

KEY SUCCESS FACTORS FOR MANAGING SPECIAL EVENTS: THE CASE OF WEDDING TOURISM

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SUMMARY

Key terms: *tourism, strategic management, key success factors, weddings, event tourism, special events.*

The primary goal of the study was to identify key success factors for the management of wedding tourism in South Africa. This goal was achieved by firstly conducting a literature study to determine the key success factors of strategic management for special events as stated in books, articles and other sources. Secondly, wedding tourism was analysed to provide an overview of the wedding tourism industry and weddings as tourism products. Thirdly, the results of the empirical research were discussed followed by the conclusions and recommendations made with regard to further research.

From the literature study, aspects regarding strategic management were discussed namely, the strategic management process, marketing for special events, human resource management, financial management and operational management. These aspects were included in the questionnaires for the empirical research. Two different questionnaires were developed, one for wedding planners and one for owners/managers of wedding venues in the Gauteng and North West provinces. The purpose of the questionnaires was to gather information on the key success factors for wedding tourism and to gain insight of the wedding tourism industry. Personal interviews were held with wedding planners and owners/ managers of wedding venues; questionnaires were also distributed via email. All the data was processed by the North-West University's Statistical Consultation Services. A confirmatory factor analysis was done to produce a small amount of factors. The following factors were identified: strategic planning; SWOT analysis, human resources, financial management, market segmentation, promotion and operational management.

After analysing the data it was clear that operational services like ensuring high levels of hygiene, having a liquor license, accessibility, secure parking and that services must meet the needs of guests were considered extremely important aspects for a wedding venue. The following aspects were considered extremely important by wedding planners: services

must meet the needs of guests, offer unique products and develop a checklist as control mechanism.

Owners of wedding tourism products and wedding planners have to consider and apply the key success factors in order to grow the industry and create sustainable products.

OPSOMMING

Sleutelwoorde: *troues, spesiale gebeurtenisse, gebeurlikheidstoerisme, sleutelsuksesfaktore, strategiese bestuur.*

Die primêre doel van die studie was om die sleutelsuksesfaktore vir die bestuur van “huwelikstoerisme” te identifiseer. Die doel is eerstens bereik deur ‘n literatuurstudie wat gedoen is om te bepaal wat die sleutelsuksesfaktore van strategiese bestuur vir spesiale gebeurtenisse is deur middel van boeke, artikels en ander bronne gebruik te maak. Tweedens, is “huwelikstoerisme” geanaliseer om ‘n oorsig van die bedryf en “huwelikstoerisme” produkte daar te stel. Derdens, is die resultate van die empiriese navorsing bespreek wat gevolg word deur gevolgtrekkings en aanbevelings met betrekking tot verdere navorsing.

Uit die literatuurstudie is die aspekte met betrekking tot strategiese bestuur bespreek, naamlik die strategiese bestuursproses, bemaking vir spesiale geleentheid, menslikehulpbronbestuur, finansiële bestuur en operasionele bestuur. Die aspekte is by die vraelys ingewerk vir die empiriese navorsing. Twee verskillende vraelyste is ontwerp; een vir troukoördineerders en een vir eienaars/bestuurders van plekke wat troues onthaal in Gauteng en die Noordwes provinsies. Die doel van die vraelys was om inligting rakende die bedryf en sleutelsuksesfaktore in te samel. Persoonlike onderhoude is met troukoördineerders en eienaars/bestuurders van plekke wat troues onthaal gevoer en addisionele vraelyste is per epos gestuur. Die data is statisties verwerk deur die Noordwes-Universiteit se Statistiese Konsultasie Dienste. ‘n Bevestigende faktor analise is gedoen om sodoende ‘n kleiner aantal faktore te bepaal uit ‘n groot aantal aspekte. Die volgende faktore is geïdentifiseer: strategiese beplaning; SWOT-analise; menslike hulpbronbestuur; finansiële bestuur; marksegmentering; promosie en operasionele bestuur.

Na aanleiding van die data wat geanaliseer is, is die volgende aspekte van operasionele dienste as uiters belangrik geag deur eienaars/bestuurders van “huwelikstoerisme” produkte: handhawing van hoë vlakke van higiëne; besit van ‘n dranklisensie; toeganklikheid; veilige parkering; en dienste wat aan die kliënt se behoeftes voldoen. Vir

troukoördineerders was die volgende aspekte uiters belangrik: dienste moet in die behoeftes van die kliënt voldoen; unieke produkte moet gelewer word; en 'n aftiklysie as beheermeganisme.

Eienaars van “huwelikstoerisme” produkte en troukoördineerders moet die sleutelsukses faktore in ag neem en toepas vir die industrie om te groei en volhoubare produkte te ontwikkel.

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CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

"I don't believe in writing anything that I don't know about or haven't researched about personally. I like to transport the reader to places, and in order to do that I have to do the research."
Jackie Collins

1.1 INTRODUCTION

Tourism may be seen as the largest economic and social prodigy of the modern times, and it is often referred to as the world's largest industry (Sharpley & Tefler, 2002:11). The promotion of tourism has been identified in most developing countries and economies as a key driver to uplift and revive economic growth and an opportunity for local employment to be boosted as a counter measure to poverty. In post-apartheid South Africa, tourism has emerged as a significant development option, because of the country's natural beauty, richness of cultures and friendly climate (Binns & Nel, 2002:235).

Event tourism is one of the most exciting, fun, challenging and rapid growing forms of the tourism phenomenon. Events have always been a part of human history, as people have felt the need to celebrate important happenings in their life. Events may vary in size and be categorised in terms of special events, mega-events, hallmark events and major events (Bowdin, McDonnell, Allen & O'Toole, 2001:16).

Weddings form part of event tourism which is based on the primary aspects of tourism, as weddings imply travelling, wedding guests staying over, catering and entertainment (Saayman, 2000:10). According to Shone & Parry (2004:4), weddings involve an entire range of services and visitors that are making use of these services are contributing to the

economic value of that region. Weddings can be categorised as special events which can be seen as authentic, infrequent events for the purpose of celebration (Sonder, 2004:5).

The approach to weddings is changing. The bride of today does not get married in the old-fashioned way (the mother of the bride and the bride share the responsibility to organise the wedding and the father of the bride pays for the wedding). The new trend is to acquire the services of a wedding planner or a wedding venue to make sure the event is a success (Nelson & Otnes, 2005:91). This has led to the rapid development of wedding tourism. This new trend offers an all-in-one package and is now being implemented to save the bride time in dealing with independent vendors. Even though this trend is being implemented, wedding planners and even wedding venues do not have clear guidelines on how to plan and develop a wedding venue as part of the events tourism industry. This study will focus on the key success factors for planning and managing wedding tourism as part of events tourism.

The aim of this chapter is to provide an overview of the problem statement which will be discussed and analysed through the course of the study. This will be followed by the research objectives, research methodology, concept clarification and chapter classification.

1.2 PROBLEM STATEMENT

The increase in leisure time has led to the explosion of public events and celebrations. The growth of events serves a variety of purposes. Governments now support events as part of their strategies for economic development and destination marketing and corporate companies incorporate events as part of their strategies to promote the image of the company (Allen, O'Toole, McDonnell & Harris, 2002:5). Events are relatively inexpensive to develop and generate income with little negative impact if organised properly (Theobald, 1994:315).

Events may be categorised according to the nature of the event, type of event and the size of the event. A special event is an infrequently occurring event which is planned and produced for special occasions (Bowdin *et al.*, 2001:16). Shone and Parry (2004:3) define

a special event as "... the phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organisational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people".

Shone and Parry (2004:4) suggest that special events can be categorised (Figure 1.1) into leisure events (sport and recreation); cultural events (ceremonial, sacred, heritage, art and folklore); organisational events (commercial, political and charitable) and personal events (**weddings**, birthdays and anniversaries). Thus, weddings form part of personal events. Of all the personal events mentioned above, weddings can be seen as the most complex to organise as it involve families and friends, catering, entertainment and accommodation (Shone & Parry, 2004:8).

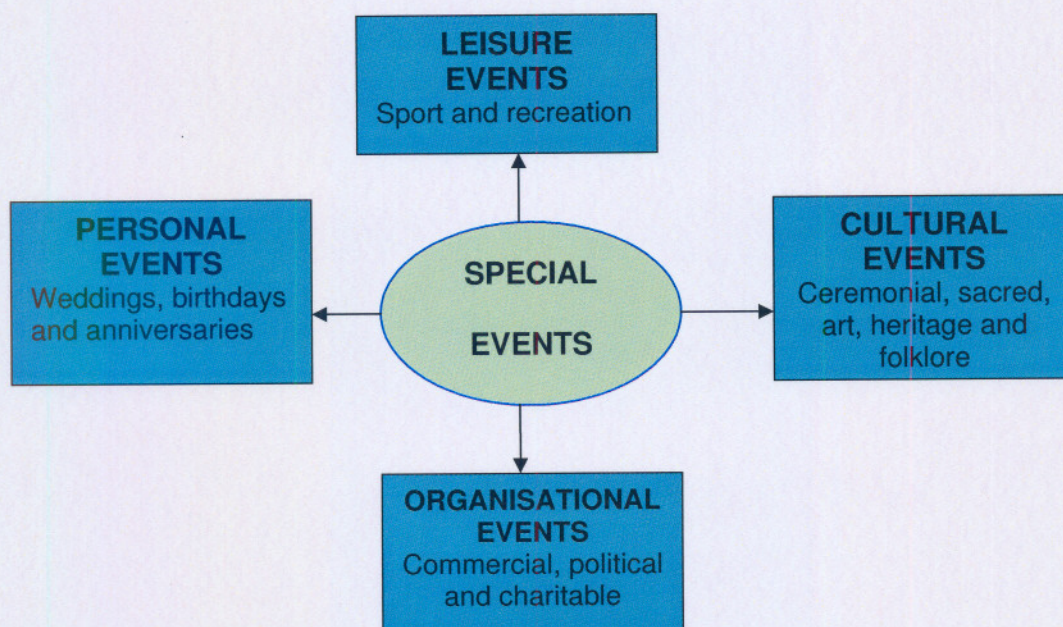


Figure 1.1: Categorisation of special event

One of the biggest markets in the personal event business comes from weddings (Strianese & Strianese, 2003:264). According to Shone and Parry (2004:24) the total wedding business in the United Kingdom is estimated to be worth € 2.6 billion.

Over 2 000 wedding receptions are being held during the months of December to March in the Western Cape alone. It is therefore a huge industry in South Africa. Approximately fifty percent of these wedding receptions cater for overseas couples getting married in South Africa. After the event has taken place, guests usually stay longer in the country for vacation (Naude & Van Zyl, 2002:54). Foreign income generated by wedding tourism, serves as an economic injection for South Africa. D'Angelo (2005:3) points out that upmarket weddings in Cape Town for overseas couples are responsible for an R21 million injection in the economy per annum.

The product of a personal event (wedding) is a leisure experience that has been created to fulfil the visitor's needs. An event, like a wedding, can be seen as the presentation of the product. Most events have a selection of products or services all of which are used to create an experience for the visitor (Bowdin *et al.*, 2001:222). In the case of a wedding the typical selection of products will include a wedding venue, catering, entertainment and accommodation.

