.

Lead

Most event staff members anticipate enjoying themselves at an event and eagerly anticipate joining in on the excitement. Positive management measures, such as effective verbal and nonverbal communication and the start of a variety of team-energizing activities, may assist to boost employee morale. Before an event even starts, event managers who are exhausted are less likely to lead with inspiration or resolve issues with tact and diplomacy. It's important for everyone concerned to manage their time and stress. Event organisers serve as role models for their team, showing them how to provide customers high-quality service. The service offered will change somewhat depending on the formality of the occasion. For these indications, employees turn to management.

Last but not least, it's critical that every employee has realistic expectations for their job, particularly for the routine chores. In this situation, the event manager has the chance to motivate the staff member to go above and beyond original expectations by using motivating techniques like work rotation, attending the performance, mingling with celebrities and sportsmen, or helping the general public. Effective leadership produces realistic expectations for the less interesting aspects of the job as well as a strong sense of teamwork.

Reinforce

The enhancement of safety and service, two crucial duties of the whole events team, may be accomplished by positively reinforcing vital themes. Outlines the variety of ways that key points may be emphasised. In this business where workers work under extreme pressure to pull off an event, recognition measures for individuals and groups, including parties and awards, are crucial. Event personnel are well-known for their ability to celebrate achievement at every step of a project.

Teams' long-term and short-term differences Taking Care of a Temporary and Diverse Crew

Temporary groupings have quite different qualities from long-term organisations. Quality teams contribute to continued improvements throughout time, and long-term groups are able to concentrate on quality improvement efforts. Usually, this is not the case with temporary teams. The distinctions are outlined in. The event crew is often quite diversified in addition to being temporary. Assimilation of all team members into a solid company culture is the overall strategy for managing a diverse workforce. Consistency is a beneficial outcome that may be attained throughout the course of an organization's typical lifespan when people handle issues routinely, follow similar rules of conduct and communication, and communicate with one another in these ways. This is difficult to do, however, in the dynamic event context when quick decisions are more common and different norms of conduct are more widely accepted. Simply put, a leader of an

event just does not have enough time to integrate the team into a solid corporate culture. It is unavoidable to work with a variety of individuals who have varied demands and interests. For those of us in the event management industry, this understanding of group development is helpful since the process of group creation does call for extra care in this setting. It is possible to quicken the early phases of group growth in order to fast get to the performing or producing stage. By including icebreakers into team building exercises, this halt may be accomplished successfully.

These are the value dimensions in communication that Douglas Hofstadter, well-known for his work on cross-cultural communication, has highlighted. The first value dimension, which he called "power distance," determines how much a community is willing to allow variations in power and authority. Employees in certain cultures may have a large power distance because they exhibit a tremendous lot of respect for their superiors. It would be difficult for them to address issues with senior staff members and to bring them to light. As inquiries and criticism from workers are more readily accepted in other cultures, deeper interactions are encouraged at all levels thanks to the minimal power gap that permeates them. As you might expect, if employees on an event team were drawn from both high power distance backgrounds, the first group would be horrified at the second group's audacity when they pointed out problems, and the low power distance employees would find it challenging to understand why the others did not speak up.

Individualism and collectivism made up Hofstede's second value dimension. Certain civilizations place a high value on loyalty to others, and conduct is predicated on this allegiance. Employees from these cultural backgrounds would feel more ease in a group as such civilizations exhibit stronger compliance to group norms. Employees from highly individualistic civilizations, on the other hand, would protect their personal interests and demonstrate individual initiative as opposed to collective initiative. These are only the first two cultural aspects. There are also more variances in how individuals react to circumstances, such as their various perspectives on timeliness.

Infrastructure and Site Management

Choose the Event Location

The demands of all stakeholders must be considered while choosing an event location. Emergency services, caterers, performers, participants, and customers are among the stakeholders. The customer often has a unique setting in mind, but regardless of how inventive this may be, sensible decision-making must be balanced with site selection. Even if a parking lot may be turned into a fun location for a party, it would lack necessities like power and offer very costly logistical challenges. A pre-existing event location, such a conference facility, might be more simply transformed with the use of décor and props. Relevant details about the Moscone Center in San Francisco, California, including hall dimensions, seating capacity, and facility layout. On their websites, the majority of venues and conference centres provide comparable information. It's crucial to choose a location that complements the event's goal and concept. As there is far less expenditure involved in translating it into what the customer wants, it may also result in cost savings.

The performers, the audience, and the organisers are the three main stakeholders that need to be taken into account while evaluating a possible event location and whose opinions could be extremely diverse. By performers, we mean individuals who are in the spotlight, whether it be for giving a motivational speech, dancing in a parade, or handing out a prize. Artists have certain requirements that are essential to their success, such as the loudness of the sound or the degree of

closeness with the audience. The audience also has demands, the most important of which is to know what degree of access and lighting and sound will be provided. Facilities and catering are often secondary. The venue must also contribute to reducing risks like bad weather, power outages, accidents, and crises from a management standpoint.

Buildings in the Community

Infrastructure management is the administration of key operational elements, such as procedures, tools, data, personnel, and external connections, for the overall efficiency of an organization's information technology. Systems management, network management, and storage management are three subcategories of infrastructure management. Hewlett-Packard, IBM, and Microsoft are just a few of the manufacturers that provide infrastructure management technologies. While the infrastructure is a need for all company operations, initiatives and planning to guarantee its efficient management are sometimes underestimated to the organization's harm. An organization's income is most significantly impacted by investments in infrastructure management, according to IDC, a renowned research group. Airport infrastructure is only one illustration of the massive amount of infrastructure needed for an Olympic Games. Although though Cape Town, South Africa, submitted a candidature for the 2000 Olympics, most people felt that the city's infrastructure could never have supported such a large event. Bid towns often need to commit to infrastructure construction in order to win the games, and once the games have left town, they must consider the feasibility of these venues. Parking and transportation are often significant factors. Yet in the instance of the farmers' market, they wouldn't be issues if it were hosted in a rural community with plenty of green space.

We have discussed the distinctions between an event's purpose, goals, and objectives in this chapter, as well as the significance of their clarity and adherence. The event manager may demonstrate how the event can be completed within the given time frame using maps, diagrams, charts, and checklists. As the date must be publicised and the venue reserved, unlike most other projects, the deadline for event management cannot be delayed. As one element of an event is often dependent upon another, the planning techniques discussed and in this will aid in meeting these deadlines. When it comes to the layout, furnishings, sound, lighting, and vision of an event. Also, the workers and subcontractors have been selected, and it has been discussed what services, such as food, cleaning, waste management, and communications, are needed for an event. It is crucial to choose the ideal location for an event since it may significantly affect both the cost of producing the event and the amount of creativity that can be used to construct the theme. Nonetheless, because this is a highly dynamic market and change is inevi, planning must stay adap.

MICE introductions

MICE, which refers to various GITs and FITs, is the new catchphrase in the international tourism industry. MICE tourism is a cutting-edge business model and one of the fastest-growing segments of the global business travel sector. It satisfies a variety of corporate demands via conferences, international conferences and conventions, meetings, and exhibits, and it is gradually but steadily catching the attention of every major hotelier. The significance of the MICE industry rests in the fact that it turns the yearly business conventions and conferences into an opulent occasion that rewards the delegates and attendees. MICE business tourism is found to be necessary for the majority of events, whether it be a meeting to bring together all delegates inside one's company or from a wider spectrum, a global conference with 1,000 delegates, a product launch party, or an exposition. Employees are urged to increase their production significantly and to become more

qualified within the business environment by using off-site workdays. As regional dealer conferences, incentive trips, and targeted business conferences are planned in exotic places that provide them leisure, entertainment, and shopping options, corporate firms are also experiencing the commercial benefits.

Meetings, Incentives, Conventions, and Exhibitions

This sector of tourism offers corporate programmes that are tailored to the needs of the customer in any location on the planet. When selecting a MICE venue, consider the size of the conference, the facilities required, competitive tariffs, natural attractions, safety, and shopping opportunities, to name a few. Despite its sometimes bad connotations, the abbreviation MICE is still widely used around the globe. At the micro level, terms like "conference," "convention," and even "meeting" are often used interchangeably or without qualification. Other terms with comparable but more specific implications are also used, such as "Symposium," "Colloquium," "Assembly," and "Conclave." And "Summit," however it is most likely the only one of them for which it may be simple to come to an agreement on its exact meaning. The phrase "business tourism" is a good way to define the industry that includes incentive travel, conferences, and exhibits. The association with "tourist" is seen as unclear and clouded by a lot of unfavourably opinions. The word "business tourism" is becoming a commonly used general term throughout Europe. The four business tourism sectors that get the most attention from venues and destinations are conferences, exhibitions and trade shows, incentive travel, and corporate events since the locations of the events are subject to influence. The event's planners may have a lot of leeway in choosing the location and are free to use their own discretion or judgement. For this reason, these four corporate tourism sectors are commonly called as 'discretionary'. The tourist industry term MICE stands for meetings, incentives, conventions, and exhibitions. Hence, this category is business-related and involves required travel. The other component of MICE is incentives; although it is tied to business since it is often given to workers or dealers/distributors as a reward, it is mostly leisure-based.

Considering MICE planning in General Planning for MICE, on the other hand, is fundamentally very different since it requires an awareness of the environment in which it develops and functions. It is also a little challenging to plan for MICE optimally; this issue will be covered in more depth in the discussion of the roles played by the many planners participating in the planning process of MICE. While preparing for MICE, the Unit also touches on sustainability. Tourism for meetings, conferences, and conventions, including local meetings, training sessions, seminars, and workshops as well as major conferences and conventions, is a particularly unique kind of travel both domestically and internationally. We've previously spoken about how it's growing rapidly and becoming more noticeable in practically every nation. Conference, convention, meetings, or exposition facilities that are specifically committed to this kind of tourism have been established by several nations, regions, towns, resorts, and individual hotels. The Trade and Convention Center in Vancouver, Canada, and the conference centre in Manila, Philippines, are two worldwide examples of this.

These facilities are world-renowned and the result of significant investment initiatives at these locations. In the Pragati Maidan, New Delhi's primary exposition centre hosts one of our nation's biggest domestic trade shows, the India International Trade Fair. One of our top meeting venues is the SITA Resort at Manesar, which is close to Delhi. By collaborating with airlines and conference centres that may provide discounted rates for business travellers, our nation can likewise entice MICE visitors. Day tours and sightseeing may also be provided as extra incentives

to MICE travellers so they would return as repeat customers. In fact, several nations have made MICE their main tourism-related activity of interest. The promotion of MICE destinations is a goal of many governments, including Singapore, Thailand, South Korea, South Africa, Malaysia, New Zealand, Australia, Spain, and even Nepal. Similar to this, cities like Dubai are positioning themselves as important hubs for events and exhibitions.

MICE infrastructure

Meetings, incentives, conventions, and exhibitions have seen and are expected to continue to experience expansion, therefore there is considerable worry within the industry over the MICE Infrastructure's suitability for both the present and the future. Yet, the absence of industry-wide record keeping and established standards makes it very difficult to comprehend the infrastructure need. For instance, the definitions of conference room and exhibition hall occupancy rates vary widely. In actuality, this makes it impossible to evaluate the venue's utilisation and suitability for meeting present and future demand. Some organisations and companies are also able to provide summaries of the data that support their declared level of business. As a result, it is challenging to bolster or dispute industry assertions and views about the volume of MICE activity and the suitability of the available resources to support it. Almost no organisation can provide detailed information on the number of MICE events held, the number of attendees, or the origins of the attendees. In addition, many organisations and businesses are unable to distinguish MICE business from other business. This poses a huge barrier to accurate projections and, by extension, future action. A thorough analysis of the current infrastructure and support services' suitability for meeting the demands of the MICE business, both now and in the future, is required. It is important to keep in mind that creating MICE infrastructure requires substantial capital expenditures, thus it must also benefit the host community economically in order to attract public sector funding. We now get to the topic of planning.

Arrangements for MICE

MICE planning needs a lot of collaboration, maybe more than tourist planning in general. While there are many people involved in preparing for tourism, MICE planning is more difficult.

Venue

The location of the meetings, conferences, and exhibits is one of the most critical factors. Several locations may not get as much business as they would want because they lack the kind of venues required for MICE business. One must work diligently on the kind of venues that are accessible in the location in order to host meetings, conferences, and exhibits that are of an international calibre. The following factors should be given priority while designing MICE in the industry: assessing the current meeting, conference, and exhibition capability of the locations. Estimating how much these venues will be used. Estimating the demand for these locations in the future evaluating how well or poorly current venues can accommodate the demand they anticipate. An inventory of the current venues that may host meetings, conferences, and exhibitions should be prepared, for instance, if we want to promote New Delhi as a potential MICE destination. The capacity of these venues need to be calculated as well. But most essential, one should ascertain what the global arena complexes' current international norms are. Together with the current and growing trends in this industry, one should also ascertain the customers' expectations in this respect.

Also, venues need to be well-planned in order to accommodate visitors and allow them to focus entirely on their business. Two conventions that are taking place concurrently, for instance, should be carefully prepared in a variety of ways. The two conventions should be spaced appropriately apart to avoid interfering with either. Since there aren't enough conference halls, hotels and other establishments may sometimes use thin walls to separate two meetings, which will annoy both parties and perhaps drive away both customers permanently.