According to Kotler and Bowen, as quoted by Saayman (2001a:83), tourism is part of an extremely competitive environment, because of the increase in tourism products and people expect the best. It is therefore important to plan and manage events strategically.

The event industry exists in an environment where it continually faces changes. Strategic management forces the event organisation to analyse all the important aspects of the situation in order to determine the most effective strategic decisions and actions. Strategic management is about analysing the internal and external environment, developing appropriate strategies and implementing the strategies (Coulter, 2005:3).

It is therefore important to take a closer look at the key success factors (KSFs) for the wedding tourism industry. KSFs are those aspects that most affect the ability of wedding product owners to prosper in the market place like the particular strategy elements; product characteristics; resources; abilities; competitive capabilities and business outcomes that spell the difference between profit and loss. KSFs state what every owner/manager within the wedding tourism industry must be capable of doing and should concentrate on

achieving in order to be competitively and financially successful (Thompson & Strickland, 1999:96).

Various studies have been done on key success factors for managing tourism services and event tourism especially cultural, leisure and organisational events (Table 1.1).

Table 1.1: Studies that have been done on key success factors and event tourism

Studies that focused on the key success factors for managing tourism services.	Van der Westhuizen (2003) & Cloete, (2001).
Studies that focused on cultural events.	Van der Wagen (2005); McKercher, Wan & Tse (2006); Tohmo (2005); Carmichael (2002).
Studies that focused on leisure events.	Lee & Taylor (2005); Daniels, Norman & Henry (2004); Gibson, Willming & Holdnak (2003); Van der Wagen (2005); Swart (2005); Watt (1998); Groves (2003).
Studies that focused on organisational events.	Van der Wagen (2005); Saayman & Slabbert (2001).

None of the above-mentioned studies focused on wedding tourism or weddings as part of event tourism. A search was also conducted on international journal *Event Management* and no results were obtained with title/keywords/abstract containing the word “wedding”.

Very little literature is currently available on the topic, which make it difficult for product developers to plan and develop the right compilation of wedding tourism products and services.

In order to plan and manage wedding tourism successfully, it is important to analyse wedding tourism as part of personal events. The information gathered in this study will assist professional wedding planners and venues in planning and developing the right wedding tourism product for a specialised market. The question therefore is:

What are the key success factors for planning and managing wedding tourism?

1.3 RESEARCH OBJECTIVES

1.3.1 Primary objective

The primary objective of this study is to determine key success factors for planning and managing wedding tourism.

1.3.2 Secondary objectives

The secondary objectives are:

- To determine the key strategic planning and management aspects of event tourism.
- To analyse weddings/wedding tourism.
- To reflect the results of the empirical research in order to determine key success factors for wedding tourism.
- To draw conclusions on this research with regard to the key success factors for wedding tourism.
- To make recommendations with regard to the key success factors for wedding tourism.

1.4 METHOD OF RESEARCH

1.4.1 Literature study

A literature study was conducted based on keywords including *weddings*; *event tourism* and *special events*. The following resources were used: strategic management as well as tourism-related literature, which included books; journal articles and dissertations. Information searches were conducted on library indexes and catalogues as well as the internet. Bridal shows; wedding directories and commercial bridal magazines were also used in order to obtain information on wedding tourism products.

1.4.2 Empirical study

Two different surveys were conducted: one survey was conducted with wedding venue owners/management and the other survey was conducted with wedding planners.

1.4.2.1 Database

A database of wedding venues and wedding planners was compiled by means of internet websites, the Wedding Expo and bridal magazines. The database included wedding venues which are located in Gauteng (85%) and North West (15%) provinces, due to accessibility and the fact that Gauteng is one of the main tourist attracting provinces in the South Africa.

1.4.2.2 Pilot Study

An interview was held with a wedding planner in order to make sure that the questionnaire was comprehensible. Improvements were made to the questionnaire after the pilot study was conducted.

1.4.2.3 Respondents

Two different groups of respondents were used for this study:

Wedding venues

The owners/managers of 150 wedding venues in Gauteng and North West were asked to complete a structured questionnaire in order to gather information on the key success factors; the capacity of the wedding venue; number of weddings held in a year and so on. Personal interviews were held with 25 owners/managers of wedding venues and the rest of the questionnaires were distributed three times via email. A total of 54 questionnaires were completed which added up to a response rate of 36%.

Wedding planners

Fifty wedding planners in South Africa were also asked to complete a structured interview questionnaire in order to gather information on key success factors; services offered; number of weddings that are planned annually; and the basis on which the cost is determined. Personal interviews were conducted with 30% of those who had responded. The total response rate for the wedding planners was 20%.

1.4.2.4 Method

Two different structured interview questionnaires were developed. One was specifically developed for wedding planners and the other questionnaire for the owners/management of wedding venues. An availability sample of those who were willing to participate in this research was drawn from the database of wedding planners and wedding venues. Interviews were held with wedding planners and owners/management of wedding venues; the remaining questionnaires were distributed via email. A statistical analysis was performed by means of a factor analysis in order to reduce the variables to a smaller set of more basic variables, while retaining most of the original information. All data was processed by the North-West University's Statistical Consultation Services. Different statistic methods were used to interpret data namely, descriptive statistics, frequency tables, factor analysis, t-tests and association hypothesis.

1.5 CONCEPT CLARIFICATION

The following terms are used throughout the study and therefore need clarification:

1.5.1 Tourism

Middelton, as quoted by Bennett (2000:6), describes tourism as: "any activity concerned with the temporary movement of people to destinations outside the places they normally live and work, and their activities during the stay at these destinations".

Tourism can also be described as “the total experience that originates from the interaction between tourists, job providers, government systems and communities in the process of attracting, entertaining, transporting and accommodating tourists” (Saayman, 2000:17).

1.5.2 Event Tourism

Getz (1997:16) argues that event tourism is “the systematic planning, development, and marketing of events as tourist attractions, catalysts for other developments, image builders and animators of attractions and destination areas”.

Event tourism can also be described as: “a market segment consisting of those people who travel to attend events, or who can be motivated to attend events while away from home” (Getz, 1997:16).

1.5.3 Wedding Tourism

Wedding tourism involves the following: transport (guests who travel to attend a wedding); accommodation (wedding guests staying over); catering and entertainment. Wedding tourism is therefore based on the primary aspects of tourism.

1.5.4 Key success factors (KSFs)

Key success factors (KSFs) are prerequisite for the success of any organisation. KSFs are aspects which influence the organisation's ability to thrive in the market place (Thompson & Strickland, 1999:96).

1.6 CHAPTER CLASSIFICATION

Chapter 1: Introduction and problem statement

In chapter 1 the problem statement is discussed, which is followed by the research objectives and research methodology.

Chapter 2: Strategic management for special events

Chapter 2 concentrates on the strategic planning and management aspects of event tourism. Attention was given to strategy formulation, strategy implementation and evaluation and control of strategies.

Chapter 3: Analysing the aspects of strategic management for special events

Chapter 3 focuses on the various aspects of strategic management which included the following: marketing for special events, human resource management, financial management and operational management.

Chapter 4: Analysing wedding tourism

Chapter 4 focuses on the wedding tourism product. A description is given of what a typical wedding venue looks like and what the services of a wedding planner entail and the successful planning of a wedding is discussed.

Chapter 5: Empirical analysis

Chapter 5 focuses on the empirical analysis which will consist of two parts. The first part focuses on the questionnaire completed by owners/ management of wedding venues in Gauteng and North West and the second part focuses on the questionnaire completed by wedding planners.

Chapter 6: Conclusions and recommendations

Conclusions are drawn and recommendations made regarding the key success factors of wedding tourism.

2

CHAPTER 2

STRATEGIC MANAGEMENT PROCESS FOR SPECIAL EVENTS

“Outstanding people realised that the job involved more than just writing a good strategic plan. It was also important that top management should understand the plan and be prepared to adopt it.”
David C. McClelland

2.1 INTRODUCTION

One of the most important aspects of strategic events management is the planning process, which is fundamental for the success of events (Shone & Parry, 2004:81 & Allen, O'Toole, McDonnell & Harris, 2002:134). Strategic planning is a pro-active effort by managers to foresee changes by establishing objectives and formulating a strategy (Bennett, 2000:140). To organise an event successfully the event manager needs to have a clear comprehension of why the event exists, what it is trying to achieve and for whom (Allen *et al.*, 2002:134). Strategy gives direction to an organisation which considers the changes in the environment it operates (Saayman, 2002:99).

Shone and Parry (2004:81) argue that one has to think ahead about the event and identify key issues that needs attention and this specifically applies to the key success factors. To do this, requires a systematic approach in which the plan is broken down into smaller sections. This is done to avoid missing any important aspects. According to Ansoff, as quoted by Bramwell (1997:168), strategic planning may be defined as “... a formal and deliberate process of explicit analysis and decision-making based on working logically and sequentially through a number of steps to develop and then implement a plan”.

Figure 2.1 gives an overall outline of the strategic management process which will be discussed in the following two chapters. This chapter will deal with the strategic planning of an event which includes the following: formulating a strategy (vision, mission/event concept and objectives); conducting a situational analysis (analysing the external and internal environment); potential impacts of special events; implementing event strategy and the evaluation and control of strategies. The purpose of this chapter is to identify the key success factors for the strategic management of special events. The remaining aspects will be discussed in chapter 3.

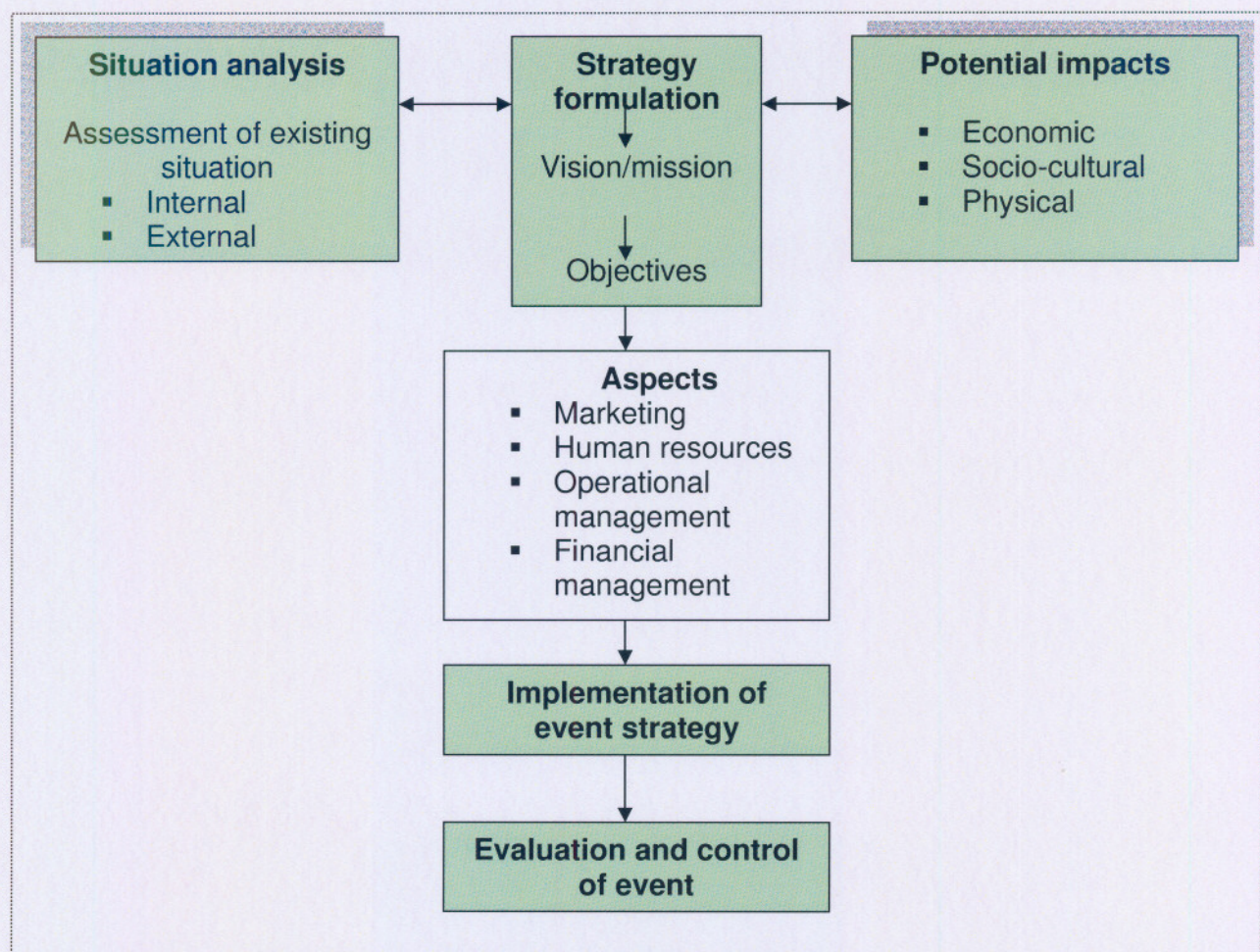


Figure 2.1: Strategic management process as adapted from (Tassiopoulos, 2000:104; & Bennett, 2000:168)

2.2 STRATEGY FORMULATION

Strategy formulation entails the establishment of long-term action plans for the effective management of the event organisation, taking into consideration environmental opportunities and threats as well as internal strengths and weaknesses (Hunger & Wheelen, 2001:6). The following section will focus on the formulation of the vision and mission, followed by the objectives and the situation analysis.

2.2.1 Vision and mission (event concept)

The vision and mission statements are extremely important to effective strategic management (David, 2005:55). According to Saayman (2002:100) as well as Bowdin, McDonnell, Allen and O'Toole (2001:69), the vision is a dream and describes the long-term goals of the event. It gives direction in terms of what the event wants to achieve.

A mission, on the other hand, refers to the organisation's purpose or reason for existence and differentiates organisations of the same type from one another (Hunger & Wheelen, 2001:6 & David, 2005:56). The statement focuses on the needs of the customer as well as the stakeholders and provides a starting point for all employees (Cole, 1997:16). According to Tum, Norton and Wright (2006:109) the mission or event concept is not the same as an idea. A concept has well-structured statements and state the overall form, function and purpose of the event. It gives an outline and meaning to the event and defines the duration, facilities available, target market and some perspective on the costs.

The following five "w"-questions are important to ask in developing the event concept and also set the stage for brainstorming:

- **WHY** is the event happening? Knowing the purpose of the event will guide the event manager in further decision-making.
- **WHO** are the participants? This question can be dealt with on two levels. Firstly, who will be involved in the organisation of the event, together with a list of service and product providers and secondly who will be the visitors/target market?

- **WHEN** will the event be held? “When” relates to the issue of timing. Is the lead time adequate? Enough time should be available in order to develop event specifications and for negotiating with suppliers and other contractors. The following time-related factors must also be taken into consideration the season; day of week; time of day and duration of the event.
- **WHERE** is the best location to host the event? The following must be taken into account when selecting a venue: availability; capacity; services and facilities offered; accessibility and costs.
- **WHAT** is the event product? This must meet the needs, desires and expectations of the guests and must synergise with the why, who, when and where of the event (Van der Wagen, 2005:21-23; Wolf & Wolf, 2005:1-16; Goldblatt, 2005:48).

It is therefore important and clear that no event can exist without a vision and mission which can be considered as key success factors in managing wedding tourism. It gives guidance and assist in setting objectives which will be discussed in the next section.

2.2.2 Objectives

Once the vision and mission (event concept) has been developed, the event manager must formulate objectives for the event (Bowdin *et al.*, 2001:70). Objectives are essential for strategic planning, as they are the central point for directing strategies (Bennett, 2000:150). Objectives are statements of what must be achieved and provide direction to those who are involved in the organisation of the event (Tassiopoulos, 2000:110 & David, 2005:11). Long-term objectives are formulated for a year or longer and short-term objectives are usually for one year or less (Cole, 1997:15 & David, 2005:11). Objectives must be formulated for the event in general and for each division (David, 2005:11). The criteria may be described by the acronym SMART:

- **Specific** - it must be focused on the purpose of the event.
- **Measurable** - expressed in a way that is quantifiable.
- **Attainable** - objectives can be accomplished given the resources available to the event organisation.

- **Relevant/Realistic** - must be applicable to the current situation in which the event organisation operates.
- **Timeframe** - to be achieved in a specific time (Allen *et al.*, 2002:128; Bowdin *et al.*, 2001:71; Saayman, 2002:97 & Tum *et al.*, 2006:242).

From the above it is clear that setting objectives can be considered as a key success factor for an event, as they direct the strategies and operations of the event.

2.2.3 Key success factors for strategy formulation

According to Van der Westhuizen (2003:73) and based on the above argumentation, the following are key success factors for the strategy formulation:

- Formulate a vision statement, as it gives guidance in terms of what the event wants to achieve.
- Formulate a mission statement, as it reflects the purpose of the event.
- Set SMART business objectives in order to direct strategies.

2.3 SITUATIONAL ANALYSIS

Bennett (2000:145) defines environmental scanning (situation analysis) as "... the systematic method used by an organisation to study and forecast external forces that are not under the direct control of the organisation or its industry".

According to Hunger and Wheelen (2001:5) environmental scanning (situation analysis) is "... the monitoring, evaluating and disseminating of information from the external and internal environments to key people within the corporation".

These definitions make it clear that two environments (external and internal) need to be analysed for the purpose of strategic planning (Bennett, 2000:145).

The situational analysis consists of a SWOT analysis which serves as a basis for the organisation's planning as it identifies the strengths and weaknesses of its currents

operations as well as opportunities and threats because of various environmental influences. It is thus concerned with analysing the external and internal environment and availability of resources (Saayman, 2002:102 & Laws, 1991:78). Van der Wagen (2005:41) explains that it is important to do a SWOT analysis for every event. The event manager must strive to improve strengths, take advantage of opportunities, acknowledge and deal with weaknesses and introduce contingency plans for potential threats:

- **Strengths** are the internal strengths of the event organisation.
- **Weaknesses** are the internal weaknesses of the organisation.
- **Opportunities** are external aspects which are beneficial for the event organisation.
- **Threats** are external aspects which may have a negative influence on the organisation (Van der Wagen, 2005:41; Miller & Dess, 1996:39; Byars, Rue & Zahra, 1996:96; Forster & Browne, 1996:31; Getz, 1997:110 & Dess, Lumpkin & Taylor, 2005: 47).

2.3.1 External environment

Events are influenced by external factors; therefore strategies must be responsive to the external environment (Dess *et al.*, 2005:39). The external environment consists of those forces which affect the strategic decisions of an event, but are beyond the organisation's control (Bennett, 2000:145). According to Coulter (2005:66) the external analysis can be defined as "the process of scanning and evaluating an organisation's various environmental sectors to determine positive and negative trends that could impact organisational performance".

The purpose of analysing the external environment is to identify opportunities which may benefit the organisation and threats that should be avoided (David, 2005:74 & Coulter, 2005:66). The external environment can be divided into the following broad categories:

a) Economic factors

Economic issues are important in the events industry because expenditure patterns are largely dependent on the economic conditions in the market (Bennett, 2000:146). Economic growth, exchange rates, levels of income, inflation, consumer price index and unemployment rate will have an affect on people's ability to pay and in turn have an effect demand for an event (Evans, Campbell & Stonehouse, 2003:162; Dess *et al.*, 2005 & Tum *et al.*, 2006:38). The event manger should gather information on all of the above and determine how changes can be used to the advantage of event (Tum *et al.*, 2006:38).

b) Socio-cultural factors

Understanding existing and potential visitors goes further than just their physical characteristics. Social-cultural forces affect the values, beliefs and lifestyles of visitors (Dess *et al.*, 2005:50 & Coulter, 2005:85). According to Evans *et al.* (2003:159) there are three areas which should be considered when analysing the socio-cultural environment:

- *Culture* consists of values, beliefs and attitudes of visitors which can influence their behaviour, consumer tastes and preferences.
- *Demographic changes* such as the size and structure of the population will be a determinant of potential markets.
- *Social structure* is the way in which social groups in a population is organised (e.g. age, sex, location and so on). The social structure will influence people's lifestyles and expectations and this will affect their demand for certain events.

Event managers should be aware of changes in the above mentioned areas, in order to take advantage of opportunities and adapt to these changes.

c) Technological factors

Sudden developments in technology have an influence on all organisations and not just those operating in a high-tech milieu (Cole, 1997:31). Analysing the technological environment involves developing an understanding of the effects of changes in technology

on all aspects of an event including: transport and distribution; information and communications; operational processes and services. Developments in technology have contributed to revolutionising the way in which the events industry operates. Activities are now better coordinated, researched and development is speeded up and thus causing organisations to be more adaptable and responsive (Evans *et al.*, 2003:160). Another technological innovation from which the events industry can greatly benefit is special effects, which can be used to create exciting and unique experiences for visitors (Tassiopoulos, 2000:150)

Tassiopoulos (2000:149) categorises information technology for events into three areas:

- monitoring and controlling (this include electronic ticketing and entrance control);
- applications to create or enhance the experience (including multimedia and themed entertainment);
- marketing and management activities.

d) Competitors

Event managers must consider the competitive environment as the profitability of the organisation is directly influenced by competitive developments (Dess *et al.*, 2005:55). Collecting and evaluating information on competitors is crucial for successful strategy formulation. Competitors include similar or other events that provide the same or similar services. The existing competitors must be taken into consideration and should influence the organisation's plan in terms of product development, marketing activities and target marketing, otherwise services or programmes may fail as a result of better services or programmes provided by other events (Saayman, 2001a:106 & Swarbrooke, 2002:114).

e) Political factors and legal environment

Governments have become involved in tourism (events tourism) through the direct action to develop facilities or indirectly by cultivating organisations that promote tourism. For event tourism to prosper the perfect circumstances would be political stability; security; a clear

legal structure; essential services and infrastructure which is the responsibility of the government (Page, 2003:277).