Transports

The industry has recognised transportation as one of its top challenges. Also, this encompasses both land and air transportation. The primary issue is caused by inadequate and cumbersome flight schedules. In India, for instance, the majority of foreign planes land at or after midnight, thus a business traveller must either arrive the day before or after midnight to attend a meeting, expo, or conference. Due to their tight schedules and desire to arrive at their destination feeling refreshed for work, this is a minor inconvenience for this group of travellers. India falls short in attracting a significant number of MICE travellers since doing so is not feasible. As the MICE sector makes up a relatively minor portion of the whole aviation industry, these issues are unlikely to be rectified. Moreover, surface transportation must adhere to international norms. The growth of MICE is somewhat hampered by this setting. The choice of the kind of coaches for road transport, skilled drivers and escorts, etc. are additional factors in this respect that need consideration during the planning stage. Often, tourist transporters are hired to provide these services.

Accommodation

MICE must be planned all year long because it is not a seasonal industry. This viewpoint elevates accommodation to a crucial standard. MICE travellers typically favour lodging options close to the locations of their meetings, conferences, and exhibitions. Additionally, these lodging units must be furnished to meet their business needs. In the sense that they must be able to accommodate the visitor's needs. For this kind of visitor, amenities like fax machines, laptop supplies, internet access, telex, etc., must be available. Additionally, the staff needs to be aware of what these travellers need. The staff of hotels and convention centres that specialise in MICE receives special training on how to deal with these business travellers and their equipment, such as overhead projectors and beamers. Any mega event requires years of preparation and building work.

Additional Support Services

A number of factors need to be arranged in order to maximise the advantages of the rising MICE situation. Likewise, a lot of poor nations lack the necessary infrastructure to provide business travellers with the greatest services. A successful conference, convention, and exhibitions/trade fairs all depend on basic elements like parking, hoarding boards, microphone, and sound system. For the sector to become a MICE destination, learning and comprehension must happen quickly. Giving information to foreign MICE visitors on the local weather, clothing standards, language, tips, behaviour, etc. will help them as well.

Key Source Markets' components for conferences: The major industrialised nations of Europe and North America are the primary sourcing markets. Nonetheless, developing markets like Brazil, Russia, India, and China, as well as the United States, Germany, the United Kingdom, France, Italy, Spain, and Scandinavia, are all seeing substantial growth. The main competitive destinations are emerging markets.

The safety and security of a site affects its appeal to MICE travellers. Because they must be deemed politically safe to go to, there is a strong desire to see new places.

Conference & Convention Characteristics

Miniature Conferences

The majority of professional MICE planners prefer to be in charge of sizable conferences since bigger conferences are more lucrative and result in greater professional prestige. Conventional MICE planners have a distinct goal; they want to organise the largest conference possible; this objective is different from what participants' interests are often linked with. If we could focus on the attendees' interests, the question of how big the conference should be would then emerge. We've seen that a huge participant pool may stifle participant interactions. Participant interaction decreases as the number of individuals rises, while potential collective knowledge and viewpoints grow. The ideal number of participants to ensure the greatest amount of fruitful interaction is just enough to contribute a meaningful quantity of collective knowledge and experience. Several respondents in a feedback survey who were asked about their conference experiences said they preferred smaller conferences, and when asked what they meant by small, they all consistently cited under 100 participants. How nicely the peer conference setup accommodates the attendees, whether there are 20 or 80, has astounded and thrilled us. And the attendees as well.

Simply said, organising a conference with under 100 people is impossible. No. by creating several "mini-Conferences That Work" within bigger ones. The most important thing to understand is that meaningful connections can't be made in a scale-efficient manner using clever methods. With, let's say, a thousand individuals, you can't expect to maintain the same degree of closeness over a few days as you do with fifty.

Conferences Powered by Attendees

Sadly, having a plan for a conference usually avoids, or at best lowers, the possibility of unexpected, spontaneous sessions of "messiness." The majority of individuals lack the essential bravery and personality to effectively change a conference agenda that has been meticulously planned and organised. A conference is exceedingly unlikely to deviate significantly from its pre-planned path unless it allocates particular time slots for attendee-nominated sessions and offers an effective method for participants to suggest and choose themes. At a perfect conference, participants are empowered to decide what occurs within a supportive, secure, and dependable process. This produces a setting that is so unlike from a planned event that it must be experienced in order to truly comprehend and appreciate it. People are more able to be creative when conference attendees are treated with respect, given the freedom to express their own expertise and curiosities and to ask for what they need. As a result, the event broadens to include all of the requests and suggestions made by participants.

Conferring that is inclusive

The release of the conference proceedings certifies the attendance of the keynote speakers, session chair, presenters, and panelists far in advance of a traditional conference. The roster of speakers and target audiences would already be widely known to conference participants by the time it began. Several groups are started during the conference, and debate and thought-exchange are encouraged in the open space, as well as among individuals who ask questions during sessions or interact with speakers outside of the conference sessions. Attendees are informed of their place in

the conference community by scheduled conference agendas. Once conference roles are familiarized, they often reinforce one another. Although participants gather with their fellow attendees and discuss sessions from the viewpoint of a student rather than a peer, presenters may spend time conversing with one another, improving each other's standing via their mutual affiliation. Only attendees who are assertive and bold enough to approach a presenter or presenters who are interested in interacting with attendees outside of conferences are able to overcome the barrier created between the two groups as a consequence of these preset roles. In contrast, a peer conference reduces the gaps between speakers and audience while providing a structured process for establishing conference sessions. A forum firstly reveals the preferences and expertise of each participant, offering in-depth data on the interest, effort, and resources connected to each attendee's preferred topics. The registration process then offers detailed suggestions for the sessions that attendees would like to attend, tools for facilitation and competency, and the data required to best plan conferences. By using these procedures, peer conferences may avoid assigning attendees to specified roles and instead perfectly match participants' demands to available expertise at each session.

Structured Meetings

Conventional conferences are undoubtedly very well organised, with a predetermined schedule and distinct distinctions between speakers and audience. But are they set up so that attendees may easily access them? A traditional conference often begins out with formal introductions and schedule announcements. Conventional conference sessions, with the exception of trainings and workshops, often go from one subject to another. The conference will then typically come to an end with a closing session. If a logical flow from beginning to end is missing, the structure will be decided by logistical issues rather than the demands of the participants. On the other hand, it is thought that it is feasible to give a conference structure that encourages and promotes involvement, as well as a setting where active engagement is the norm rather than something that participants must do on their own outside of conference sessions. A peer conference thus has a logical framework with an introduction, main event, and conclusion that are intended to encourage meaningful and beneficial discussion.

Beginning

Every conference starts with two important sessions: the discussion and peer session sign-up. The discussion portion of the first peer conference session has three main objectives. At the beginning, it describes and exemplifies a lively, engaging, and secure meeting setting. Second, it provides a structured setting for participants to interact and get familiar with one another's affiliations, interests, experiences, capabilities, skills, and competency. Third, the conversation identifies the topics that individuals wish to talk and share, as well as the intensity of interest in each issue. Early in the conference, the conversation gives participants a structured, nonthreatening way to get to know one another. People identify subjects that attract others throughout the discussion. They learn who has experiences they want to connect with and learn more about, and they get a sense of the seriousness of interest in these issues. Immediately after the conversation, participants sign up for peer sessions, which creates a conference schedule that accurately displays their thoughts, interests, experience, aptitude, competence, knowledge, and proficiency. The process of signing up for a peer session consists of three quick steps: subject suggestion, peer session sign-up, and peer session selection and planning. Any participant may suggest conference session themes during the subject submission phase, and attendees can choose to attend a particular session during

the sign-up phase. The information provided is then utilised to select and arrange the most common and practical peer conference meetings.

On the first day of conferences, the discussion and registration processes often take place in the afternoon and evening. In less than a full day, participants get to know one another and create a conference schedule that really represents their requirements. The next morning, everyone is eager to start a conference that really meets the needs of the attendees. The most of the time, participants are gathered together and participating in the sessions they have chosen during a peer conference. The most common session types include discussions, displays, panels, seminars, tours, and suggested model sessions.

Peer conference sessions are more relaxed than conventional conference sessions. Future speeches or panels are almost always spontaneous since session themes are decided at the conference. Yet, casual does not equate to chaotic. All participants at peer conference sessions get a brief handout outlining how sessions function, and each session is given a facilitator, chair, and co-chair to facilitate excellent process.

Close / Finish

It's challenging to create a meaningful closing event at a typical conference when the emphasis is on delivering knowledge via pre-recorded talks when there is nothing to conclude. According to this perspective, extravagant meals, award ceremonies, or closing sessions with well-known speakers are all manufactured ways for conventional conference organizers to keep attendees present after the conference has officially ended. We have a less difficult duty at a peer meeting. By the conclusion of the closing sessions, participants would have had several chances to make personal and group connections, which would have helped to create a conference community—a collection of individuals who are connected by their recent shared experiences. Two sessions—a personal introspective and a group introspective—make up the conclusion of a peer conference. These discussions urge participants to take stock, think back on where they began, the route they've taken so far, and the road ahead. As opposed to the group introspective, which is the last session of a peer conference, the personal introspective allows participants to make this judgement on an individual basis.

CHAPTER 12

SAFE AND ENCOURAGEMENT CONFERENCES

¹Prof.Suparna Ghosal, ²Mithun Kumar S

¹ Adjunct Faculty, Department of Marketing,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹ suparna.ghosal@cms.ac.in, ² mithun_k@cms.ac.in.

Conventional conferences lack explicit guidelines. Participants do not congregate and establish rules at the beginning of the event. This is a regret error, but fortunately it can be fixed without much difficulty. Importantly, there is neither an expectation of privacy nor an agreement to it during a traditional meeting. As a consequence, only the most certain or high-status attendees are likely to feel at ease disclosing a lack of expertise in a particular field, discussing a problem they are experiencing, or asking a "dumb" question. Participants worry that what they say at the conference may be heard by their supervisors or coworkers in their company if there is no public collective commitment to secrecy. As a result, many individuals limit their own speech. It makes a big difference to give individuals the go-ahead, support, and safe space to express themselves and take chances. Asking tough questions, being vulnerable, and going beyond one's comfort zone becomes simple and natural. Many participants discover that taking chances may be beneficial, less terrifying than they had anticipated, and even enjoyable. A peer conference begins by providing a brief set of guidelines that outline a safe and supportive atmosphere. Participants agree to these guidelines once they have been communicated to them, creating a safe and welcoming atmosphere for the event.

Participatory Conferences

The solution is straightforward: rather than writing off networking as something that takes place outside of the official conference sessions, we need to put it front and center—not as a substitute for sharing material, but rather as a crucial, supporting tool for efficient learning. And as a crucial component of the conference's framework, this must take place officially at the outset in order for the information and connections made thereon to be productively expanded upon throughout the event. In actuality, this implies that a new kind of session will be added soon after the initial welcome and housekeeping. In addition to giving attendees a chance to introduce themselves and identify subjects and themes that they are interested in exploring as well as areas of knowledge that others may draw from, this kick-off session initially creates a secure and accepting atmosphere for sharing throughout the conference. Every peer conference has a round session of this kind, which serves as the foundation for all that comes after. During a peer conference, these are the official interpersonal events that take place: The conference provides tools for people to decide via a shared public space what will happen during the conference; attendees generate, staff, and participate in the resulting sessions; and finally, the conference offers group sessions for private

and public individual and group reflection and future initiatives. Participants learn about and share the interests, needs, and knowledge of each other.

Conferences fostering community

All people want for connection, intimacy, belonging, and excitement. We have become used to repressing this want while going about our daily jobs. A typical conference provides a chance to network, but the arrangement downplays interpersonal relationships, with participants seated facing one another and listening to speakers. Yet, when a conference's structure is centred on participant interaction and the conference's very structure and content are generated by participants themselves via active participation, the conference's whole atmosphere transforms and becomes energising, if not electrifying. Relationships between people deepen, communities expand, and some ideas blossom. Amazing things take place when such a conference recognises, permits, and encourages the fundamental need for human connection. Peer conferences provide a wealth of chances for individuals to connect, explore, and develop community in a meaningful manner that works for each person even if they are not expressly created to promote community building. The ensuing community is natural, reflecting the individuals' genuine desires and wants rather than anyone's preconceived notions.

MICE as a Complement to Tourism

It is claimed that a MICE tourist will spend at least twice as much money as a leisure visitor. Conventions and meetings provide a high return on investment for delegates and also have the added benefit of advancing international relations. Players have more than enough of a cause to become involved in the lucrative MICE industry. Also, it affects employment, which has a knock-on effect for the tourist industry and improves socioeconomic conditions in the neighbourhood. A top executive from a reput travel firm claims that the MICE industry in India is accidental. As compared to the often picked locations in the Americas, Europe, or Oceania, enormous savings are offered on offerings in India, which is the main reason this occurs. India is a good pick simply because it's exciting to explore a growing nation. Moreover, it is superior to Nepal, Afghanistan, and Pakistan. China is a rival in this area, he claims. The recession has had the greatest impact on MICE travel, which generates five to ten percent of all tour operator income. The majority of MICE excursions are provided to staff members and sales representatives by businesses in the fast-moving consumer goods, insurance, and entertainment industries. Businesses stopped funding MICE visits for their staff members and sales representatives, delaying the excursions by two to three months. Travel agencies reported that a small number of businesses, including insurance companies that provided this capability, had completely discontinued the incentive for their external sales personnel. The industry, however, is bullish about 2010 and anticipates a recovery of this valuable sector. The Indian government has acknowledged the growing significance of MICE and has announced many plans to expand the use of already-existing facilities in addition to building four brand-new, top-notch mega conference centers in New Delhi, Mumbai, Jaipur, and Goa. Yet, it is unclear when, how, and how effectively these initiatives will be carried out. Sujit Banerjee, secretary of the Ministry of Tourism, has supported the idea of establishing an international convention centre in Mumbai's Film City. He also highlighted the MoT's intention and readiness to support such ventures. Apart from that, the MoT has expanded the advantages under the Market Development Assistance plan to the active members of ICPB with regard to the bidding process for international conferences and conventions in an effort to further promote MICE tourism. More MICE business would come to the nation as a result of the plan. According

to this plan, associations would get financial assistance if their proposal was successful or if they placed second or third in the competition.