Considering the rise in global interdependence among economies, markets and governments, it is necessary to analyse the possible impact of political variables (David, 2005:83). The political environment is under the direct control of the government (Evans *et al.*, 2003:165). Governments have influence over:

- *Legislation*: laws that covers employment; consumer protection; health and safety of event visitors and employees and contracts.
- *Economic policy*: especially over fiscal policy. Fiscal policy is the regulation of the national economy through the management of government revenues and expenditures. Governments usually place policy over taxation and expenditure in the country.
- *Government international policy*: intervention to influence exchange rates (Evans *et al.*, 2003:165).

Event managers should monitor government policy to detect changes early and respond effectively.

2.3.2 Internal environment

Coulter (2005:106) offers the following definition of the analysis of the internal environment: "... the process of identifying and evaluating an organisation's specific characteristics, including its resources, capabilities and core competencies. It provides important information about an organisation's specific assets; skills and work activities".

The internal analysis will give event managers an understanding of the event organisation's strengths and weaknesses (Byars *et al.*, 1996:88 & Miller & Dess, 1996:106). The following aspects must be analysed:

a) Marketing

Marketing is all about assisting the organisation to achieve its goals and is therefore part of the strategic planning process. Successful event marketing is led by the visitors needs and wants (Swarbrooke, 2002:198).

The following factors need to be considered: marketing research; market segmentation; positioning and the marketing mix, which will be discussed in chapter 3.

b) Finances

Event managers need to be professional about accounting, particularly where substantial budgets are required as is the case with many events (Tassiopoulos, 2000:153). The financial analysis includes the following: budget reviews; analysing financial records; sources of income and the event's ability to generate income (Saayman, 2002:105 & Tassiopoulos, 2000:153).

c) Human Resources

According to Coulter (2005:152) various studies have concluded that human resources play an important part in an organisations competitive advantage and performance. The human resources of an event organisation need to be evaluated.

The human resource audit is a tool which is used to gain an understanding of the organisation's human resources. It examines all issues surrounding those currently employed at the organisation. The audit ought to review the ability of the human resources to implement a chosen strategy and identify any gaps (Evans *et al.*, 2003:75).

The contents of a typical human resource audit are as follows:

- the number of employees;
- employees cost;
- recruitment and selection procedures;
- qualifications;

- effectiveness and quality of training programmes;
- business expertise and skills;
- effectiveness of human resource policies;
- the level of employee motivation and morale (Evans *et al.*, 2003:75).

d) Facilities

The facilities for events must be analysed. It is important to have an estimation of the number of visitors expected at the event in order to determine which facilities are needed. The event manager must ensure that facilities are accessible and safe. The maintenance of facilities is an important aspect as it contributes to the image of the event (Saayman, 2001b:129).

2.3.3 Key success factors for conducting a situation analysis

According to Van der Westhuizen (2003:73) and based on the above arguments, the following are key success factors for the strategic management process:

- Conduct a SWOT analysis in order to identify strengths, weaknesses, opportunities and threats (cf. 2.3).
- Analyse the external environment, e.g. the economy, politics, technology and competitors (cf. 2.3.1).
- Analyse the internal environment, e.g. marketing, human resources, finances and facilities (2.3.2).

2.4 IMPACTS OF EVENTS

Events do not take place in an isolated environment; they touch almost every facet of life whether it is social, economic or environmental. Events have positive and negative impacts and it is the responsibility of the event manager to predict these impacts and manage them (Allen *et al.*, 2002:31).

2.4.1 Economic impacts

Events have become an instrument that is being used more frequently to boost the local economy of the region and to promote tourism as a whole (Felsenstein & Fleisscher, 2003:385). One of the most beneficial economic impacts of an event is the income it generates. In addition to their spending at the event, visitors spend money on other services like accommodation, transport and retailing services in the host destination. This expenditure circulates through the local economy and consequently has a significant impact on the local economy (Allen *et al.*, 2002:39). The economic impacts of an event consist of direct and indirect effects. The direct effects refer to the spending by external visitors and the indirect effects refer to the flow-on effect when the local community benefit from the expenditure of visitors (Van der Wagen, 2005:340). With the expectation of economic welfare created by an event, the negative impacts like rising prices are often overlooked (Felsenstein & Fleisscher, 2003:386).

Turco & Kelsey as quoted by Saayman (2001b:91) define economic impact as “the net change in the host community’s economy, as a result of the spending that is attributed to the special events”. According to Saayman (2000:114) there are four important aspects to determine the economic impact:

- the number of tourists;
- their spending;
- length of stay;
- the multiplier effect.

Economic studies will provide information on how an event will impact the host community and the event manager should consider these impacts in the planning process (Goldman, Nakazawa & Taylor, 1997:48).

2.4.2 Social and cultural impacts

Communities are interactive and whether they are modern and technologically advanced or old and traditional, all communities celebrate. Humans are social beings and the growth of the event business may be due to the need for social interaction in the community, pleasure and stimulation of the mind and senses which ranges from participating in activities, enjoying a relaxed atmosphere and consumption of food and drink (Shone & Parry, 2004:50-51).

Events have social and cultural impacts on the visitors and host communities (Getz, 1997:46). From a positive point of view, events have the ability to enhance local pride, which results from community events and celebrations of national holidays. The host-visitor interaction offers the opportunity to learn more about each other which promote multicultural understanding and broaden people's cultural horizons by exposing them to new customs. Other positive impacts may include strengthening of traditions and improving social ties. (Shone & Parry, 2004:51, Yeoman, Robertson, Ali-Knight, Drummond & McMahon-Beattie, 2004:46 & Saayman, 2000:135). Light (1996:184) also argues that events can offer experiences of understanding, enjoyment and self-fulfillment. Events may also offer visitors an opportunity for exploration; discovery; learning; aesthetic appreciation of art and culture and discovery of local culture and traditions.

Local communities often value the "feel-good" aspects of events and are prepared to put up with temporary hassle and disturbance because of the excitement that events create and the long-term prospect of improved facilities and profile (Allen *et al.*, 2002:33).

However, events can also have unplanned social costs such as substance abuse, bad crowd behaviour and an increase in criminal activity (Getz, 1997:46). If not managed properly, these consequences can take over the agenda and determine the public perception of the event. Poorly managed events can also have other effects on the social life of communities, which include loss of amenity due to noise or crowds; resentment of unbalanced distribution of costs and benefits as well as cost inflation of goods and services (Bowdin *et al.*, 2001:30-31).

Hosts and visitors have distinct socio-cultural backgrounds as well as different perceptions. The tourist (visitor) is living in terms of unusual time and place while to the host it is ordinary life and home. These two worlds are ordered and conditioned by respective cultures. The measure of contrasting values and conflict will depend on levels of differences as well as each world's intrinsic flexibility and ability to adjust (Saayman, 2000:138).

Hudman & Jackson (2003:37) suggest that the following impacts (Table 2.1) can emerge from socio-cultural contact between visitors and the host community:

Table 2.1: Impacts of socio-cultural contact

POSITIVE IMPACTS	NEGATIVE IMPACTS
▪ Development of cultural awareness. ▪ Preserving history and folklore. ▪ Reduce international mistrust. ▪ Tourism can be seen as a tool for mutual understanding between the host community and visitors. ▪ Enhances an appreciation of cultural traditions.	▪ Skilled foreign workers are imported for the tourism industry, giving local residents a feeling of economic colonialism. ▪ Alienation may be generated in the host community, leading to social unrest. ▪ Westernisation of the local culture. ▪ Increase in prostitution. ▪ Social conflict.

Not all events are welcomed by host communities. A widely used framework (Figure 2.2) for describing the impacts of visitors on host communities is Doxey's index of irritation which describes the changing attitudes of the host community as the number of visitors increases (Saayman, 2000:144 & Yeoman *et al.*, 2004:46).

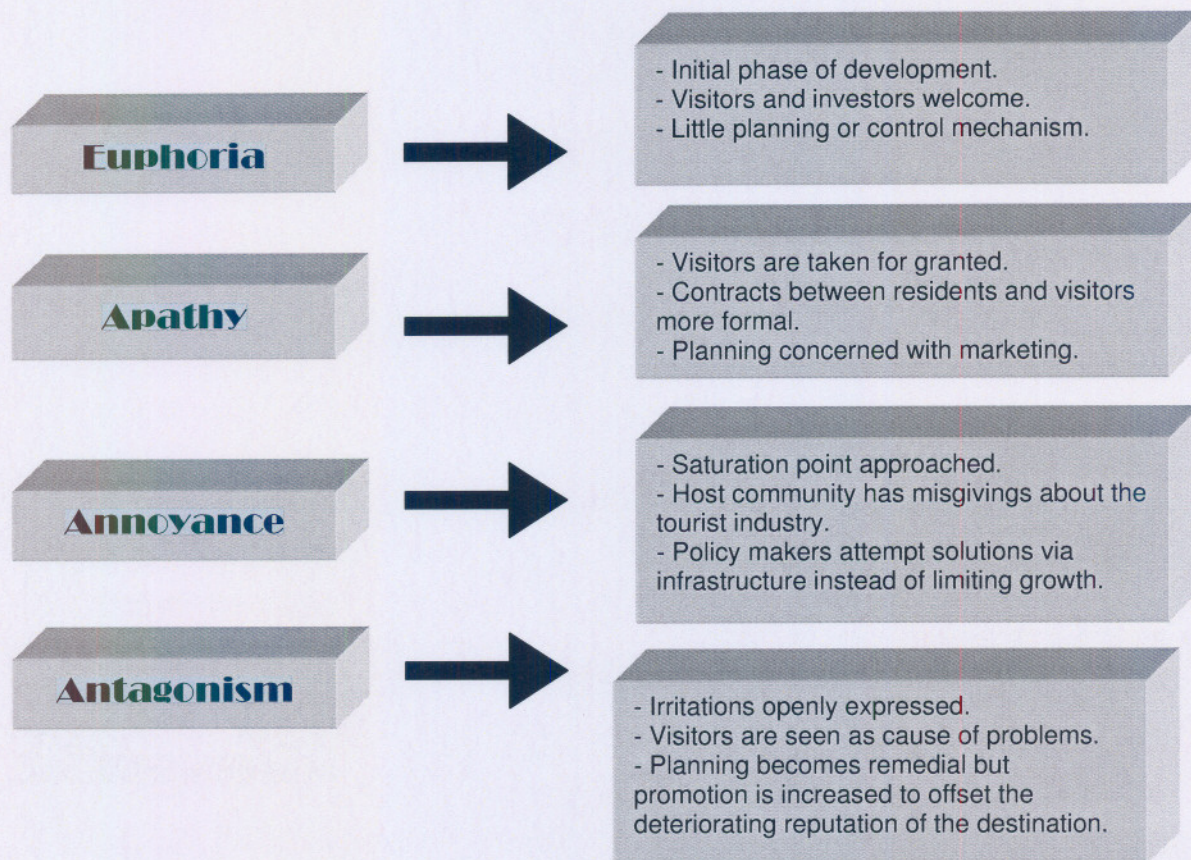


Figure 2.2: Doxey's index of irritation

The more an event is seen by the host community as emerging from within rather than being forced on them, the greater the community's tolerance will be of the event (Yeoman, *et al.*, 2004:33). It is thus important that developers of event tourism consider the perceptions and attitudes of the host community before they start investing scarce resources (Gursoy & Rutherford, 2004:513).