The Meetings, Incentives, Conventions and Exhibitions business is susceptible to a number of factors, including economic, political, and social climates, security and terrorist challenges, as well as health concerns, while being deemed profitable. Large-scale events or exhibits have a multiplier impact on tourism. An exhibition serves as a promotional tool and attracts consumers and dealers from both domestically and abroad. International buyers and sellers often go to Indonesia with their partners or other family members, who visit tourist spots and spend money on meals, souvenirs, and other expenses. When agreements are reached during an exhibition, domestic vendors, such as furniture or handicraft home industries, get orders and produce additional goods, creating jobs. The multiplication effect is thus quite powerful. The MICE sector has started to grow once again as a potential industry. With the rising demand for meetings, seminars, and exhibits from local private businesses, governmental agencies, as well as foreign parties, the industry has a strong potential for growth. The players and all relevant parties must be conscious of the necessity to constantly enhance services.

Global MICE Industry Development Trends

Since more than a century ago, the meeting, incentive, convention, and exhibition sector has existed in both Europe and America. It is a service industry that combines commerce, transportation, finance, and travel. The "Three Highs" in terms of growth potential, "Three Larges" in terms of output, "Three Larges" in terms of employment opportunities, and "Three Larges" in terms of industry associations, as well as "Three Advantages" over other industries in terms of human resources, technological know-how, and effective asset utilisation" are what define the MICE industry. The MICE business is now being developed by nations throughout the globe as a method of boosting local economic growth.

The Market for Conferences: Its Nature and Demand

With almost 200 nations competing for a piece of the lucrative international conferences and meetings market, the conference business is now truly global. Countries in Eastern Europe and the Asia/Pacific area, in particular, are increasingly gaining a larger market share.

Size Prediction of the Global Market

According to a number of estimates, the global MICE sector is estimated to be valued over \$30 billion annually. Certain nations substantially depend on the MICE business. For example, MICE accounts for 30% of Singapore's tourist earnings, while Malaysia particularly targets the MICE market with initiatives like the Meet and Experience campaign. At least 50 million visits are made each year exclusively for MICE.

Possibility of Growth

The MICE market is showing promising development potential, with China, India, and Russia poised to dominate. Brazil was the first of the so-called BRIC countries to make the International Congress and Conference Association top 10 for meetings held in that country in 2006. Meeting sites are often chosen by businesses based on their basic principles and cost. They stay close to their base of operations. The rewards market is a little bit more varied since companies are more likely to transfer employees to farther-flung, exotic locations. The market for incentives will grow in the next years as the value of motivating programmes as a tool for employee retention becomes more widely acknowledged. While it is anticipated that the MICE market would continue to

develop somewhat, this depends on the general state of the economy. More meetings and incentives will result from a confident market than a frightened one, which is likely to have the reverse impact.

MICE travel to India

The fastest-growing segment of the global tourism sector is India, a Hot MICE Destination for the new kind of business travel. It accommodates many kinds of corporate gatherings, international conferences and conventions, events, and exhibits, and it is gradually but surely catching the interest of every major hotelier. India is heavily involved in the industry and is a popular tourist destination. In the race to become the ultimate MICE destination, India is quickly gaining ground on hotspots like Hong Kong, Malaysia, and Dubai. The aim seems to be within reach thanks to the cutting-edge facilities and technology, friendly hospitality, and individualised services, as well as the abundance of scenic natural beauty and culturally rich history. The term "MICE tourism" has become popular in the global tourism industry and refers to a variety of enterprises. The yearly business meetings and conferences are made into a spectacular and exciting event for the delegates and attendees thanks to the MICE sector. MICE tourism finds itself to be unavoidable in all the situations, whether it be a meeting to bring people together from inside one business or from a wider spectrum, an international conference of 100 delegates, a product launch party, or an exhibition. India has a number of top-notch conference centres, which have helped to boost corporate travel there. The Ashok in New Delhi, the Hyderabad International Convention Center in Hyderabad, and the Le Meridien in Cochin are pioneers in Indian MICE tourism, hosting national and international level corporate meetings and conferences.

One of the tourist industry's fastest-growing sectors, MICE generates millions of dollars in income for cities and nations. Regarding the volume of meetings, conferences, and exhibits, Europe and the United States continue to be the two largest markets globally 5,283 registered events were held in 2005, up 479 from 2004, according to the International Congress and Convention Association. The meeting industry is dominated by the United States and Europe, as seen by the ICCA's worldwide rating, which has Vienna at the top, followed by Singapore and Barcelona at the second- and third-place spots, respectively. In the nations, the top three positions remained same from 2004: Spain, Germany, and the United States. By surpassing France, the United Kingdom has moved up to fourth position. It's important to note that Australia stayed in eighth position and that Switzerland, a newcomer to the world rankings, came in at number ten.

Europe's Developing Markets for Meetings and Incentive Travel

According to Mr. Ray Bloom, the chairman of IMEX, the expanding markets in Europe are mostly Eastern European nations like Russia, Bulgaria, Croatia, Latvia, Romania, and Poland, all of which have rising demand for incentive travel and meetings. In terms of Russia, the industry is expanding quickly and has a bright future, but it is a fact that 73% of all business meetings are still conducted outside the country due to the lack of facilities there.

Asia

According to data made public by Vietnam's General Statistical Office, of the 1.85 million international tourists who visited the country in the first half of 2006, as many as 278,000 did so in addition to attending seminars or conferences. It is a 26, 3% increase from the same time previous year. The Vietnam Meeting and Incentive Club, founded in 2002 and made up of airlines, travel agencies, and hotels around the nation, is working to improve the environment in an effort to attract more MICE travellers as MICE tourism grows.

MICE tourism in Vietnam may become a formidable rival against Singapore, which is considered as the largest MICE market in Southeast Asia, specialists from the World Tourism Organization stated during their recent visit to Vietnam. According to the International Congress and Convention Association, Vietnam is rapidly establishing itself as a secure location in the globe and a desirable location for international businesses. With the recent example of Amway China, which will send 10,000 people to Melbourne for its incentive and training conference, China is likewise establishing its foothold in the international sector. The biggest incentive group to ever go to Melbourne is this one.

Middle East

The United Arab Emirates region, where Dubai is leading the MICE industry with a number of upcoming events, is the rising market in the Middle East. On the other hand, in an attempt to increase MICE business in this area, Abu Dhabi is hosting the Gulf Incentive, Business Travel & Meetings Expo, a division of Reed Travel Exhibitions, for the first time. The auction of plots on 147,582 square metres of valuable land at Capital Center, also known as the 8 billion commercial and residential micro-city being developed around the renowned Abu Dhabi National Exhibition Center, was announced by the Abu Dhabi National Exhibitions Corporation. This unusual project will start to take form in Abu Dhabi starting in 2007.

The Chairman of the Abu Dhabi National Exhibitions Company, H.H. Sheikh Sultan Bin Tahnoon Al Nahyan, and a member of the Abu Dhabi Executive Council, stated: "Capital Center is one of the cornerstones of our strategy to strengthen Abu Dhabi's profile as a major destination in the Middle East for the MICE industry. It will act as a basis for future investments, industrial expansion, and business travel. A poll will be conducted in the fall of 2006, and the findings will be released during the GIBTM event, providing insightful information for the Middle Eastern MICE market.

There is a significant paucity of statistics for an area that is unmistakably showing fast expansion in capital infrastructure and levels of meeting activity, as Paul Kennedy MBE, Group Exhibitions Director RTE observes. All parties will have a greater understanding of the crucial business sector thanks to our study. The study is anticipated to define Abu Dhabi, the Gulf, and the larger Middle East area as a significant market within the international meetings business.

S. Africa

Cape Town is expected to be the key to South Africa's MICE future, making South Africa another potential market. Although Cape Town now occupies position 36 on the global ranking list of congress sites, the city is currently ranked eighth for the ten years of planned international congresses. According to CTICC Managing Director Dirk Elzinga, the CTICC is one of the Southern Hemisphere's top performing convention centres. One out of every four international meetings held on the African continent was held in the Mother City, according to Elzinga. "More than half of all foreign meetings taking place in South Africa last year picked Cape Town as their meeting venue," he said. The CTICC runs at full capacity for many weeks in a row for the first time in 2006, according to the report. There are practically one international conference taking place every week, and average attendance rose from 400 in 2004 to over 600 last year.

Future Developments in the Meetings Industry

Meetings Professional International predicts that in 2006, there will be a rise in the overall number of meetings scheduled, proposal activity, attendance per meeting/event, and expenditures per

meeting/event. Client-side planners also anticipate getting a bigger cut of their companies' expenditures in 2006 than they did in 2005. Nonetheless, owing to worries about the broader economy, the increasing cost of fuel, and the expense of travel, respondents continue to be circumspect. With the majority of client-side meeting planners reporting that meetings are vital inside their businesses, they are increasingly recognised as a tool for advancing corporate goals and success. It is not anticipated that the increase in foreign conference travel anticipated for 2005 would persist into 2006. Workload was the primary internal factor affecting the meetings function globally and across all industries in 2006. External variables like increasing oil prices have an impact on how well meetings run.

Technology and virtual meetings in the MICE sector

Several businesses are using E-conferences as a way to save money and time in a world where terrorism warnings and economic trends are common knowledge. In order to save money on travel expenditures, small and medium-sized businesses in the US and Europe are employing teleseminars and virtual meetings increasingly often. Executives in business are increasingly using virtual meetings to remain current on trends and to absorb new information. Yet, as virtual meetings are still a relatively new phenomenon, there are no meaningful statistical statistics. On the other hand, technology is crucial to the MICE industry, not as a substitute for the in-person meeting experience but rather as a tool for meeting and event organisers, exhibitors, and planners. In order to assist buyers or meeting planners perform their jobs more effectively, new technological solutions are being introduced at MICE shows all over the globe. According to the Melbourne's Meetings and Convention Bureau in Australia, technology makes sure that incentive groups get the "Wow" factor in entertainment and outstanding events.

Climate Change Awareness in the MICE Industry Carbon emissions and climate change in particular are top priorities for the MICE industry. The Association of Corporate Travel Executives, one of the several groups in the US, is attempting to influence the sector to adopt a "greener" strategy. The business is undoubtedly moving in the direction of a greener strategy at the moment, as groups collaborate and support convention centers, hotels, and airlines that use eco-friendly procedures. According to surveys, businesses that embrace "green" policies may really save money by using strategies that can significantly save expenses and contribute to a reduction in carbon emissions.

CHAPTER 13

CONVENTION AND CONFERENCE CENTERS' ECONOMIC EFFECTS

¹Dr Xavier V.K, ²Babitha B.S.

¹ Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Assistant Professor, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.

Email Id: - ¹ xavier_vk@cms.ac.in, ² babitha@cms.ac.in.

Conventions' function in stabilizing institutional socio-economic interaction hasn't gotten much consideration up to this point. The dynamics of convention assume sufficient personal rationalism in the face of constrained alternatives and unanticipated outcomes. The accumulation and progressive accretion of precedent are both included in the evolutionary process of convention building. Due to its intrinsic stability over a lengthy time period and its capacity to regulate all social and economic activities, convention or equilibrium in anticipated social and economic behaviour becomes relevance. Economic development for their local communities is the main goal of members of the National Council for Urban Economic Development. Nowadays, the construction or extension of a meeting facility is being explored in many communities throughout North America as a way to fulfil the objective of economic growth. Five fundamental ideas should be kept in mind when towns think about how convention or conference facilities fit into their strategies for economic development: Like any other leveraged investment, public investing is made for economic benefits. Moreover, negative leverage is a possibility. Economic effects may not even be zero. Conventions and conferences don't only happen in cities with meeting spaces. Convention and conference facilities aren't built to make money; contrary to common belief. How well you run a facility on a daily basis greatly influences the level of economic impact you can generate. Some groups need to quit feeling bad about having hidden goals. It's OK to want a public building. What happens if you create it but they don't show up? For starters, the neighbourhood must continue to pay its debts for the next 15 to 25 years. You very well might have detrimental economic effects. Several municipalities have made the error of engaging an architect before they know what sort of facility they really need, working from the premise that a conference or convention centre would be beneficial for their community. You should do market research before you begin designing. You must anticipate the demands of your facility's future users and plan accordingly.

New Resources

The second-class facilities are those that are being built from scratch in places where there was never a meeting space before. Modern facilities are often smaller and should be considered conference centres. New construction is more challenging since the neighbourhood must make an educated bet as to whether it will ever be a destination attraction. How long will the delegates stay? Is a further question that requires a specific response before you can begin to estimate the economic

effect of your new meeting venue? There is a need for individuals to gather together for seminars, product demos, sales pitches, training sessions, celebrations, and weddings in almost every town. While these users will pay to hire meeting spaces for a few hours, they do not make a significant contribution to overnight visitor ship. The majority of the economic benefit from convention and meeting facilities is produced by overnight visitors. The only thing that has the ability to really boost local economic development is money that is imported from outside of the surrounding area. One-day gatherings seldom bring attendees from faraway places, and even when they do, it is unlikely that they will spend a lot of money in your neighbourhood.

The Finest Facility Is Insufficient

Even the nicest meeting space won't entice meeting groups to visit you. There must also be a number of other components in your community. Hotels are very important; they must be of sui quality and not just motels. Not only the total number of rooms, but also a significant number that may be reserved for a single group months or years in advance, must be present. These must be conveniently adjacent to the meeting spaces, transit hubs, and airports.

In the majority of places, overnight hotel business is mostly driven by air passengers. On the other hand, the day-use market for quick meetings is often made up of drive-in traffic. A significant conference site needs easy air access, with more lift available for bigger buildings. To generate interest in your neighbourhood as a destination, other attractions are also required in addition to the meeting spaces. In general, the city itself is the draw for more affluent gathering groups. Cities with urbane cultures, including San Francisco and New Orleans, are well renowned for being wonderful destinations for consenting adults. Commercial attractions may draw in other groups. Disney theme parks have been a huge magnet for conventions in Orlando and Anaheim. Attractions like golf courses and other leisure amenities are becoming increasingly crucial as meeting groups grow more resort-focused. Any meeting planner would agree that cost is an important consideration, but it is not always the case that the location with the lowest costs will also be the most desirable. Every organisation evaluates the trade-off between price and prospective income. As previously said, organisations have recognised that the trade show portion of their big events offers them the best opportunity for cash. The anticipated number of delegates attending the conference ultimately determines the demand for rental space in the exhibit hall.

In spite of somewhat greater expenditures, the organisation will generate more income in those places that are popular with delegates as exciting vacation spots. For instance, San Francisco is a relatively expensive location in North America, yet every time a group meets there, attendance is at an all-time high. Exhibitors in the relevant sectors are aware of this and are prepared to invest a lot to participate in these ephemeral markets. The findings of the Metro survey provide a more striking example of why the conference space by itself is insufficient to attract the company. From the beginning of the 1980s, ERA has been conducting a syndicated survey of several thousand meeting planners in North America called Metro poll. Meeting executives were asked to rank the significance of several factors when choosing the location for their next conference.

For each meeting planner, a possible location will be first screened to see if the basic minimum convention amenities are available in the appropriate ratios to accommodate their event. The assessment is based on the elements in the provided order of significance after that fundamental threshold has been reached. The top factor is the cost of food and housing, which 78% of meeting planners rank as being extremely significant when choosing a venue. The relevance of travel expenses and connections is closely followed. The inventory of hotel rooms, which is based on the

number of rooms that may be reserved for convention business rather than merely the overall number of hotel rooms in the vicinity, is also crucial. Conference organisers also want a huge block in a select number of hotels, with at least one of those hotels being sufficiently substantial to act as the event's headquarters. The characteristics of the city are then taken into consideration when about 50% of respondents rated this element as extremely significant. ERA has noted a trend of increased worry regarding security and crime rates in site selection, although overall friendliness and attractiveness of the place is equally relevant. The first time the conference center's attractiveness is taken into account is at 32%.

It is obvious from the results that the facility by itself won't draw enough visitors to your neighbourhood. To implement this economic growth approach, your tourist infrastructure must be complete.

Meeting spaces incur losses

It is difficult to be definitive since there are almost always real-world exceptions to every rule; yet, even in the few instances when earnings in meeting facilities cover operational expenses, they never cover debt payment. For instance, the Moscone Center in San Francisco generates around \$10 million in income each year. On the other hand, operating costs now total over \$13 million annually. Thus, there is an annual "planned deficit" of around \$3 million. Moreover, the debt payment for this year will be close to \$20 million, resulting in a structured agreement that is intended to cost the City of San Francisco \$23 million annually. A convention or conference centre makes money by renting out hotel rooms. At an integrated private conference facility, there may be an internal subsidy taking place between the meeting spaces and the overnight rooms, which may not be visible. In a neighbourhood with hotels and other tourism-dependent enterprises, a more complex method of subsidisation must be developed for a large-scale public convention centre. The "bed tax," "transient occupancy tax," or simply the "hotel tax" is a levy on hotel rooms that is often used to achieve this.

But, the local government must continue to function as a whole in order to exist over the long term, regardless of how noble the objectives. The loss from the convention centre must be offset by using some other kind of public funding. An informed hotel industry is prepared to accept this tax increase since they benefit greatly from the additional business seen in the economic effect column to the right of the figure. The bottom line earnings for hotel properties are disproportionately impacted by this incremental hotel business, which is also often the extra cash that comes in after fixed expenditures have been paid.

Operational Guidelines Have an Effect

When delegates and exhibitors are drawn in from outside the area and bring money with them to spend while staying for many days in your city, the economic effect on the community is maximised. The initial spending is then multiplied as it passes through companies that provide goods and services to the directly impacted hotels and convention service providers, and from there as it passes through the hands of employees into the supermarkets, gas stations, and other businesses that serve the general public in your neighbourhood. Nowadays, the majority of big cities are aware of this trade-off, but during the last several decades, the sector has changed. Another aspect of operations is the distinctive seasonality in hotel occupancy that varies by region. The goal of luring conference groups is to fill hotel rooms during quiet times, not to replace the more expensive, autonomous, and free visitors and business travellers. These seasonal imperatives should be reflected in booking priority, price, and promotion.

Public Squares

Contrary to the majority of this presentation, it is important to point out that towns don't always establish public assembly facilities because of economic consequences. Notwithstanding the objectives of CUED, communities have other objectives than economic development. Civic auditoriums and community meeting halls may serve legitimate public functions, and as there is a need for day-use gatherings in every town, even heavily-subsidized civic buildings have the ability to generate some income by renting out space for meetings.

Expanding Existing Facilities

The division of the decision-making process into two categories of facilities is helpful. The first category consists of facilities that need to be expanded. These are mostly conference centres in North America since every viable location for a convention already has some kind of facility in place. The 1970s saw a surge in the building of these massive centres, but the 1980s saw further expansion of the convention and trade show industries. Associations that sponsored significant meetings-intensive events realised that a trade show component may generate revenue for the organisation and support the meeting portions of their events. Thus, the need for more show space has increased even more quickly than the number of meeting groups? Trade show/exhibit organisations discovered that educational reasons for their sectors had to be met around the same time, and what had previously been pure display events incorporated meeting components to their events. It's important to be clear about the goals of your community when considering expansions. Are you attempting to expand into new markets or prevent your current clientele from outgrowing you?

In any case, it's important to consult with real users and design facility extensions around their requirements. You need to understand if an existing client's trade show or display function is outgrowing your current facilities or whether they have additional demands if you want to maintain them as they expand. Other requirements can include a greater number of extra break-out rooms or bigger break-out rooms to accommodate larger meeting groups. Groups are also in great demand for flexible ballrooms, and others are searching for specialised spaces like fixed-seat theatres of certain sizes. Flexibility is a crucial idea for expansion facilities. One aspect of flexibility is the capacity for individual areas to be converted into smaller ones or even to function as a swing space that may be used as an exhibit hall for one group and a conference room for another. Creating facilities that can support many user groups at once is another facet of flexibility. For instance, the facility needs more than one "front entrance". Every group wants to be given the impression that their gathering is the only one in the area. Simultaneous usage of the facility might potentially produce higher economic effect. When a single huge conference or trade fair event occurs, there is a boom of four or five days of activity, followed by four or five days of move-in and move-out, when there are no hotel guests, few diners, few transit options, etc.

Schedules often organically interleave in a space that can hold more than one group at once, such that one group is in the midst of a meeting while another is coming in or going out. This more uniform distribution of delegates around your town has a longer-lasting, more equal economic effect, which is more favourable for the development of visitor-serving companies close to the conference venues.

Convention Management Procedure

Site choice

The process of choosing a venue is crucial to the success of a conference. All of the participants' efforts would be for nothing if the place was poorly chosen. Any building used to host a conference, convention, or exhibition will be referred to as the host property. The process of choosing the venue is a crucial component of the operations carried out by the sponsoring organisation. No matter what kind of conference, convention, or exhibition it is, the venue plays a key role in whether the event is a success or a disaster. The two most crucial aspects in the site selection process are cost and convenience. The planner must first take into account the aims and objectives that have been defined for the conference, convention, or exhibition before starting the venue selection process. They create a meeting strategy or format based on these aims and objectives. The meeting planner or exposition manager will be able to ascertain the physical needs for the meeting, convention, or exposition by developing a group prospectus as the following stage. The significance of prospectuses will be covered in the next unit. The prospectus serves as a clear, succinct document that provides a proposal of the precise needs for the conference or convention as well as a detailed history of the sponsoring organisation and participants.

A host property's function

The facilities and services required to aid in the execution of meetings, conferences, and expositions are the responsibility of the host property. In the past, when people considered the host facility's function, they just considered the rooms and meals. Nowadays, the host site is considerably more deeply integrated into the meeting's overall preparation and operation. The planning of hospitality programmes, theme parties, athletic events, and the training of new meeting planners are a few examples of how this engagement could take place. In the next unit, we would discuss the conventions' planning phase. The majority of the larger conference hotels even go so far as to provide meeting planner training workshops.

Convention Facilities

Comparatively speaking to any other venue for conducting a conference, convention halls have their unique significance. Most illustrious businesses choose to have their conferences in locations that reflect their stature. Convention centres are also more beneficial than regular halls. Convention halls can often hold more people at once than the biggest conference room in the majority of hotels. The number of attendees during a gathering in a convention centre may number in the thousands. Due to the significant expenses associated with building convention centres, they are often sponsored by public money with the excuse that doing so increases the demand for local employment by allowing for the accommodation of additional conventioners. But, a center's demand for full-time staff is not as great as it would seem. Although if most of the workers engaged for a convention are only hired on a part-time basis, certain permanent management and maintenance staff are required. But, in a nation like ours, even part-time employment may also contribute to the general growth of that location.

Location of the Convention Center

The placement of the convention centre is the first step in managing and organising a convention. That will be the first thing a prospective customer will see. The location of the convention centre, especially if it was constructed for international commerce, is perhaps the most crucial element in determining its success. It should be situated close to international airports that link prospective delegate-producing regions throughout the globe. Arriving delegates do not like to have to wait at

an airport for a domestic aircraft to continue their trip to the conference site after an international flight, especially one that lasts many hours.

When selecting a conference centre, there are five factors to take into account: The size of the site is crucial since it takes anything from a half to a full city block to accommodate the main structure, potential support buildings, delivery and service facilities, parking, and entrances. For domestic delegates, the location should be convenient and close to high-quality lodging and important inter-city transit hubs. Regional commercial malls or significant shopping and entertainment districts should be nearby, which is why downtown convention halls are prevalent. Again, a large number of domestic delegates will drive there, and foreign delegates as well as domestic air arrivals often hire vehicles at the airport, thus enough parking is required inside the centre or nearby. It's crucial to be close to recreational amenities and beautiful surroundings.

Different Centers

Convention centres come in many different varieties. One of them is the Executive Center, which was created to cater to the unique needs of senior corporate executives. These venues provide high-tech audiovisual equipment and comparable conference aids that are managed by very qualified convention planners. The non-profit centre is a third kind; it's often located on a university campus and focuses on continuing education for adults, not only those in the workplace. Only visitors may be able to stay in dormitories at this kind of institution. This category includes all university conference and convention centres. The resort conference centre, which places a greater focus on recreation than is typical of the other three categories, is the last category. During the off-peak period for conferences, resort centres often make an effort to attract transitory visitors. In addition to meeting the needs of business travellers, these facilities could also include leisure elements. Tennis courts, a pool, and maybe an indoor gaming room are examples of recreational amenities.

Conditions at the Center

Convention centres must create the ideal atmosphere for their market, which is one that encourages seriousness and learning. They will need to avoid any distractions that nightlife, neighbouring shopping, and other attractions could bring in addition to whatever recreational amenities they may have. As a result, they are often situated in secluded, rural areas that are sufficiently far from the company's headquarters for participants to be reluctant to return there to catch up on work. Due to their distant locations, reliable, efficient transit routes are needed, as well as maybe transportation services to local airports. There are several organisations that are regarded as meeting and convention customers. These organisations range from businesses to associations to religious organisations. For a variety of reasons related to the unique objective of their organisation, they sponsor gatherings. We will also look at the organisations that sponsor meetings, conventions, and expositions, their motivations and goals, as well as the particular kinds of gatherings, conventions, and expositions that are sponsored, in this unit.

Convention Facilities

The trade show could hold 200 to 300 displays, and historically, these facilities were built to accommodate convention gathering groups of up to several thousand people. A convention center's function area may be extremely adap thanks to air partitions that can be used to create additional break-out rooms, or smaller meeting rooms, for smaller groups. Concerts are held in the facilities, which also serve as entertainment venues. This venue may also be the only one in many cities that can host banquets for 1,000 or more guests. Convention centers are distinctive as a location for meetings in the following ways: While they don't have guest rooms, they are next to or linked to a

major hotel. These are often only practical at major conferences. Bookings for conference space are made via the sales team of the convention centre or the regional convention bureau. For particularly big gatherings, convention centre space may be secured up to ten years in advance; guest room blocks will be arranged at multiple neighboring hotels.

Campuses offer a more recent and less expensive option, particularly for organisations who meet in the summer, but meeting space is becoming scarcer as institutions step up their marketing efforts. Due to this, repeat clients are now required to reserve space earlier.

Campuses provide the following distinctive qualities as a place for meetings: During the summer, there is a lot of meeting space, sleeping space, and function space accessible. When demand is strong, they might provide cheaper group prices than hotels. We'll go through the site selection criteria and business practises in further depth for each of these meeting facility locations.

Meeting Planner Types

In general, meeting planners have more professional training now than they had in the past. As was previously indicated, meeting planners of various stripes may now join a variety of organisations. These organisations provide its members with training sessions, which often take place during the conference.

Association Schedulers

Most association meeting organisers work full-time jobs and schedule three to five meetings each year. Planner is the position they have, and their main duty is to plan the association's annual conference. The association's primary source of revenue comes from this conference, which often attracts more than 400 attendees over the course of three to four days. Trade, professional or scientific, educational, veterans'/military, and technical organisations are some examples of association types. Any of these smaller organisations may not have a full-time planner. Like businesses, the association would contract out this job. The needs of many organisations' meetings and conventions are often managed by businesses referred to as association management firms. Meetings of the association board, which are typically conducted quarterly, may also be needed for planning. For hotels and convention centers, the association meeting sector constitutes the greatest source of group business income.