2.4.3 Environmental impacts

A destination will benefit from an event if attention is paid to the adequate supply of all goods and services required for effective staging, which include access to power, security, water, waste management, state-of-the-art technology and emergency procedures. Access to venues, efficient transport and well-signed directions will be attractive to visitors and some destinations have invested in purpose-built venues that provide outstanding facilities for participants (Yeoman *et al.*, 2004:45-46). According to Felsenstein &

Fleischer (2003:386) physical development like new tourism infrastructure can on the other hand cause negative impacts in the form of pollution, landscape change and ecosystem disruption.

Table 2.2 outlines some of the physical impacts on the environment when hosting an event:

Table 2.2: Environmental impacts (Lickorish & Jenkins, 1997:87-89; Saayman, 2000:160-161; Bowdin *et al.*, 2001:32-33)

POSITIVE IMPACTS	
Improvement of environmental quality	Hosting an event can provide the motivation for “cleaning up” and improving environmental aesthetics through landscaping programmes; appropriate building design and better maintenance.
Image-building	Development of well-designed tourist facilities may enhance the natural or urban landscape.
Improvement of infrastructure	Events can enhance the quality of life and act as catalysts for the development of new or expanded tourism infrastructure like airports; roads; telecommunication systems; water and sewage systems and so on.
NEGATIVE IMPACTS	
Water, air, noise and visual pollution	Excessive traffic; large number of visitors; improper sewage disposal system and poorly designed tourist facilities can lead to polluting the environment.
Overcrowding and congestion	Can lead to resentment on the part of the host community.
Ecological disruption	Exceeding the carrying capacity of an environment can lead to ecological damage.
Environmental hazards	Poor engineering design of tourist facilities.

Improper waste disposal	Littering is a common problem that emerges during events.
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Host environments may be particularly fragile and care should be taken to protect them. In the case of a major event, it may be necessary to conduct an environmental impact assessment before permission will be granted by the council to proceed with the event. A formal study is not always required, but in this case it is the responsibility of the event manager to carefully consider the impact of an event on the environment (Allen *et al.*, 2002:35). According to Gunn as quoted by Walker and Hall (1996:3) most of the physical damage is caused by the lack of research, planning and strategy, not by tourism or the event itself.

In cases where planning is well thought out and considered to be crucial to the planning process, the physical environment will cope better, enhancing the visitor's experience and increasing the economy as a result (Walker & Hall, 1996:3).

Walker and Hall (1996:4) offer a model (Figure 2.3) to analyse physical impacts. This model takes into consideration indicators of impacts on both the natural and built environment. The natural environment includes the management of soil, vegetation and water. The built environment includes aspects such as waste disposal, transport, noise and flow. The current impacts need to be determined and forecasts made in order to manage the physical environment properly. Therefore event managers must analyse these current or future impacts when planning an event and recommendations must be made on how to manage these impacts in order to preserve the environment.

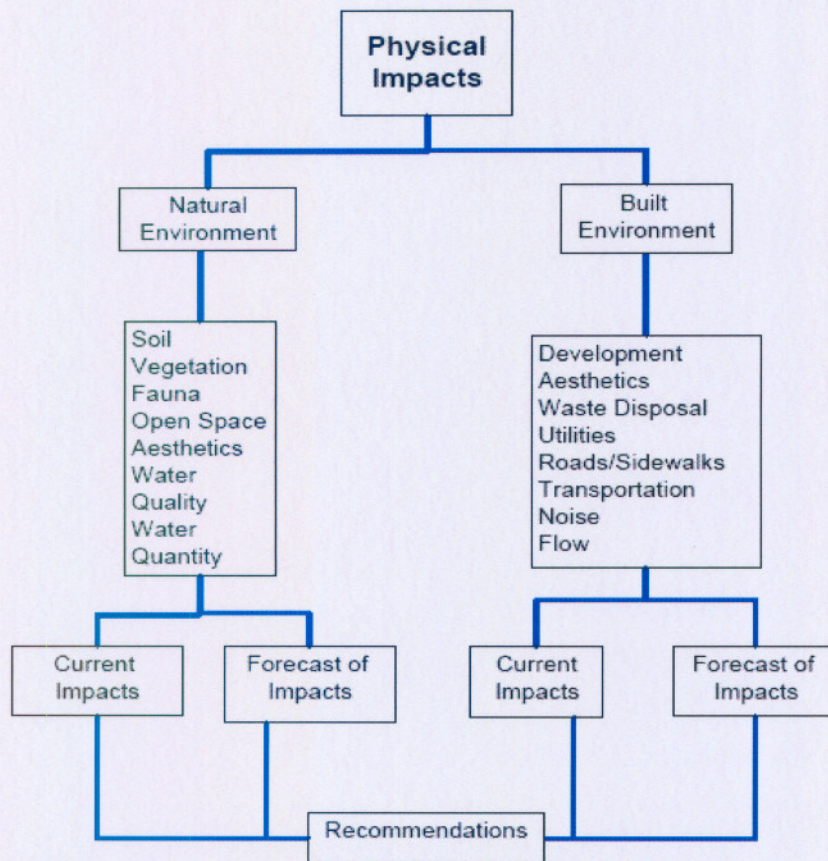


Figure 2.3: Physical impact analysis

2.5 STRATEGY IMPLEMENTATION

According to Hunger and Wheelen (2001:9) strategy implementation is: “the process by which strategies and policies are put into action through the development of programmes, budgets and procedures”. The strategic management process does not end when the organisation has decided on a strategy to follow. The strategic plan must be translated into strategic action (David, 2005:242). If the strategic plan is not implemented, it is a waste of time, because then it becomes a document of no value (David, 2005:242 & Saayman, 2002:107). Implementation of strategies affects the whole organisation on all functional and operational levels (David, 2005:242).

2.5.1 Key success factors for implementing strategies

According to Thompson and Strickland (1999:270) the following factors are important for the successful implementation of strategies:

- Developing an event organisation with expertise, capabilities and resource strengths to carry out the strategy successfully.
- Establish policies and procedures that support the strategy.
- Developing budgets to steer adequate resources into those activities critical to strategic success.
- Institute information, communication and operating systems that enable staff to carry out their roles successfully.
- Creating a working environment and corporate culture that supports the strategy.
- The event manager needs to drive implementation forward and keep on improving on how the strategy is being executed.
- Instituting best practices and pushing for continuous improvements in how activities are performed.

2.6 EVALUATION AND CONTROL

Even the best formulated and implemented strategies can become outdated as the event organisation's external and internal environments change. It is therefore important that strategies be evaluated and controlled continuously (David, 2005:310). Hunger and Wheelen (2001:158) describe evaluation and control as "the process by which corporate activities and performance results are monitored so that actual performance can be compared with desired performance. It provides feedback necessary for management to evaluate the results and take corrective action, as needed".

Hunger and Wheelen (2001:158) suggest using the following 5-step process for evaluation and control of strategies:

- Step 1: Determine what to measure.
- Step 2: Establish standards of performance.
- Step 3: Measure actual performance.
- Step 4: Compare actual performance with the desired standard.
- Step 5: Take corrective action.

A checklist is an effective tool to control the implementation of strategies. Each person and decision receive a checklist based on the strategic plan of what tasks need to be done. The checklist-method is successful because everyone knows exactly what is required of them and feedback must be on a continuous basis (Saayman, 2002:107).

2.6.1 Key success factors for evaluation and control

According to Hunger and Wheelen (2001:158) and David (2005:310), the following are considered important for evaluation and control:

- evaluate and control strategies on a continuous basis;
- 5-step process for evaluation; and
- feedback.

2.7 CONCLUSION

The aim of this chapter was to analyse the strategic management process for special events in order to identify key success factors. This was realised by firstly discussing the formulation of strategies which included the formulation of a vision, mission and objectives. Secondly, the assessment of the internal and external environment and potential impacts of events were analysed. These aspects are crucial for success of special events. Finally, the importance of implementing strategies and the evaluation and control of strategies were discussed.

At the end of each main section the key success factors for that section were identified and it was clear that strategic management is an important part of the management of

weddings. The strategic planning process should be implemented by wedding planners and wedding venues in order to adhere to the needs of visitors and be successful as a business.

Table 2.3: Summary of the strategic planning process

Formulation of strategy	- Vision - Mission - Objectives
Situation analysis	- External environment: <i>economic factors, socio-cultural factors, technological factors, competitors and political factors.</i> - Internal environment: <i>marketing, finances, human resources and facilities.</i>
Potential impacts	- Economic - Socio-cultural - Physical
Strategy implementation	- Strategies are put into action.
Evaluation and Control	- 5-step process for evaluation and control.

The following chapter will analyse the aspects of strategic management for special events.

3

CHAPTER 3

ANALYSING STRATEGIC MANAGEMENT ASPECTS FOR SPECIAL EVENTS

“Remember that life is a celebration or can be a celebration. One of the most important things is to teach man how to celebrate.”
Abraham Joshua Heschel

3.1 INTRODUCTION

Strategic management is an objective, systematic approach for making important decisions in an organisation. It attempts to manage information in a way which allows efficient decision-making in conditions of uncertainty (David, 2005:7).

The purpose of this chapter is to focus on the aspects of strategic management for special events. Firstly, the nature of events marketing; marketing research, market segmentation, market positioning and the marketing mix will be discussed. Secondly, the elements of human resource management will be discussed, which include the organisational structure; job descriptions; recruitment and selection; training and organisational relationships. The financial management of special events will then be followed by focusing on budgets; cash-flow management; break-even analysis and financial statements. Lastly, this chapter will focus on the operational aspects of an event namely venue finding; risk management; food and beverage management and service quality (Figure 3.1).

At the end of each main section the key success factors for that certain aspect will be summarised. This chapter will conclude with a concise summary.