Business Organizers

Corporate meeting planners often only carry out such responsibilities once or twice a year, therefore their full-time role may be in marketing, sales, management, training, or operations. Some companies abolish this function entirely and employ meeting planners just as required when they reduce the number and kinds of meetings they have. Regrettably, this often occurs when the economy is weak. It's also noteworthy to note that many planning experts who launch a business with one of the aforementioned titles have experience working in the sales and services divisions of hotels. Planners who have experience on the seller or supplier side may successfully negotiate on their client's behalf. Nonetheless, a lot of businesses have enough meetings to justify having a staff dedicated to arranging meetings. This division may also be in charge of making all the travel arrangements for the company's individual business travellers. In this instance, it's possible that the only planners for that company are the travel agents who depend on the hotel group sales teams to handle the logistics of the meetings. The insurance sector employs the greatest number of full-time corporate meeting planners. Agents are obliged to attend a range of meetings held by

insurance firms of all stripes. This also organises incentive trip packages that reward insurance salespeople for their amount of sales.

These programmes only employ the most opulent full-service resorts and locations. Planners in this market may work directly for an insurance provider or for a provider of incentive travel. However keep in mind that, in contrast to organisations, companies do not advertise meetings to parties other than their own staff or investors.

Chari Organizations

The term SMERF, which stands for social, military, educational, religious, and fraternal, is used to refer to a variety of organisations. Executive director is a term often used by those who organise meetings in this category. Cost is the problem that affects all SMERF organisations. Like organisations, many conference participants pay for their own expenses. Their yearly gatherings or conferences often draw between 500 and 800 people.

CHAPTER 14

UNION AND GOVERNMENT PLANNER

¹Dr Hemanth Kumar.S, ²Anila Bajpai,

¹ Assistant Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Program Manager, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹dr.hemanth_kumar@cms.ac.in, ² anilabajpai@cms.ac.in

Governmental organisations and labour unions are the last sorts of planners we shall examine; they are comparable to SMERFs in terms of addressing cost problems and the planner's position. The following primary issues are what often sets them apart: The majority of government workers only get reimbursement for per diem-allowed travel and food costs linked to meetings. The federal government has established a defined allowance for every city. In general, in order to be successful in getting the business, hotels or other meeting venues must be able to satisfy these standards. Yet it is just the beginning. We'll learn more about good service later on in the book to make sure the group is happy and, ideally, returns again. A trade fair or expo offers a significant source of income from exhibitors and highlights products that members may find interesting while attending a conference. For every organisation executive, organising and running a lucrative trade show is a huge task. Sui for associations and other sorts of planners, the planning overview. In terms of lead time, it's crucial that facilities keep careful tabs on groups to make sure they don't use up all the available hold space. Associations must maintain constant communication with the convention services manager since they are often keen to boost exhibitors.

Convention and visitors bureaus may be useful to organisations and association planners. How attrition has affected the meetings sector. Most association planners are focused on this problem, thus CVBs have just started to provide much-needed support. The following is what Ruth Hill, the author of "Association Meetings—CVBs Provide Value for Attendance Building," said about how CVBs improved their offerings to convention organisations, ranging from marketing to convention services, in her article published in Meetings West in August 2004.

Site choice

Corporate planners are often polled, much like associations, and asked to rank the important variables that affect location choices. Depending on the primary objective of the conference, several types of locations are often used. As was recently said, senior management and board-level gatherings often call for resort-level facilities. On the other hand, a hotel near an airport might provide a very affordable, unbroken atmosphere for training sessions. Equally crucial is the size of the hotel: business groups of 100 rooms want to avoid huge conference hotels since they don't enjoy that "small fish in a vast pond" sensation. Trade journals often conduct surveys of meeting organisers.

Lead Periods

All corporate meetings often have a far shorter lead time than associations. The lead period for sales meetings is typically 8 to 12 months. Keep in mind that business meetings are only conducted when necessary and do not occur on a regular schedule. Most businesses will scale down or even cancel meetings during an economic downturn or a time of slow development. On the other hand, a conference that had been postponed can get the "green light" when the economy starts to improve, leading to a very short lead time. Several sorts of meetings, like sales meetings, are still conducted even during periods of modest development, but once more, with a very short lead time.

Even with the limited lead time, the business planner has to be more cost-conscious in these situations. In what is known as a "buyer's economy," the facility often has to reevaluate its yield management plan. The lead time concept can only be properly used when there is a "seller's economy".

Companies demand their workers to attend in order to get payment. As a result, the company pays for all lodging, meeting space, and group dining expenses. Incidental costs, such as those for room service, a gym membership, or a gift shop, are often covered by the employee. These fees will appear on an additional incidental hotel bill.

Even if these estimates are based on partial rather than entirely thorough surveys, it is nevertheless feasible to calculate the size of the conference business. They highlight a sector that is active and expanding in both developed and developing nations worldwide. Corporate entities, associations, government/public sector groups, and conference entrepreneurs make up the purchasing side of the conference business. The conferences, meetings, and other events that corporate organisations schedule range greatly. Several diverse job titles are held by the staff engaged in planning these events, but only a small number of them are full-time event planners. To be competitive, venues need to continually invest in their physical assets. They must also adopt a customer focus in their sales and marketing strategies and in their service delivery, while aiming to maximise return on investment through their approach to, inter alia, yield management and client negotiations.

Event Marketing

Marketing should integrate all of the management decisions so that they focus on the goals and objectives of the event as well as those of the sponsoring organisation itself. This integration may take many forms. It may be a subtle campaign to convince corporate shareholders or association leaders of the importance of their attendance and their personal vote on an issue. It may be employed to conduct research to assist in the event's site selection process. Marketing can play a vital role in the "search and discover" effort to identify new markets in which to promote an event. And, of course, it should include the other classic elements of marketing, such as advertising, telemarketing, and promotional campaigns, to bring all of the event goals to life. Event marketing, according to Advertising Age, is now an intrinsic part of any marketing plan. Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services. These events may be private, such as the launch of a new automobile before dealers or the public, as in Microsoft's Windows 95 programme. Retailers have historically used events to drive sales, and now other types of businesses are realising that face-to-face events are an effective way to satisfy sales goals. The appearance of soap opera stars at a shopping centre is an example of many types of promotions used to attract customers to promote sales.

In other words, the enlightened event professional will incorporate marketing at the outset of the planning process so that all goals, objectives, and strategies will be considered and amplified with marketing implications in mind. As you read this text, you will see how integrated marketing forms the glue that binds together the mission, functional implementation, final evaluation, and planning for future events. And you will learn the elements of an integrated marketing campaign. Event products generally include a combination of goods and services, and so provide a challenge for those involved in event marketing. Some industries market products without a service component, for example, soft drinks where the focus would be on the product. In marketing computer equipment, however, there would be goods and services aspects of the product that might include hardware and backup service. On the other hand, when marketing something purely intangible, such as “Come for the atmosphere” or “Do you just want to have fun?” there is a large service component. In some respects it is far more difficult to market something that the customer cannot take home or physically consume.

The fired feature of services marketing that makes it challenging, then, is its intangibility. Another feature of service marketing is that there is a higher degree of variability in the service provided, as well as in the response to the service provided. The service and the service provider are also distinguished by their inseparability. In other words, as an event organiser, you are very reliant on your staff, performers, and athletes to meet the needs of the audience. There is one final important consideration for the event marketer. A restaurant in a good location rely on a level of passing crowd. So, too, can a general store. This is not the case with an event, as the decision to attend or not attend is generally made shortly before the event and is irrevocable if a customer decides not to attend; revenue to the event organiser is completely lost. This is not the case for the restaurant owner or shopkeeper, who may see the customer at a later date. An event, whether it is a one-time or an annual event, is highly perishable. Unsold tickets cannot be put out on a rack at a reduced price!

Process of Event Marketing

Ultimately the aims are to enhance the profile of the event. To needs of the event audience, and in most cases, to Generate revenue. Some festivals are fully funded by government bodies, and although they are not expected to raise revenue, they aim to attract a high level of attendance or interest as a minimum expectation.

Establish the Features of the Product

Each event offers a range of potential benefits to the event audience. Many marketing experts are unable to see past the main motivating factor for the event, which may be the opportunity to watch a professional tennis match. There may, however, be some members of the audience who have little interest in tennis but who are motivated by some of the other features of the product, such as the opportunity to see and be seen. Generally, people attending an event see the product as a package of benefits. Convenience and good weather, for example, could be benefits associated with an event product. When marketing an event, therefore, alignment between the product benefits and the needs of the audience is necessary to guide the design of the event and the promotional effort. Pregame and halftime entertainment are good examples of adding value to the main benefit offered by a sporting event product. Marketing is perhaps one of the most overused and least understood terms in many management situations, including event management. The most important concern is that everyone involved needs to be quite clear that marketing is an approach not just a concept. It must be a method of operation pervading the whole organisation, not just a token statement of intent or a stated concern over promotion. The whole project

management process must be dominated by the desire to market the event to all necessary parties, not just spectators and participants, but sponsors, media, VIPs, staff, advertisers and the public.

There are several ways to define marketing:

Producing, distributing, and selling products and services are all parts of the marketing process. The coordinated effort required to identify, establish, pique, and fulfil client wants while making a profit is marketing. Identification, anticipation, and satisfaction of consumer needs are the functions of marketing, a managerial activity that contributes to profitability. It is the whole company viewed from the point of view of its eventual consequence, that is, from the perspective of the consumer. Marketing is so fundamental that it cannot be regarded a distinct activity. In Peter Drucker's *Marketing Myself*, Lyndsey Taylor's acronym encapsulates the essential traits and concepts that true marketing should convey: There aren't many definitions of event marketing, but those that highlight the people and the process will be *sui generis*. Personally, I favour something like Philip Kotler's. According to the marketing idea, identifying the requirements and desires of target markets—defined as the group of existing and future product buyers—and providing the needed satisfactions more effectively and efficiently than rivals are the keys to attaining organisational objectives.

's Michael Hall

The element of event management that can stay in contact with attendees and participants, understand their wants and motivations, create goods to suit those requirements, and create a communication plan that articulates the event's goals the consumer is everything, according to the core idea. From inception to completion, everything must be done with the client in mind. While marketing has always been used to sell items, service businesses have lately begun to acknowledge its value as a tool. With event management, we do create a product, but the key is in the process; even the finished item is less about physical things than it is about emotions and experiences.

Events are separate from industrial goods, much like services. These are a few of their distinctive qualities: **Consumers experience the advantages and delight of an event, but they are unable to touch it.** **Perishability** The enjoyment is fleeting; it is uncommon to find enduring reminders of the occasion. **Consistency:** Consumers link one event to the next because of the organising company's well-known reputation for excellence. **Consistency:** Consumers want consistency, thus it's critical to provide. **Absence of Ownership:** While many people momentarily enjoy events, they do not belong to anybody. Customers for events will be highly particular about how they are treated and what amenities and services are provided; they won't be satisfied to see an exhibition of art or a sports event in subpar surroundings. The amount and quality of amenities and services offered to attendees have recently had to be drastically improved by many producers of huge spectacles. Older theatres and sports stadiums can no longer meet the needs of their patrons, who now have far higher standards. The distinction between the service sector and industrial businesses is made by this feature, customer care. Also, it is crucial to the course of events. All event planners must continuously strive for true excellence in this area.

Caring for clients

In today's corporate world, customer care is a hot topic, especially in service sectors like the hotel industry. It is a significant and important aspect of event management. Every event attendee must be given careful attention. If they love the event, they could return themselves and perhaps refer their friends to the program's next phase or a subsequent event organised by the same organisation. Customer service must start as soon as a client arrives at the event or departs on their journey there. All of the facilities—directions, parking lot, welcome spaces, building, and grounds—must be of

the greatest calibre and prepared for the client's arrival and usage. The greatest way to provide excellent customer service is to put yourself in the client's position and see the situation from their perspective. What is it that you need or desire? The consumer will need something if you do.

From the top management to the parking valet, everyone participating in the organisational body must be viewed as caring about customer service. Everyone involved in the event must think that servicing the consumer would be fruitless without them. At a football tournament, some of the organising team's members could be serving the players, while other members might be attending guests, officials, VIPs, or sponsors. Each division will have its own distinct clientele, but it is equally crucial for all teams to establish a favourable reputation with each other's clients. For their particular clients and ultimately for everyone who comes to the event, they must make every effort. The mentality must be: Because we are all in the business of maximising our clients' happiness, let's do all we can to prevent anything from upsetting them or ruining their enjoyment of the event. We need to make an effort to go above and beyond for our consumers.

Customer service starts with the absolute fundamentals, such as dressing neatly and professionally, donning the event's uniform or badge, being very clear about who you are and what you are there to accomplish, and picking up a few basic foreign language phrases to help your customers feel more at home at the event. Some guests could be coming to your nation or area for the first time. Keep in mind that the consumer is king. Treat the king with respect. Despite the fact that events are about people and services, their marketing does share many characteristics with other commercial scenarios. The technique of grouping your clients for analysis is known as market segmentation. A certain style of country and western music may be preferred by some organisations. Some people may love line dancing. Others could come simply to experience the energy and ambiance. It is vitally necessary to study the diverse motives of the event audience and to construct a profile for each of these categories.

Planning to Address Audience Requirements

When you've determined your consumer segments, you must make sure that all of their wants are addressed. In the case of the Fan Fair, there can be an older generation of music lovers searching for a certain kind of entertainment as well as a younger group that has to be amused as well in order to benefit from the event. Another illustration is the large audience that would attend a "Symphony beneath the Stars" event. Yet, a lot of people would come for the atmosphere, and other people would just come for the finale pyrotechnics. The demands of any of these client categories cannot be disregarded. All audiences need facilities and food, however certain event audiences may or may not place a strong importance on food and drink. The event's excitement is essential to some people, while the music stands out for others, while some place more value on the cuisine.