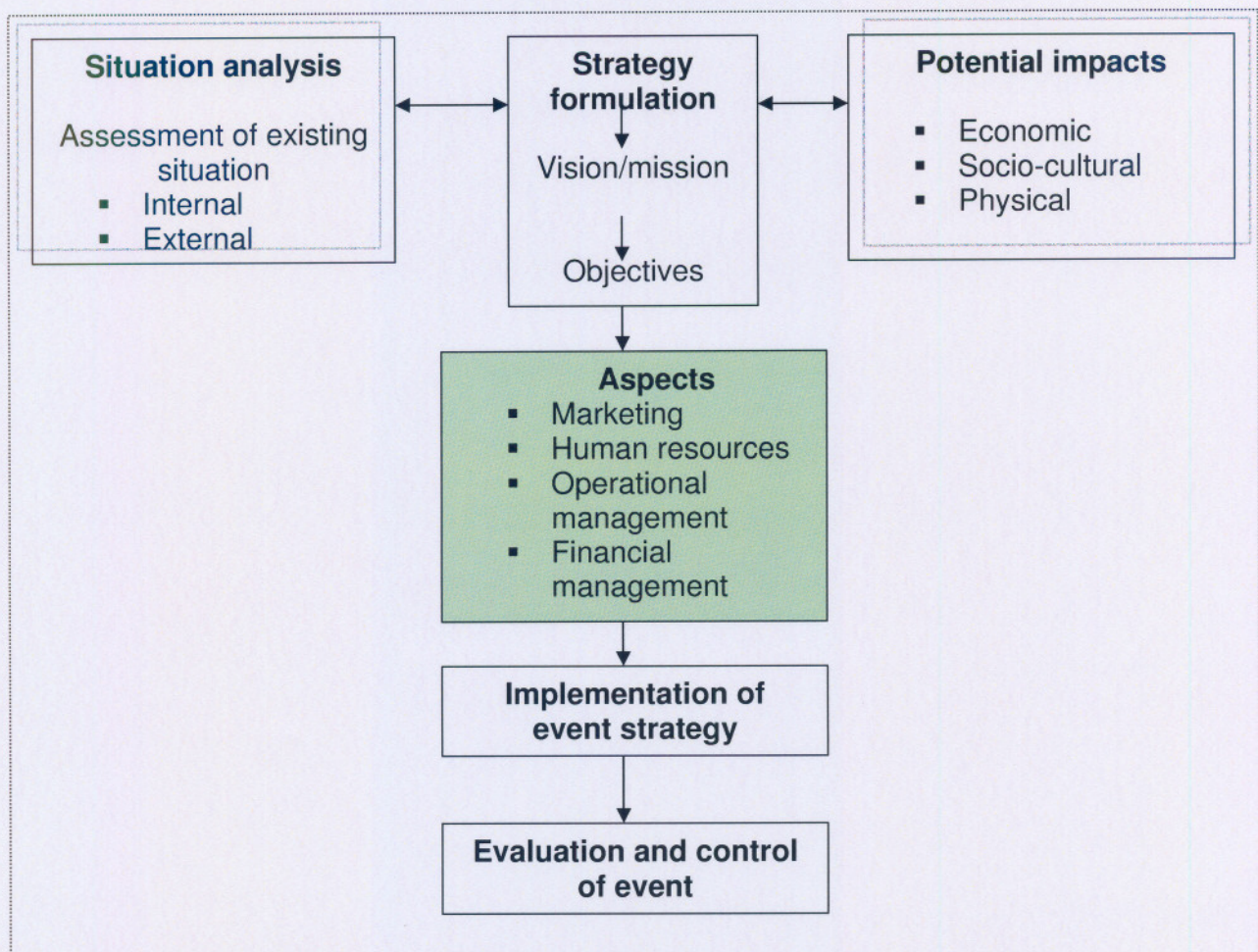


Figure 3.1: Strategic management process as adapted from (Tassiopoulos, 2000:104 & Bennett, 2000:168)

3.2 MARKETING MANAGEMENT

Marketing management is a dynamic process which consists of three phases: find out what the tourist (visitor) wants, create it and sell it (Saayman, 2001a:63). Marketing is always undertaken in the context of fulfilling the event's goals and must be customer (visitor) orientated (Tassiopoulos, 2000:264). Getz (1997:250) defines customer (visitor) orientation as "the process of continuously identifying and meeting the needs and wants of potential and existing customers and clients".

Marketing involves those business activities that relate directly to identifying a target market, determining target market potential and preparing, communicating and delivering satisfaction to the target market (Longenecker, Moore & Petty, 2003:218).

Getz (1997:250) describes marketing of events as “the process of employing the marketing mix to attain organisational goals through creating value for clients and customers. The organisation must adopt a marketing orientation that stresses the building of mutually beneficial relationships and the maintenance of competitive advantages”.

Hall (1997:136) stresses that the marketing of events is “the function of event management that keep in touch with the event’s participants and visitors (consumers); read their needs and motivations; develop products that meet these needs and build a communication programme which expresses the event’s purpose and objectives”. According to these definitions, it is clear that event marketing does not only focus on the needs of visitors but on all the participants (role players) in the event. Slabbert (2004:110) identifies the following key role players:

- **Visitors:** according to Formica and Uysal, as quoted by Slabbert (2004:119), it is important to examine the motivations that lead visitors to decide on attending an event in order to develop an effective marketing strategy.
- **Sponsors:** Sponsorship is a frequently used funding source for hosting an event (Van der Wagen, 2005:96). The competition for sponsors is severe and it is therefore important that the event manager research the sponsor’s needs, expectations and desires (Goldblatt, 2005:290). There are different motives for sponsoring an event and when approaching a potential sponsor, the event manager must use these motivations to in order to attract the sponsor to participate in the event (Van der Wagen, 2005:111).
- **Local community:** The local community is an important role player in staging an event. The event manager must analyse the values and trends of the local community in order to determine how it will influence the local community’s reactions and expectations of the event. The local community must be included in the planning of the event. Creating community relations and word-of-mouth communication can play an important role in the success of the event (Bowdin *et al.*, 2001:49).

- **Government:** According to Dwyer *et al.*, as quoted by Slabbert (2004:140), governments are often required to provide financial assistance for events. There are often good economic and non-economic reasons why a government may provide such support: events have the ability to create income and jobs in the short term and generate increased visitation and related investment in the longer term.

Foster, as quoted by Saayman (2001a:64), identifies some elements that must be taken into consideration during marketing:

- Marketing is a philosophy that believes decisions must be regulated by the visitors and their needs.
- It is a systematic business process that demands planning, implementation and control.
- It should be an integrated department.
- Well-tried methods and systems based on scientific research in the business environment must be used.
- Strong emphasis must be placed on changes.
- It is a method to achieve a dynamic business strategy.
- It is a form of management by objectives.

3.2.1 Market research

According to Yeoman *et al.* (2004:131) "... all event organisations need to gather, analyse and use market information in order to gain and maintain competitive advantage. Knowledge of existing and potential markets, trends, competitors and the effectiveness of marketing programmes is necessary to the success of any event". According to Bowdin *et al.* (2001:143) the need for marketing research in event organisations is based on one principle: "the lower the quality or absence of data used for marketing decisions, the higher the risk of marketing failure".

Saayman (2001a:126) describes the following reasons for market research:

- to determine the market potential;
- to do market forecasts;
- to find out who the consumer is;
- to study the effectiveness of advertising;
- to study the effect of prices;
- to see if the experience matches the expectations.

Event managers mainly use *quantitative research* to determine demographic information such as gender, age, income and related facts about the potential market of the event. This research is comparatively inexpensive to conduct and easy to tabulate and analyse with computers. A written survey, a personal interview or a telephone interview can be used as methods of construction. The greater the response, the better the data will be. One can offer a reward in order to increase the number of participants, for example a pen, cap, free tickets to a production or any tangible item (Goldblatt, 1995:39-41). *Qualitative research* methods are used to examine the motives of visitors for attending the event (Getz, 1997:280). There are a number of ways to conduct this research, including focus groups, participant/observer research or even a case study. Selecting the methodology is dependent on the goals, the time available and the funding must be considered when selecting the appropriate method. Qualitative research is more expensive than quantitative research due to the time that is involved in probing for deeper, more expressive answers than only digits (Goldblatt, 1995:39-41).

3.2.2 Market segmentation

Market segmentation can be defined as the process where the total potential market is divided into homogeneous subgroups of tourists (visitors), each of which reacts in a different way to the marketing mix of the event organisation (Reid & Bonjanic, 2001:91; Forster & Browne, 1996:120). According to Green, Tull & Albaum as quoted by Williams (2002:151), market segmentation deals with determining which preferences, characteristics or other factors of visitors' choice that might differ across buyer groups.

Market segmentation, when done accurately, can improve sales and profits because it allows the marketers' to target specific market segments that are more likely to support the event (Reid & Bonjanic, 2001:92). The main reason for market segmentation is to focus the effort and money spent on marketing in the most effective way (Morrison, 2002:172).

Market segmentation analysis is the typical research approach to providing information appropriate for assessing and maybe changing the festival management's product strategy and the accompanying communications message. It is grounded in management's search for direction on product strategy for the best utilisation of its resources, while seeking an acceptable return on investment (ROI). For this reason, market segmentation research is directed to understanding motivational influences as they already exist in the everyday lives of management's prospects. Resources are better allocated when management responds to pre-existing demand, rather than putting resources at risk by first trying to change the way people are willing to use their resources (Fennel & Allenby, 2003).

A segment-orientated marketing approach generally offers a range of advantages:

- Better understanding of the needs and wants of selected customer groups.
- Efficient use of the marketing budget.
- Better positioning by developing a service and marketing mix to occupy a place in potential visitor's minds within target markets.
- Greater precision in selecting promotional tools and techniques for example the type of advertising media and geographic placement.
- Market segmentation can be used to recognise gaps in the market which may represent new opportunities.
- Sharply focused strategies are encouraged through market segmentation.
- Ensure sustainable customer relationships throughout the customer life cycle. Customers change their preferences and patterns of behaviour over time. An event can serve different segments by offering them a solution for their specific needs. Segmentation can lead to niche marketing. In that case the organisation can meet most of the needs and wants of customers in that niche segment.

- More effective use of advertising, so that promotional messages can specifically be aimed towards each segment of the market.
- By addressing the market in different ways than competitors, a competitive advantage may be gained (Nickels & Wood, 1997:222; Morrison, 2002:173; Williams, 2002:151; Recklies, 2001; Saayman, 2001a:85 & Rix, 2004:93-94).

In the tourism industry it is of great importance to know who the tourists are and their reasons for attending an event, because this will determine the target market (Saayman, 2001a:83). This generally includes the identification and assessment of different tourist characteristics such as demographics, socio-economic factors, geographic location and psychographic characteristics (Bloom, 2005:94).

Demographic variables refer to specific characteristics that describe tourists and their purchasing power like age, gender, marital status and language (Longenecker *et al.*, 2003:225). *Socio-economic variables* are commonly used to divide markets and determine social status. These variables may include income, education and occupation (Saayman, 2001a:93). *Geographic segmentation* is based on where the tourist come from and divides a market into different geographical factors such as countries, regions, provinces and cities (George, 2004:129). *Psychographic segmentation* is based on personality traits, attitudes and motivations (Seaton & Bennett, 1996:42). In other words, it examines how the tourist feels, behaves, thinks and how he/she experiences an attraction (Rix, 2004:101).

3.2.3 Positioning the event

Reid and Bonjanic (2001:105) define positioning as “the process of determining how to differentiate the organisation’s product offerings from those of its competitors in the minds of the visitors”. Positioning can be seen as the last step of the market segmentation process. Once the event organisation has selected a market segment, the organisation must decide which position it seeks (Rix, 2004:113). There are different factors to be considered:

- Competitors: With which organisations or events will be competed and which positions do these organisations hold?
- Visitors: Which characteristics are important to visitors in the selected segment? It is preferred that the event/event organisation have its position match the benefits that are most important to the visitors in the selected target market.
- Organisation: How closely does the planned position match the event/organisations image?
- Price and quality: It is a popular method to position the event/organisation in terms of a combination of price and quality in the mind of the visitor.
- Repositioning: If the needs of the target market have changed it may be necessary to consider changing the event/organisation's image, in order to adapt to the new situation (Rix, 2004:114).

Once the desired position is chosen, a position statement can be written which is a short statement that identifies the selected target market, the benefits that the event may offer and the certain aspects of the event that make it unique from its competitors (Rix, 2004:113 & Davidson & Rogers, 2006:79).