Examine how consumers make decisions.

Analyzing the customer's decision-making process comes next. Information from this research will be extremely helpful in directing promotional activities.

Competition from other sources of entertainment for a person's discretionary spending would need to be taken into account. In order to comprehend aspects that could affect discretionary expenditure on tickets, as well as perhaps on travel and lodgings, it would also be necessary to scan the economic situation.

Motivation

The market segmentation previously covered customer motivation. Customers may react favourably to certain features of an event and unfavourably to others, such as travel time, crowd density, and the possibility of inclement weather. Decision makers, followers, influencers, and buyers are different categories of customers. The choice to spend money on an event is sometimes impacted by others, even if most of the time the individual who chooses to go is the one who makes the purchase. For instance, an adolescent would put pressure on his or her parents to make the purchase on his or her behalf if the kid wanted to attend a concert. In this situation, it would be necessary to satisfy the demands of both the parents and the adolescent. Although teens often dissuade their parents from attending concerts, advertising efforts dissuade parents from believing that the event is a "safe" place. The attendees of an event are called the followers. Each of these—the influencer, the decision-maker, the follower, and the buyer—would typically have varying expectations for the event and would assess it in various ways.

Timing

The budget for promotions is affected by this, making it the most crucial factor in customer decision-making. When does the customer decide whether or not to attend is the problem? You must launch all marketing initiatives if the choice is made two months prior to the event. The timing of the choice will have a significant impact on how and when advertising and promotion dollars will be spent if it is made, on the other hand, the week or day before the event.

Attendance or Purchase

The desire to attend must then be converted into an action to buy. Some customers may not make the effort if they believe it would be difficult to secure decent tickets. In reality, there are no advance ticket sales for several events. Due to this constraint, the choice to attend is seen as spontaneous and is often made the day of the event. Obviously, selling tickets in advance results in improved planning opportunities and a significant increase in cash flow.

Create the ticket price and programme.

While the sale and distribution of tickets have already been briefly discussed, it is now important to take into account the possibility that tourist travel to a place may be connected to event participation. If so, talks with a tour distributor would be necessary, which would cause the planning period to be extended. Before to the event, the plans would need to be completed, the cost would need to be calculated, brochures would need to be produced, and promotion would need to be done. Airfare and lodging may also be included in this package trip.

Publicize the Event

After choosing the ideal time to advertise the event, the following concern is how to do it.

Differentiation

Organizers must illustrate the distinction between an events, whether it is a concert, festival, street fair, or charity fun run, from other comparable leisure possibilities. The customer must understand what makes this event unique.

Efficient Communication Packaging

The statements sent to publicise an event are crucial. Often, there isn't enough advertising space to persuade every market to come. As a result, the use of text and graphics demands a lot of creativity. It is advised to use these consumer communication messages if there is time and money

available. Brochures, posters, banners, Internet ads, new radio and television ads, press releases, to mention a few kinds of marketing tools, are only a few examples of the numerous forms of promotion. The usage of balloons and crowd-pleasers, which are human balloons with waving arms, is one example of an eye-catching advertising strategy.

Analyze your marketing efforts.

All promotional initiatives need to have their effectiveness closely checked. With a yearly Customer reactions to different forms of promotions, for instance, may direct promotional activities in subsequent years. By asking questions like "Where did you hear about the event?" and "When did you decide to attend this event," evaluation has to be done methodically. Before, during, and after an event are the three times during which research may be carried out. The research may be quantitative or qualitative, including case studies and focus groups. In the second scenario, data about patron spending during the event are produced by the study.

Marketing Instruments and Equipment

Many factors, some controlled and others not, may have an impact on marketing, so event planners need to be aware of them. Location Think about the location's appeal and accessibility as well as external elements like traffic and landscape.

Social Elements People's opinions of what is proper will be influenced by their friends' and coworkers' attitudes.

Cultural factors various events will be seen differently by various social groups, depending on their ethnic background, socioeconomic status, and geographic location.

Fashion Some project kinds will be popular and draw large crowds at certain times in history.

Political aspects the local and national governments will look for support in areas that align with their ideologies.

A company's and an individual's financial resources are determined by economic considerations, which also take into account exchange rates and other related economic aspects.

The variety of events offered will be influenced by the views and attitudes of organisations, people, and other agencies.

A checklist for marketing

Know your business well and out, and be able to identify target markets and market segments. Identify the objectives of your event; create a budget and a plan of action to meet them. Know your customer; speak to pertinent organisations, visit pertinent businesses, and absorb other people's ideas. Know your rivals; learn what they have to offer, as well as about their facilities and activities. Stay in contact with other people in your industry; cultivate relationships with the media via PR and hospitality. Determine any potential market gaps for your event, try out some early concepts, and carefully consider every step. Consider methods to expand the event's scope and stature, try out early concepts, and make the most of any merchandising possibilities. Assess the event's financial success, create your own image for the event by starting with a smooth greeting, avoiding lines, and using knowledgeable and qualified employees at all levels. Be creative, embrace fresh ideas and risk, and be adap to highlight all potential outcomes. Be innovative to get attention; firsts are significant and always remembered. Take advantage of any possibilities that

arise for promotion and publicity as conditions change. Inspire individuals, make the workers feel like a team, and get them excited about the event so they can promote it. Make sure that every element of the events is tailored to the attendees; focus on the needs of your clients.

A sticker or badge will help people remember the event, before, during, and after; it will also remind them of last time's pleasant experiences and it might urge them to attend the next one. Keep in mind that freebies are vital; everyone appreciates anything for nothing. Make the event's regulations equi and sui for all participants. Create a superior image by making the facilities appealing and tidy. Make the facilities accessible by providing the necessary directions, signage, parking, etc. Try hard to keep everyone, both internal and external, fully informed at all times; bad PR comes from a lack of knowledge. Sell the event to all parties involved, including employees, donors, sponsors, and attendees.

For each occurrence, keep the majority or all of these factors in mind. A real marketing strategy will need a significant amount of work. Support and excitement for promoting your idea must be fostered; they won't just happen. Marketing ideas are related to events and have a broad range of business applications. To refine the concepts, market research, self-analysis, targeting, and the marketing mix are all helpful.

Marketing your event both inside and outside is crucial. Shows how this method is used to promote your event's goods. As marketing resources are constantly limited, it is crucial to choose the internal or external factors that will reach and impact your target market the most successfully. Using this basic information and potentially more detailed information will aid in determining the event's relevance, interest, and viability. If the study findings are disappointing, there is little value in continuing with the endeavor. The importance of sound research cannot be understated. Each action that is taken without first doing market research should be scrutinized, and the information currently accessible should be reviewed.

While planning an effective marketing strategy and analyzing its potential success, market research may assist decrease ambiguity and, therefore, the risk of failure. Effective research should adhere to the following rules: The goals need to be extremely clear. A cost-effective strategy for gathering the necessary data must be in place. Describe the strategy's implementation. Describe the arrangements that must be made in order to examine the material and the procedure. Large events could necessitate the implementation of a significant public research programme, although this is sometimes too costly and difficult for smaller prefects. There are several sources of pertinent secondary data, including: Additional organisations include the National Heritage, the Arts Council, the Sports Council, and the Tourism Authorities. Self-completion, mail surveys, and telephone interviews are all viable methods for doing direct research. Personal interviews or group discussions need carefully crafted questions to prevent mistake and inaccuracy, as well as dependable and objective interviewers to ensure that the findings are relevant. Analysis must be followed by a meticulous examination of the findings. Computers will be essential for data collection, but interpretation of the findings must be done carefully, with a skilled eye, looking at all the potential interpretations of the data obtained, and attempting to determine what is truly true, not what you wish to be true. Only real judgements will be significant and helpful in shaping an event.

CHAPTER 15

SWOT EVALUATION

¹Dr Sarangapani Nivarthi, ²Krishna Reddy B N,

¹ Assistant Professor, Department of General Management,
CMS Business School, Jain Deemed to-be University, Bangalore, Karnataka, India.

² Associate Professor, Department Of Management,
Jain (Deemed To Be University), Bangalore, Karnataka, India.
Email Id: - ¹dr.sarangapani.nivarthi@cms.ac.in, ² krishnar@cms.ac.in

A situational study of the past, present, and future, as well as how the endeavor will fit into it, is essential to every marketing initiative. SWOT has the greatest ability to do situational analysis: accentuates the organization's internal assets vulnerabilities the organization's internal flaws Opportunities the potential external opportunities Threats external dangers to the organisation Here are a few alternatives that may be applicable to a variety of events. The outcomes of this effort will certainly vary significantly based on the precise maturity and requirements of the unique event.

Target audiences

Each marketing campaign has to be very clear about its target demographic, which might vary greatly depending on the promotion: young and elderly, healthy and unhealthy, intellectual and artisan. Nevertheless, certain activities may focus on a more narrowly defined audience. For example, a project may be directed especially towards women, people in their 50s and older, the local business community, or the European market. Good market research will provide the answer to this issue. The objectives for events might change for many factors. Targets may need to be identified, including potential participants, spectators, sponsors, and staff, all of whom may require different marketing strategies to win their support. Market research and the careful application of prior knowledge will help identify the groups pertinent to specific events; the next step is to determine each group's tolerance for those events. Finding each group's requirements and developing a strategy to address them is the next phase. The marketing strategy, in particular, will benefit immensely from this since many strategies may be employed to target the identified categories. This will greatly help with overall event preparation.

Advertising Mix

Marketing is sometimes depicted as a difficult idea that is shrouded in mystery. Maybe for the betterment of the marketing teams or organisations. To establish the correct balance for any economic endeavor, it really only takes a few basic considerations together.

Product

The consummate student of his or her product is the foundation of a good event marketer. The end result may be a formal conference, a county fair, or an instructional programme. It might be a business product launch or a fraternal group reunion. If you are promoting the event, there are key components that you must be aware of and inquiries that you must make of the event sponsor. Since they can sell the festive spirit of the event, many seasoned marketers will draw participation.

"The 50th Annual Conference" celebrates an organization's venerability, prosperity, and the pride that comes with belonging to it. Nonetheless, there is still a chance to be historical even in the absence of history. For instance, "The 1st Annual Conference" won't have a history, but it may be presented as a chance to participate in a "happening" that attendees can assume would be recurring, evolving into a tradition and fostering enduring loyalty. The chance to make history by drawing people into a productive activity that may define the organisation and its objectives is the event marketing's greatest strength.

Recently, a significant organisation held its 10th Annual Educational Conference. The event marketer chose the topic "The Power of 10" for his marketing. There would be ten main awards given out. The best ten speakers from prior years were to be acknowledged in a general session and asked back to provide seminars. Free registration for the event the next year would be given to 10 fortunate guests so on. The marketing mix was centre on the straightforward idea of 10 years of achievement. Regardless of how the event marketer chooses to frame it for the audience, the celebration of history is a fantastic promotional tool.

It's important to stress how attendees will benefit from the event while marketing it. A person may be convinced to purchase the product or go to the event by the assurance of enhancing productivity, optimizing profits, or just having a good time. We will go through the methodology for analyzing demographic data and figuring out audience requirements later on in this book. The keys to good marketing include designing an event with that research in mind and clearly articulating how that event will meet those goals. What distinguishes this occurrence from others? Why should one pick this event above the others that compete for their attention and resources? The event will be effectively marketed by marketers that can pinpoint the return on investment that attendees may anticipate, the unique experience that will be provided, and the additional value of attending. Research on the markets and the client's or organization's goals will be necessary for this. The uniqueness of the product may thus be recognised and communicated in all of the marketing channels being used.

Price

Understanding the financial objectives of the sponsoring organisation is foremost among the duties of the event marketer. Market analysis will show the pricing strategies of the competitors after this has been established: Who, to whom, and at what price is selling a comparable product? Considerations like the product's degree of demand and economic indicators like the relative health of the economy in a certain city or area, or, increasingly, internationally, are equally crucial. Value perception may take precedence than price. The event marketer may have a big impact in this area. Think about the following price concerns while promoting events: Some gatherings are purely commercial endeavors. Others are thoughtfully created to achieve financial parity. Some are positioned as "loss leaders," expecting to lose money in order to obtain more valuable assets somewhere else, such membership growth or goodwill in the community. Corporate gatherings are often billed as "costs of doing business," not profit centers, in order to foster employee pride and loyalty and improve sales of goods and services. The event marketer must have a thorough understanding of the financial mission in order to develop a plan that will support those objectives.

Pricing must account for all costs associated with providing the commodity or service, including marketing expenses. Since the costs of printing, shipping, advertising, public relations, and other fundamental marketing expenditures may not be seen as part of the event budget, marketing is sometimes reduced to a supporting role in event production. Alternatively, it may be considered a

component of the company's running and general overhead costs. When marketing is included in the event's budget as a key event function and income-expense centre, the marketer will be regarded as an essential member of the production team. Assess the purchasing power of your market. While it seems straightforward, this is essential to the marketing effort. The cost of an event intended for executives who have access to company credit cards and can claim their attendance as a business expenditure will probably be greater than the cost of an event intended for those who must pay out of their own pockets. The ability and desire of attendees to pay ticket prices at different levels will be ascertained via market research, which will have an impact on how the event is planned.

Place

While deciding where to acquire or construct new facilities, in the hotel business. Much more so when promoting an event. Your event's venue may affect not just the number of attendees but also its tone and personality. This is something to keep in mind at the first phases of planning. The venue, for an event hosted in a posh resort, for instance, should be a crucial component of the marketing plan. The main attraction highlighted in brochures and advertisements may even be the event location. An awards night held at your town's brand-new public venue should highlight the ability to use the space as an exciting event highlight. On the other hand, an educational conference held in an airport hotel would not necessarily highlight the location's beauty but instead focus on how practical and convenient it is for attendees.