3.2.4 Marketing mix

According to Mandell, as quoted by Saayman (2001a:120), one can relate market segmentation to the marketing mix by identifying the needs of a market segment and then prepare a marketing mix to meet these specific needs. In event marketing it is important to develop a marketing mix for each of the role players (participants) involved in the event (cf. 3.2). The marketing mix consists of four components: price; product; place (distribution) and promotion (Kotler, Bowen & Makens, 1999:7; Swarbrooke, 2002:222 & Evans *et al.*, 2003:134).

- **Price** is an important component of the marketing mix. For the visitor, price represents the amount of money he/she pays for the event in order to fulfill his/her needs. The visitor will view the price as suitable if he/she feels that the value he/she

receives is equal or above the value that he/she pays for (Bennett, 2000:213). An event can choose from the following price structures (Table 3.1):

Table 3.1: Pricing structures (Getz, 1997:212)

- Single admission price for everyone, or differential pricing based on factors like age.
- Free general admission but pay for specific attractions or admission price plus pay for specific attractions.
- No general admission price but pay for extras such as programmes, parking and reserved seating.
- No charges, but recommended donations.
- No charges for those complying with specifications such as wearing of costumes.
- Sponsor-provided discounts readily available to offset the price.
- Single admission or seasonal passes.

According to Bukart and Medlik, as quoted by Saayman (2001a:206), there are certain elements that determine the final price:

- costs incurred to host the event;
 - marketing expenses;
 - the percentage profit desired.
- Getting the **product** right is one of the most crucial activities in marketing. If the product is not what the visitor wants, then all the price adjustments, dependable delivery and promotion will not encourage visitors to attend (Bennett, 2000:207). According to Getz (1997:251) events suffer from a “product orientation” trying to sell the event with no regard as to the visitors’ needs, what they want and are willing to pay for.
- **Place (Distribution)** is the location and setting of the event which can range from a particular building (venue) or a general location such as the city itself. Ambience and how it is created play an important role in this component of the marketing mix.

The process of distributing the event is the reverse of the process of tangible items. The visitor is brought to the product (event) instead of the product (event) being brought to the visitor (Saayman, 2001a:223). According to Lickorish and Jenkins (1997:163), distribution has two basic functions: firstly, to make sure that the visitor is likely to be interested in the event knows about its existence and values and secondly, how to purchase tickets or event packages through efficient distribution channels. The distribution channels will link the visitor with the event. The event organiser can decide to sell tickets or event packages directly or make they can make use of intermediaries, for example travel agencies; tour companies or computerised ticketing agents (Saayman, 2001a:226-227 & Getz, 1997:252).

➤ **Promotion** involves the transmission of messages to past, present and potential event visitors. Messages are received about the event or event organisation through intentional promotional activity and by other means. Intentional promotional activity can involve advertising; sales promotion; direct marketing and public relations. Promotion can occur as a by-product of service delivery through employees; or word-of-mouth communication (Beech & Chadwick, 2006:136).

- *Advertising* includes print and electronic media; transportation (such as bus or rail); promotional gifts (e.g. pens, coffee mugs, calendars) and outdoor media (billboards). Larger events may use numerous of these resources, while smaller events may target their message to one or two of the above mentioned (Goldblatt, 2005:282).
- *Public relations* are about informing the media and the target market by the means of press releases; conferences; journals and so on about the event and persuade them to support it. The media can be used to build a favourable image for the event (Goldblatt, 2005:283 & Saayman, 2001a:247).
- *Direct marketing* involves direct relationships between suppliers and targeted visitors for example direct mail (Saayman, 2001a:231).
- *Sales promotion* is temporary offers or discounts that are used to encourage immediate sales (Swarbrooke, 2002:229 & Saayman, 2001a:232).

3.2.5 Key success factors for marketing special events

According to Van der Westhuizen (2003:116) and based on the discussion above, the following key success factors are identified for the marketing of special events:

- Conduct marketing research in order to gain some insight of potential and existing markets in order to obtain a competitive advantage (cf. 3.2.1).
- Conduct marketing segmentation in order to target a specific target market (cf. 3.2.2).
- Choose a pricing strategy (cf. 3.2.3).
- Develop an event product according to the needs and wants of visitors (cf. 3.2.3).
- Choose the right setting for the event.
- The visitor must be informed about the event through distribution channels (cf. 3.2.3).
- Promotion is important in order to inform existing and potential visitors about the event by the means of advertising; public relations; direct marketing or sales promotion (cf. 3.2.3).

3.3 HUMAN RESOURCE MANAGEMENT

People are one of the most important resources that an event manager will have to direct and employ. The staff organisation of events varies considerably. Both paid staff and volunteers can be used at events. For example, a personal event such as a wedding can be undertaken entirely by volunteer help or entirely by professional help or a mixture of both – it may simply depend on the budget (Shone & Parry, 2004:189).

3.3.1 Organisational structure

All organisations have an internal structure that determines aspects like promotion and growth and everyday operations. It determines who should report to whom and the level of responsibility and authority one is at (Goldblatt, 2005:123). According to Van der Wagen (2005:221), organisation and planning of events can be complex and it might be necessary

to develop and implement several charts that state responsibilities, timelines and so on for each stage of the event:

- Pre-event charts: prior to the event, the focus is on planning (finance; marketing; entertainment; catering and human resource management).
- Charts during the event: full staff complement and emergency reporting relationships.
- Post-event charts: after the event and include individuals involved with evaluation, financial reporting and outstanding issues (Van der Wagen, 2005:221).

3.3.2 Job descriptions

A job description outlines the tasks which need to be performed and is necessary for each role. This document indicates the position title, the reporting relationships and the duties to be performed (Van der Wagen, 2005:221).

Benefits of job descriptions include:

- Preparing job descriptions can explain what role an organisation's human resources will play in achieving its objectives.
- A written job description is a document which can be used to avoid confusion between staff and management about the roles and responsibilities of various positions.
- The process of matching each job to a certain set of outcomes can prevent duplication across positions and reduce uncertainty, overlap and inefficiencies.
- These documents assist in evaluation of personnel involved in the event (Bowdin *et al.*, 2001:86).

3.3.3 Recruitment and selection

The event manager must ensure that the recruitment of staff must be conducted proficiently and according to a systematic process of advertisement, short listing, interviews

and appointment (Tassiopoulos, 2000:141). It is very important to diversify staff to better represent visitors and to provide new, creative viewpoints to improve and develop events (Goldblatt, 2005:119).

Recruitment can be done in a relatively conventional way, through advertising in newspapers or in tourism/leisure/event related magazines; on internet home pages for events or event-related sites or on notice boards. Advertisements need to state clearly the nature of the position; work involved and qualifications/expertise needed. Staff can also be found through employment and staffing agencies for a placement fee. The best places to look for volunteers are volunteer organisations; schools; colleges and universities (Tassiopoulos, 2000:141; Van der Wagen, 2005:225 & Shone & Parry, 2004:205-206).

In order to achieve high standards of service and management of events it is necessary to employ people with adequate skills. Whether recruiting paid or volunteer staff, questions should be asked to check the candidate's suitability for the position (Van der Wagen, 2005:225).

3.3.4 Training

According to Van der Wagen (2005:229) event staff needs to be trained in the following areas:

- General outline: staff needs to be presented with the general outline of the event as well as objectives and organisational structure.
- Venue information: staff needs to become accustomed with the facilities and departments. It is also important that staff is informed about the emergency procedures of the venue.
- Specific job specification: staff needs to know their duties and how to perform them.

Specific training is needed as every organisation is different and every job is different (Shone & Parry, 2004:207). For staff the training process reinforces the idea that their services are important and they have a major role to play in order the event to be

successful. It also enables them to grow personally, gain new skills and increase confidence (Bowdin *et al.*, 2001:99). Reinforcement at the end of training is important as the event manager must be certain that all staff has achieved the training objectives (Van der Wagen, 2005:230).

3.3.5 Organisational relationships

Organisational relationships are essential, as it affects how committed employees are to the organisation and its goals (Coulter, 2005:155). According to Yeoman *et al.* (2004:90) the following are key factors for successful organisational relationships:

- Communication – needs to open, honest and regular. Individuals need to be trained to give and receive effective messages.
- Information – accurate and timely provision of information is essential to maintaining a good relationship, as is efficient record keeping and data retrieval systems.
- Understanding – real empathy is needed not just for the external customers' situations but the employees' circumstances. There is also a need to completely understand the expectations and vision of the final outcome.
- Behaviour – all human behaviour has the power to significantly change communication encounters and interactions. Here staff needs to feel able to respond appropriately to customer and colleague behaviour.
- Action – all the other factors fade away if all we have is knowledge or understanding of what is required; the real professional knows how to translate these factors into effective action for the benefit of the customer, the event and the organisation.

Staff development is an essential continuous activity which means supporting and assisting individuals to fulfil their potential by education, training and career advancement (Coulter, 2005:179).

3.3.6 Key success factors for managing human resources

According to Van der Westhuizen (2003:132) and based on the discussion above, the following key success factors were identified for managing the human resources of special events:

- Developing and managing employees.
- Develop an organisational structure in order for employees to know what their responsibilities are and to whom to report.
- Write job descriptions in order for employees to know exactly what is expected of them.
- Recruiting the right person for the job.
- Training is important for employees to gain new skills and gain confidence.
- Positive organisational relationships increase the commitment of employees towards the organisation.

3.4 FINANCIAL MANAGEMENT

Financial management is a crucial part of event management. Event managers should be able to maintain effective control over income and expenditure of the event despite the size of the event (Yeoman *et al.*, 2004:273). Financial management is an integrated part of all managerial functions. Financial management is an essential link in the top management of the event organisation. In carrying out this function, the event or financial manager must be sensitive to financial implications of coordinating operations, marketing and other functions of the event organisation (Bennett, 2000:264). According to Evans *et al.* (2003:91) financial management is concerned with managing this limited resource to make sure that:

- sufficient finance is available at all times;
- finance is obtained at the least possible cost;
- finance is used in the most profitable way.

3.4.1 Budgeting

The main financial framework of an event is the budget (Swarbrooke, 2002:269 & Bennett, 2000:290). It is an essential part of financial management that will be used by the event organisation to make effective decisions. It is therefore important that event managers understand the budgeting process (Yeoman *et al.*, 2004:276). A budget is a plan that shows how finances will be obtained and spent for a particular period of time. Budgeting should be viewed as a tool for obtaining the most productive and profitable uses of the event organisation's resources (David, 2005:296).

Table 3.2: Functions of budgets (Saayman, 2002:260)

- | |
|--|
| <ul style="list-style-type: none">▪ Budgets are planning tools.▪ Budgets communicate with those responsible for carrying out the plans.▪ Budgets motivate managers at all levels if they are used appropriately.▪ Budgets serve as control mechanisms in that comparisons are made between the budgeted amounts and the actual figures.▪ A budget serves as a policy plan for the event manager in which the future is projected and further actions are determined.▪ The budget serves as a coordinating mechanism for activities in order to achieve goals. |
|--|

There are different kinds of budgets which may be prepared. Examples are the capital budget which is prepared for acquiring assets; the cash budget which plans for the incoming (receipts) and outgoing (payments) cash; the personnel budget which shows the expenses related to employing staff on a permanent or casual basis and the operating budget which plans for one financial year of operations (Tassiopoulos, 2000:169 & Getz, 1997:230). According to Getz (1997:230) most event managers will prepare only the operating budget, but according to Yeoman *et al.* (2004:276) the most important tool for any event manager is the cash budget.