Public Affairs

A significant component of the marketing mix is public relations. You are free to promote whatever you choose, including how you describe your company and your event. The perception that people have of you and your objective may be influenced through public relations. It may be as audacious as sending out press releases to publications or holding press conferences to tout the merits of your event. Or it may be as covert as a leader from your organisation being interviewed by a trade journal and having comments made to your event and its advantages. A public relations strategy must always be continuous in order to effectively build favourably opinions of your company and its offerings. Discovering the present impression is the first stage in creating a public relations campaign. Edward Bernays is the father of contemporary public relations and the name of the most prestigious award in the hospitality sector. Bernays was a firm believer in the value of research, emphasising the necessity for surveys, focus groups with facilitators, and in-depth examination of target audiences' attitudes and requirements. Moreover, he pioneered techniques for aligning marketing tactics to those claimed requirements. Bernays argued that ongoing study was necessary to identify shifting attitudes and stay up to date with meeting and satisfying them.

Positioning

Event marketing depends on the product being positioned correctly. Until a marketing strategy is created, no event can be properly marketed. Success or failure will probably be determined by the marketing strategy. And "positioning" is the secret to a successful marketing strategy. Positioning is the process of identifying the areas of customer demand that your event can satisfy via intuition, research, and assessment. What kinds of competitive events are available? What kind of commitment are they expecting from their guests? Who will be there and who won't? What market niche are we attempting to fill, in other words? What sets us apart from other organisations, and how can we use this distinction to sell our events? What markets would our event idea appeal to? The event marketing manager with the best answers has the best chance of living up to

expectations. These are some important factors to think about while placing an event. There are a few additional Ps that should be included for certain services and most definitely for events:

Market research may help reduce ambiguity and, therefore, the chance of failure when developing and analysing a successful marketing strategy. The following guidelines should be followed for effective research: The objectives must be very clear. The relevant data must be gathered using an approach that is both efficient and affordable. Explain how the plan was put into action. Explain the preparations that need to be taken to study the subject and the process. Major events could call for the establishment of a large public research programme, but this is sometimes too expensive and challenging for smaller prefects. There are several resources for relevant secondary data, such as: The National Heritage, the Arts Council, the Sports Council, and the Tourism Authority are further organisations. Direct research may be conducted by self-completion, postal surveys, and phone interviews, among other options. Personal or group interviews need well-planned questions to avoid error and inaccuracy as well as trustworthy, impartial interviewers to guarantee that the results are relevant. An in-depth analysis of the results must come after the analysis. Computers will be necessary for data collecting, but interpretation of the results requires a trained eye, thorough consideration of all possible interpretations of the data, and an endeavour to ascertain what is really true rather than what you hope to be true. Only accurate assessments will matter and be useful in influencing an occurrence.

SWOT analysis

Every marketing venture has to do a situational analysis of the past, present, and future in addition to how the endeavour will fit into it. SWOT is best suited to do situational analysis: emphasises the weaknesses of the company's own resources the weaknesses within the organisation Opportunities the possible possibilities outside external threats to the organization's safety these are a few substitutions that might be used in a range of situations. Based on the specific age and needs of the special event, the consequences of this endeavour will undoubtedly differ greatly.

Target demographics

Depending on the promotion, the target audience for each marketing campaign may differ significantly, including young and old, healthy and unwell, intelligent and artisanal. Yet, certain events could concentrate on a more specialized audience. A project may be targeted particularly towards women, persons in their 50s and older, the neighbourhood business community, or the European market, for instance. This question's resolution will be revealed via thorough market research. The goals of events might alter according to a variety of variables. Potential participants, spectators, sponsors, and staff may all need to be identified as targets. Each of these groups may need a distinct marketing approach to earn their support. Market research and the careful use of past information will assist identify the groups relevant to certain events; the next step is to assess each group's tolerance for such occurrences. The next stage involves identifying the needs of each group and creating a plan to meet those needs. As several tactics may be used to target the identified groups, the marketing strategy in particular will profit greatly from this. This will make planning the whole event much easier.

Blend of advertising

Sometimes, marketing is portrayed as a complex concept that is veiled in secrecy. Perhaps to benefit marketing teams or organisations. It really only takes a few simple factors to come together in order to strike the proper balance for any business endeavor.

Product

The cornerstone of a competent event marketer is the consummate student of his or her product. A formal conference, a county fair, or an educational programme might be the outcome. It may be a fraternal organisation reunion or the debut of a commercial product. There are important details you need to be aware of and questions you need to ask the event sponsor if you are advertising it. Many seasoned marketers would encourage attendance since they can sell the celebratory vibe of the event. "The 50th Annual Conference" honors an organization's longevity, success, and sense of pride in being a part of it. But, even in the absence of history, there is always a potential to be historically significant. For instance, "The 1st Annual Conference" won't have a history, but it may be advertised as an opportunity to take part in a "happening" that participants might presume would happen again and again, becoming a tradition and inspiring steadfast devotion. The biggest advantage of event marketing is the potential to change history by engaging people in an action that might define the organisation and its goals.

A noteworthy organisation recently hosted its 10th Annual Educational Conference. The Power of 10 was the theme of the event marketer's marketing campaign. Ten major prizes would be handed out. At a general session, the top ten speakers from previous years were to be honored and invited back to provide lectures. Ten lucky attendees would get complimentary registration for the event the following year so on. The simple concept of ten years of accomplishment served as the focal point of the marketing strategy. The historical celebration is a great marketing tool, regardless of how the event marketer decides to package it for the audience.

While advertising the event, it's crucial to emphasise the advantages participants will get from attending. A person could be persuaded to buy the item or attend the event by the promise of increasing productivity, maximising profits, or just having fun. Later in this book, we will discuss the methods for analysing demographic data and determining audience needs. Designing an event with this research in mind and stating it succinctly how it will achieve its objectives are essential components of effective marketing. What sets this incidence apart from others? Why should one choose this occasion above others vying for their time and money? The event will be efficiently promoted by marketers who can identify the expected return on investment, the special experience that will be offered, and the added value of attending. This will need research about the marketplace and the objectives of the customer or business. So, the distinctiveness of the product may be acknowledged and promoted across all of the current marketing channels.

Price

The main responsibility of the event marketer is to comprehend the financial goals of the sponsoring company. If this is confirmed, market research will reveal the pricing tactics of the rivals: Who, to whom, and at what price is selling a similar product? Equally important are factors like the product's level of demand and economic indicators like the relative health of the economy in a certain city or region or, increasingly, globally. Price may not always prevail over value perception. The event marketer might have a significant effect here. When advertising events, take into account the following pricing considerations: Some events are primarily for business purposes. In order to attain financial parity, others have been carefully designed. In order to acquire more valuable assets someplace else, such as membership expansion or goodwill in the community, some are positioned as "loss leaders," anticipating to lose money. Corporate events are often marketed as "costs of doing business," rather than profit centres, in an effort to increase employee pride and loyalty and boost product and service sales. The financial purpose must be

well understood by the event marketer in order to create a strategy that will help achieve those goals.

Price must take into consideration all expenditures used in supplying the product or service, including marketing costs. Marketing is often limited to a supporting function in the staging of events since the expenses of printing, shipping, advertising, public relations, and other essential marketing expenditures may not be regarded as part of the event budget. Instead, it might be seen as a part of the operational and general overhead expenses of the business. The marketer will be seen as a crucial element of the production team when marketing is incorporated in the event's budget as a primary event function and income-expense centre. Determine the market's buying power. While it appears simple, this is crucial to the marketing effort. An event meant for executives who have access to corporate credit cards and can write off their participation as a business expense would likely cost more than one geared for those who must pay out of their own wallets. By market research, it will be determined if attendees are willing and able to pay for tickets at various price points, which will have an effect on how the event is organised.

Place

In the hotel industry, while determining where to buy or build additional facilities. Especially while advertising an event. The location of your event may have an impact on its tone and personality in addition to the quantity of guests. In the beginning of the planning process, keep this in mind. A key element of the marketing strategy for an event held, say, at an upscale resort should be the site. The event site itself can even be the major draw featured in brochures and ads. The opportunity to utilise the venue as an exciting event highlight should be highlighted during an awards ceremony conducted at the town's brand-new public space. Instead of emphasising the location's attractiveness, an educational conference hosted in an airport hotel would emphasise how useful and handy it is for participants.

Public Relations

Public relations is a key element of the marketing mix. You are allowed to advertise whatever you choose, including the way you present your business and event. Using public relations, you may be able to change how others see you and your goal. It may even go as bold as conducting press conferences to extol the virtues of your event or distributing press releases to newspapers. Or it may be as subtle as a representative of your company being questioned by a trade publication and having remarks made about your event and its benefits. In order to successfully cultivate favourable perceptions of your business and its products, a public relations plan must constantly be ongoing.

Creating a public relations campaign begins with identifying the current perception. The most esteemed honor in the hotel industry is named after Edward Bernays, the founder of modern public relations. A strong proponent of research, Bernays emphasised the need for surveys, focus groups led by facilitators, and in-depth analysis of the attitudes and needs of target audiences. Moreover, he invented methods for matching marketing strategies to those alleged criteria. In order to recognise changing attitudes and keep current with pleasing and fulfilling them, Bernays stated that continuing research was important.

Positioning

The success of event marketing relies on the product's positioning. No event can be effectively advertised before a marketing plan is developed. The marketing plan will probably decide whether

an effort succeeds or fails. The key to a good marketing plan is "positioning," too. Positioning is the act of determining, via evaluation, research, and intuition, the areas of client need that your event can meet. What kind of sporting competitions are available? What level of dedication do they anticipate from their visitors? Who is going to attend and who isn't? In other words, what market void are we trying to fill? What distinguishes us from other organisations, and how can we market our events using this distinction? Which markets may our event concept be appealing to? The event marketing manager who provides the most insightful responses has the highest chance of exceeding targets. While scheduling an event, you should keep these things in mind. For certain services and most especially for events, the following extra Ps should be mentioned:

Successful advertising is still priceless, however, and the best places should be picked from a list of options. Once again, straightforward inquiries are among the most crucial: Although while local newspaper and commercial radio advertising are not inexpensive, they may nevertheless be profit, particularly for young people. While pricey, television advertising has a great ability to reach large audiences. Expense is undoubtedly a deciding issue, but the media used should also be appropriate for the intended audience. A younger audience, defined as those under 30, is believed to be closely connected to local commercial radio. Different newspapers are read by different demographic groups. Advertising that is specifically targeted is vital and ought to work.

Public relations and media relations

Public Affairs

Public relations' job is to control how the audience and the general public perceive the organisation and the event. Press releases are mostly used for this endeavour, as mentioned in the preceding part. The journalists may gather the background material they need to write reports about the event from these current information sources and photos. Moreover, press conferences may be held before and during the event, especially if prominent figures like actors, musicians, and sports can help with exposure. Notifying the media of any unpleasant incidents of any kind is one of the most important public relations duties. So that senior members of the event management team, including the public relations manager, if this is a distinct position, are properly informed, an incident-reporting mechanism must be set up. If such an occurrence happens, it can be required to prepare a press statement or take part in an interview. Regarding the language used in the press release, there are particular circumstances when it is imperative to seek legal counsel. The public relations profession may be quite delicate, and in certain circumstances, careful word choice is required. For instance, it would be more polite to just express sorrow rather than speculating on the accident's cause. The amusement of visitors and VIPs attending the event, some of whom are from foreign nations, plays another, more favourable public relations function. You must be the following to succeed in this public relations position: You need to know in advance who they are, where they are from, and if they are international visitors or guests of event sponsors. Most importantly, you need to understand why your firm is hosting these visitors since often, business goals—like sponsor product exposure or negotiations—are at play. In order to fulfil the demands of the visitors and the expectations of, for instance, the sponsors, research is thus crucial. The qualities of an excellent multicultural host, according to Roger Axtell, include: As you can see from the above, the public relations manager, or really any member of the event team, may play a variety of responsibilities. Every time a prospective consumer calls or makes an enquiry, there is a chance to market an event. Training in this area is advised since customer relations becomes the responsibility of everyone engaged in an event. As preparations are sometimes not completed until very close to the event, this training should pay special attention to the event details that the client

is likely to want. The planning process and training are tightly related, and it's crucial to communicate with everyone involved up to the very last second. It is crucial to assess and comprehend the target markets' demands while advertising an event. For instance, if youngsters between the ages of 8 and 12 are one of the target customers, it is important to comprehend their motivations and tailor the product to meet their requirements. Also, it is important to bear in mind that the person buying the product may not be the consumer—in this situation, it could be the parent—and that promotional activities should support family decision-making. Similarly, a sponsor could be making a significant investment in the event and might have both general and particular expectations of it, which might or might not be in line with those of the event's target audience. In conclusion, the first problem is to market an event to the best audience at the most advantageous moment. The second is attending to the demands of all parties involved and maximizing the advantages of PR for total customer satisfaction.

Publicity

Running a careful media relations plan may help gain free coverage for your event. This includes creating and distributing press releases to journalists, followed by phone follow-up. Occasionally it will also be required to conduct interviews with journalists. There are several ways to get in touch. These people work in the print media as editors, feature writers, and editors in charge of certain parts of newspapers or magazines. The station manager, the newsreaders, and the radio hosts are the persons to get in touch with in the broadcast media. For television, get in touch with the director or producer of the show. In each instance, the first inquiry will be, "What makes this occurrence newsworthy?" and the response must be concise.

The purpose of a press release is to generate favourably and affordable exposure for the event by piquing the attention of the media. On their websites, a lot of big event organizers upload their press releases. The media and the show's stars are often invited to a launch that is staged ahead of time for mega-events and local events. The press release is distributed at these events. A launch must draw a sizable crowd and get favourably coverage from the media in order for it to be successful; otherwise, the effort will backfire. Sending a press release to the neighbourhood newspaper and local radio stations is often the best course of action for smaller events. Given how busy the staffs of these smaller journals are, it is important to provide them an article that is ready to publish, complete with images, logos, and quotes whenever feasible. The following is an example of the kind of press release or story that might grab a local newspaper's attention.

The World's Longest, Biggest, and Oldest Touring Bike Ride

An annual seven-day cycling tour of Iowa is known as The Register's Annual Great Bicycle Ride across Iowa. The world's longest, biggest, and oldest cycling tour is known as RAGBRAI. It all began in 1973 when two columnists for the Des Moines Register took a few readers on a six-day trip throughout the state of Iowa. It draws 10,000 participants from all 50 states as well as several international nations. The RAGBRAI course is not always level and has an average distance of 470 kilometers. The Missouri River, which forms Iowa's western boundary, serves as its conventional starting point, and the Mississippi River, which forms its eastern border, as its final destination. By welcoming the riders into their towns and neighbourhood, Iowans genuinely contribute to the uniqueness of RAGBRAI. This cycling trip is the most unforged experience of a lifetime because to the warm Iowan hospitality, the beautiful scenery, and the opportunity to get away from it all for a week. The Des Moines Register & Tribune Company owns the registered trademarks RAGBRAI and the Register's Annual Great Bicycle Ride across Iowa. With

permission used. The tips below will help you write a press release that will make the reader sit up and pay notice:

The reader must be compelled to read the rest of the press release by anything in the first two lines. The truth must be told in full: When, why, how, and what. This is especially true with unfortunate occurrences. The reader is interested in learning what occurred, when it occurred, why it occurred, and how events will be resolved. The facts are crucial when anything goes wrong because unsupported opinion is hazardous. All details, including the location, the day, the time, and so on, should be given if the press release is advertising an event: The press release has to be succinct and direct. Layout is crucial in so many ways. Contact information should be given, there may be quotes from top personnel and stakeholders, Describe all possible audience advantages if the press release is advertising an event. The required information should be included in the action ending for searching or registering.

Together with free media exposure, a number of official tourist organizations—many of which are included at the conclusion of this book—also provide opportunities for free exposure. At the state or federal level, they provide tourists tourism information through tourist information centers or their websites. The prospective event audience might learn useful information from brochures given to such workplaces or through listings on their event calendars. To guarantee that the event is mentioned as widely as possible, effort should be done.

Event Management

The success of an event depends on the stakeholders' ability to communicate effectively and continuously. To make sure that all stakeholders are informed, in contact, and engaged at each stage of managing the event, the event manager is in charge of creating and maintaining the event communications. The following techniques may be used to create and/or enhance a top-notch communications network for your event. Find out how your event stake holders transmit and receive information by conducting a communications audit. Refrain from communicating when there is background noise, a distracting image, or other interference. To ensure that written messages have been read and understood, add an "Action needed" sentence to each one. To maximize impact, retention, and action, use unconventional communication methods like audio and video cassettes. To document modifications made during your event, use written change orders. Verify that the modification order, which authorizes the addition, deletion, or replacement of services or goods, is signed by the customer or another responsible party. The production schedule will be included into the time line during the coordination phase, and the event manager will then deliver a complete copy on site during the event so that the event coordination personnel can oversee the minute-by-minute activities.

Electronic Visual Communication

All projected pictures, including replays of sports moments on big screens or scoreboards, are included in vision. For dramatic effect, pictures may be projected onto displays using video projectors, slide projectors, and data projectors; this capability can be extended to live broadcasts through satellite communications. To simulate a large screen, a wall of monitors can be used to project one large image across the entire monitor wall. Programming in the computer divides the picture across the displays. It is crucial to have backup projectors and extra copies of films, slides, CDs, and other media. Before using computer-aided programmes like Microsoft Power Point, a test run should be conducted to ensure everything is in working order. The majority of academic and professional presentations use computer software programmes to enhance the visual appeal of

the images. Microsoft Power Point and other computer-generated slide shows have a very professional appearance, but some users have a tendency to get carried away with the features, frequently changing the colors and effects. The audience can become distracted by bullet points coming at them from every angle, and using multiple fade-in and fade-out effects only makes the issue worse. Lack of spontaneity in this kind of presentation is another pitfall. Scripts for presenters impose restrictions. Remember that the majority of presenters bring their own laptops, so they will need enough time to set up and test their equipment. In case of equipment failure, it is always a good idea to suggest to the presenter that his or her computer-generated slide show be printed as a booklet for the audience or put onto overhead transparencies.

Flip charts and slide displays are a few of alternatives to computer-generated slideshows. They are becoming more popular again in various settings as novelty value rises and computer-generated presentations lose their initial "wow" quality. Publicity and media relations need to get a lot of consideration. With an advertising campaign, a well-planned PR effort is recommended. This campaign should ideally be conducted over many months, peaking just before the event. Early notification eliminates possible conflicts with competing attractions and enables prospective participants and viewers to schedule the event into their calendars. Although some exposure may need payment, there are methods to get a lot for little or no money. Imagination and close attention to detail are the key. One approach to get a lot of exposure reasonably inexpensively and conveniently is via the Internet. It is crucial to have early contact with the media. Choose a slogan and a logo to help people remember your event. Attempt to include or invite a famous person to the event. This ought to aid in generating local publicity. National and local newspapers, trade and professional publications, radio, television, employer newsletters, blogs, etc. are other media venues that may be approached. Opportunities may also be found via word-of-mouth, vehicle stickers, hoardings, national agency event lists, and direct mail. Don't be afraid to approach the media. They depend on others to inform them of events, particularly when there is little political or sporting news. While working with the media, keep the following in mind: Both you and the media are dependent upon one other, You are more knowledgeable than they are on the technical aspects of your field. Be assured during interviews; the more relaxed you seem, the simpler it will be to answer tough questions. It is quite feasible to get free exposure worth thousands of pounds with a little creativity.

Many Pointers for Attracting Media Attention

A press release's title should be attention-grabbing in order to influence the editor's perception of the release. Although being false, the iconic newspaper headline "Freddie Starr ate my Hamster" generated considerable national attention. A press release has to be written from an intriguing standpoint and placed right away. Every press release must be intended for regional or global distribution. Always be upbeat about the situation. Don't let the news be misrepresented to make it unfavourable. Be ready for this and attempt to reset it as much as you can. Take advantage of every chance to convert positive information. Journalists could be more interested in terrible news than good news, and they might try to modify what is occurring. The editors of important newspapers, periodicals, television stations, radio stations, etc. are included in a number of publications along with their addresses and phone numbers. If you want someone to reply, it is crucial to get their name. A letter to a specialized reporter, especially one who specializes in your subject area, will be more effective than a broad letter to the editor or subeditor. The yearbook for authors and artists is published by A. & C. Black. a yearly listing of contact information. A comprehensive list of professionals who would be worth contacting about a certain event may also

be provided by organisations like the sports council and the arts council. Consider who could be interested in what you are doing very carefully. Be bold while approaching individuals. Nowadays, email or fax are often the favoured methods, but a phone call may frequently pique attention that no press release, no matter how well written, can. A day of calling will often generate more media coverage for our event than two or three days of producing and distributing press releases. Setting up coverage of the event may be accomplished by spending time with a writer or editor; a productive working lunch might be a wise investment.

Publications Lots no mews Every day, news releases arrive on editors' desks. If you want your event to be read, your press release must be compelling. Do not anticipate a journalist's attention being drawn to the 23rd interregional basketball tournament. It is crucial to make this ordinary occurrence into some form of tale, ideally a first, such as the first time the British champion visited Newcastle or the top three British basketball players competed in this competition. The first two sentences of the press release must include the news, at the very least. Everything that is read is often. Use no more than two A4 pages for the press release; one is plenty to generate attention. Paragraphs should be spaced out by two and have four lines in between. Wide margins should be used. At the conclusion of the press release, provide the name and phone number of the person who should receive inquiries about the story.

Press Briefings

A press conference may be a very rapid and efficient technique to inform many journalists at once and get major news attention. Yet since a press conference may be so harmful, it does need careful thought. If nothing generates media attention, attendance may be low and a dud may be humiliating. Use a press release if a written statement would suffice. A press conference must be necessary to support anything, and the spokesperson must be well-prepared to respond to any inquiries truthfully and confidently. Look for a location that is convenient to get to and can provide the right kind of hospitality, such as entertainers or artists for a photo call.

Make sure your news conference doesn't conflict with other significant public events or important athletic or artistic activities. Picking a day and time will benefit from thorough research. Yet there's always the chance that a big news item will take centre stage and nobody will show up. It is crucial to call editors to remind them of the invitation that has already been sent out as well as any additional information. Strive to make it clear that certain individuals will appear, that there will be possibilities for comprehensible radio and television interviews, and that there will be picture opportunities with some original or distinctive performances. Think about who will speak to the media; a sponsor is often interested. The head of the organising committee or the appropriate spokesman must show there and be well informed.

The location is crucial; choose a location that is accessible to media. Media briefings should be place in Manchester, Birmingham, Glasgow, or Edinburgh in addition to London, although locations outside of large cities might present serious issues. The area's primary media town is the greatest starting place, even on a lesser scale. Prepare the presentation's audiovisual aids; a nice video or slide show definitely adds attention. Make sure that inquiries are sent to journalists well in advance and that anybody who could be interested is contacted by phone. Although questions may linger a bit longer if there is interest, prepare a thorough plan for the press conference and adhere to it. After the official portion of the press conference, it is also useful to host journalists and other guests. This will enable casual interaction and a somewhat different style of inquiry, both of which may be advantageous for fostering connections.

Photo Possibilities

Both the verbal and the visual impressions that are made are crucial. Even if they are given space in a newspaper, words are inherently cheap and seldom visually appealing. Nonetheless, pictures may get a lot of attention. They might need a little more preparation and creativity, but they can be far more rewarding. They often increase interest in your event, which helps fulfil a sponsor's need for exposure.

Related Media

It is crucial to incorporate all media outlets, not just a few. Local radio is a great yet much ignored medium. It provides the opportunity to publicize events and conduct interviews with organisers. Another option is to get a nearby radio station to set up shop inside the event and provide live publicity. Don't limit your efforts to the national media—important regional publications or even local publications might be crucial. Whatever media you want to develop in particular will depend on the demographics of your audience, their interests, and their potential reading or listening habits. Never forget about the specialized media; the UK market is huge. The right magazine's coverage will be crucial for securing support from the public, recruiting volunteers, and gaining widespread exposure.

A discount programme for group attendance, a promotional competition, or any kind of incentive might be used to draw attention. While a bit invasive, direct marketing by mail or phone is a very successful method of reaching out to potential clients. Even for small-scale events, word-of-mouth advertising may have a significant impact on securing support. A project's success heavily depends on how the organising team is perceived by the public. The key components of customer relations and customer care are properly combined with all the pertinent concerns, such as advertising, image, logo, and media relations. Many projects place a great importance on project image. By their very nature, events often aim to raise awareness of the activity involved and establish a centre of attention. The greatest way to create effective public relations is to influence people via influencers. This may be accomplished by making use of the media and enlisting the assistance of recognised authorities in the area.

Many individuals in the arts believe that success is determined by the opinions of the critics. That could or might not be true, but a suggestion made on the radio or television can make a project go forward. Moreover, celebrity endorsements are often powerful. It's been said that there is no such thing as negative publicity. This is not always true for sporting events, since a poor reputation will never draw crowds of people. Make public relations as visible as you can to participants and the general public. Establishing a positive reputation is crucial, but you must make sure that it is supported by successful project completion.

Selling

Every member of the event's crew has a "selling" task to complete. Everyone they come into touch with has to be convinced that taking part in the event will be beneficial. This calls for a persuasive sales strategy from everyone, including the CEO and the telephone operator. Use every chance to pique interest in the initiative among prospective visitors and participants. Everyone on the team takes on the role of a salesperson.

Merchandising, souvenir sales, franchising, and trading are additional selling activities that take place during and after the event. These are the kind of direct sales that may significantly increase event revenue by sending quantifiable amounts of money. For some of the larger events,

franchising—the practice of licensing all or part of the sales rights in exchange for a fee or percentage—is the most practical approach to generate revenue without requiring a lot of effort from the planning committee. Except for special occasions like the Olympic Games, it is most likely to provide the best potential return. Both catering and souvenirs are franchised. It could be more sui for the organizers to sell the food themselves and make all of the sales themselves in order to maximize earnings. Every event may benefit from sales of event memorabilia and other connected items. These must be carefully evaluated since selecting the incorrect logo, picture, or mementos might result in a significant financial loss. These sales must be carefully considered since they are extremely necessary to avoid financial difficulty at all levels. Reckless judgements might have long-lasting consequences, therefore it will need guts to spend, possibly, a small amount of money on purchasing food for resale. However despite the fact that the sales might be a lifeline for the business, they can also be used to project an event's image for both current and future events. A wide selection of mementos will undoubtedly be welcomed; they will serve to remember guests of a positive experience and entice them to return.

Questionnaire for Revision

1. What is the role of event management in event planning?
2. What are factor of Skills for Event Managers?
3. Determine the Functions of Event Management?
4. What are factor that Forces Affecting Event Planning?
5. What is the Steps in Event Management Plan?
6. How works Team Roles and Responsibilities in event management?
7. Write the Different Aspects of Event Management?
8. How can identify the Determinants of Brand Management?
9. What are the Criteria in Budget Development?
10. What are Qualities of Leaders in any management?
11. What are Basic Qualities of Event Management Person?