3.4.2 Cash flow management

It is essential that the event manager can forecast and monitor the cash flow. Although the budget might show that revenues will be sufficient to cover the costs, one must bear in mind that costs might be ongoing. Revenues are mostly coming from the event at the end of the budget period or at the end of the event. Some event-related costs are fixed, whereas some revenues are uncertain (Getz, 1997:233). Yeoman *et al.* (2004:277) gives an outline why the cash budget is an important tool in cash flow management (Table 3.3):

Table 3.3: Reasons why a cash budget is important to an event manager

- Event managers are given forewarning of any adverse cash situations so that they can take appropriate action.
- Event managers can arrange in advance to cover any cash deficits revealed in the forecast (for example arrange an overdraft or change stock and credit policies).
- The cash budget is a way to examine the money cycle.
- Cash is the most liquid asset an event organisation can hold.
- There is a constant inflow and outflow of cash.

Shortfalls are not necessarily fatal and are often inescapable but the event manager must be able to deal with it. For example, establishing friendly relations with banks or other financiers are desirable as the line of credit is a valuable cash flow management tool. One can then withdraw cash or write checks against a preset limit, with payback according to an established schedule. One can also seek sponsorship as some event managers will not spend unless the revenue is guaranteed or the money is already in the bank (Getz, 1997:233).

3.4.3 Break-even analysis

Break-even analysis means to calculate how much of a product must be sold in order to cover the costs, without a profit or loss, and it is important that all event organisers are aware of what the break-even point for the event is. In the case of an event the income is related to the number of visitors or tickets sold (Swarbrooke, 2002:130). In order to calculate the break-even point, it is important to understand the contributinal margin.

$$\text{Contributonal margin} = \text{Income per person} - \text{variable cost per person}$$

Thus, it is the difference between income received per person and the variable cost incurred per person. For example, if the ticket price per person is R140 but the total variable cost is R100 (food R70 and beverage R30), the contributonal margin is R40 per person.

Once the contributonal margin is calculated one must divide the total fixed costs by the contributonal margin to calculate the break-even point (Goldblatt, 2005:138).

$$\text{Break-even point} = \frac{\text{Total fixed costs}}{\text{Contributonal margin}}$$

For example, if the total fixed costs are R 3000 (venue hire R2 000 and guest speaker R1 000), the break-even point is 75.

3.4.4 Financial Statements

Financial Statements present information about the event organisation's performance and financial resources. The two main financial statements are the income statement and the balance sheet (Longenecker *et al.*, 2003:291).

3.4.4.1 Income Statement

In an event organisation an income statement would be prepared for each event. The income statement is a list of the event organisation's revenue, expenses and net profit (Van der Wagen, 2005:131). The income statement shows the amount of profit generated by the event over a specific period of time. The income statement may be presented by the following equation:

$$\text{REVENUE} - \text{EXPENSES} = \text{PROFIT/LOSS}$$

The income statement reports information related to five broad areas of business activity:

- sales revenue (including event admissions);
- costs of producing or acquiring the goods or services to be sold;

- operating expenses – expenses which occur in the day-to-day running of the event;
- financing costs (interest paid to creditors);
- tax payments (Longenecker *et al.*, 2003:292 & Getz 1997:236).

3.4.4.2 Balance sheet

The balance sheet shows the financial position of an event at a certain point of time. In its most basic form, the balance sheet can be presented by the following equation:

$$\text{TOTAL ASSETS} = \text{OWNER'S EQUITY} + \text{LIABILITIES}$$

Assets consist of the following:

- Current assets: cash for current business operation; inventories and accounts receivable.
- Fixed assets: buildings; equipment and vehicles.
- Investments: money which has been deposited for a period of time.

Owner's equity is the money or other assets which the owner has invested in the event organisation.

$$\text{Owners equity} = \text{Capital} + \text{profit/loss} - \text{withdrawals}$$

Liability consists of current liabilities and long term liabilities. Current liabilities are credit extended by suppliers of the event organisation and are usually for a period of one year or less. Long-term liabilities include loans from the bank or other sources that lend the money for a period longer than 5 years (Tassiopoulos, 2000:177 & Longenecker *et al.*, 2003:293).

3.4.5 Key success factors for financial management

According to Van der Westhuizen (2003:89) and based on the discussion above, the following key success factors were identified for the financial management of special events:

- Apply financial control over income and expenses.
- Prepare a budget as it provides a framework in terms of the finances of an event.
- Perform a break-even analysis.
- Forecast and monitor cash flow.
- Prepare financial statements which include the income statement and balance sheet.

3.5 OPERATIONAL MANAGEMENT

Operational management is the management of resources, which are required to create the products and services offered by the event organisation (Bennett, 2000:135). This section will deal with the operational aspects for special events.

3.5.1 Venue-finding

Finding a suitable venue is possibly one of the most important aspects of the development phase of an event (Shone & Parry, 2004:121). When selecting a venue, one must take the needs of all participants into account. Participants include emergency services; catering staff; entertainers; participants and visitors (Van der Wagen, 2005:47).

Major considerations for selecting a venue include the following:

- *Size of event:* space considerations must include the needs of staff, performers, equipment, storage, administration, and other services as well as seating capacity.
- *Venue cost:* is an important factor and must be compatible with the budget.
- *History:* this can have a negative or positive impact on the reputation of a venue and consideration is needed with regards to this aspect.
- *Facilities:* services and facilities are extremely important when it comes to evaluating suitability (Yeoman *et al.*, 2004:20).

Basic facility requirements when selecting a venue include the following:

- *Transport and parking:* transport makes events physically accessible to potential visitors and is an important factor in determining the number of visitors an event is likely to attract (Swarbrooke, 2002:23). One of the biggest irritations for visitors at an event is the lack of sufficient parking facilities. When choosing a venue, it should be ensured that sufficient and secure parking is available. If the parking space is a considerable distance from the event, it would be wise to provide a transfer for visitors to the event (Tassiopoulos, 2000:401). This can be turned into a pleasurable experience, for example by means of a themed shuttle (Beech & Chadwick, 2006:74).
- *Toilets and changing rooms:* it is extremely important that toilets for visitors are well-maintained especially the number, cleanliness and accessibility (Bowdin *et al.*, 2001:229). Determine the facilities available and complement these with temporary toilet facilities. Temporary facilities must be serviced frequently during the event to avoid overflowing. An attendant in these facilities must ensure that adequate supplies of toilet paper and soap are available at all times (Tassiopoulos, 2000:402). Another aspect which is essential for parents with babies is a changing room with proper diaper changing tables and waste disposal facilities (Swarbrooke, 2002:167).
- *Physically challenged:* it is important to make sure that a venue is accessible for people with disabilities. People with disabilities have the right to and want to enjoy leisure experiences like events. A major reason why many people with disabilities do not take part in events is because facilities are not physically accessible and barrier-free to them (Saayman & Snyman, 2005:205).
- *Litter bins:* adequate litter bins must be strategically placed throughout the venue to ensure a clean and hygienic environment for visitors (Tassiopoulos, 2000:402).
- *Catering facilities:* the food and beverage preparation area must be well organised, efficiently run and supervised and stocked with proper equipment. A logical layout of these areas is important to ensure an even flow of work by staff members (Lillicrap, Cousins & Smith, 2002:25). There must be a sufficient supply of running water, where food is prepared and consumed in order to comply with

health regulations. In case the permanent water supply is insufficient, one can install temporary facilities for the course of the event (Tassiopoulos, 2000:402).

- *Fire protection/escape routes:* the required standard of fire extinguishing equipment and evacuation procedures should be in place (Tassiopoulos, 2000:251).

3.5.2 Food and Beverage

The type of event to be organised will determine the catering. There is a choice between in-house catering and outsourced catering (Shone & Parry, 2004:128). One must bear in mind that whether catering is outsourced or in-house, the integration of the event and its delivery are seen as one by the visitor. Therefore, both good and bad experiences will reflect on the event organiser and will strengthen the perception visitors formulate when evaluating the success of the event (Yeoman *et al.*, 2004:175). Goldblatt (2005:185) identifies the following criteria for selecting a caterer:

Table 3.4: Criteria for selecting a caterer

▪ How many years have the company been in business and what is the size of events catered for? ▪ Does the caterer have health and occupancy permits? ▪ On and off-premises liquor licences? ▪ Ask for reference and/or client letters. ▪ Ask to see pictures of past events? Look for professionalism, and setup of kitchen/staging area. ▪ Find out policies on client tasting. ▪ Review printed materials like menu descriptions which will tell you about the level of professionalism. ▪ Ask to see design equipment and/or in-house rentals. Look for innovation and cleanliness. ▪ Find out where the executive chef received training. ▪ Find out how wait staff is attired for different levels of services. ▪ Find out deposit requirements and terms. ▪ Review and analyse contracts and cancellation agreements.

Location is one of the most critical factors for the on- and off-premise caterer. Food and beverage preparation is time dependent and the distance between the food preparation area and the serving location can determine a range of quality and service issues. Finally, the caterer must ascertain what utilities, equipment and other resources are available to effectively prepare, serve, remove and clean up (Goldblatt, 2005:210).

Table 3.5 gives an indication of the questions one needs to ask when outsourcing catering or planning for catering for an in-house event (Van der Wagen, 2005:316):

Table 3.5: Questions that form part of the planning process

➤ What is the nature of the event?
➤ Does the event have a theme?
➤ Is it a once-off event?
➤ How many people will attend? (is this an estimate or a guarantee)?
➤ When will the final head count be done?
➤ What is the budget?
➤ Where will the event be held?
➤ Is there a properly equipped kitchen with hot and cold running water, cooking equipment, cool room and freezer? When can this be inspected?
➤ Does the site have storage?
➤ How easily can the site be accessed (accreditation and road closure)?
➤ Can food be prepared off site and transported in?
➤ How soon will the menu be finalised?
➤ Are there preferred foods, items which must be avoided or special dietary or nutritional requirements?
➤ Will alcohol be served? Who will pay for the alcohol?
➤ What is the schedule for access to the venue and setting up?
➤ When does the event run sheet (running order) allow for food service (e.g. after speeches)?

Whatever the event, the professional skills of a qualified chef are needed for planning purposes. Food can range in quality from frozen processed meals to sophisticated, unique

gourmet offerings. In all cases, attention must be paid to nutrition; product quality; quantity; presentation; special dietary needs and food safety (Van der Wagen, 2005:314).

3.5.3 Risk management

The events tourism industry, like any other industry, is vulnerable to something going wrong. The combination of people, products, building and activities form a mixture which is likely to experience complexities, problems or hindrances. This can result in loss of rights, life, money assets and satisfaction – all of which could cause the unfortunate termination of an event (Tassiopoulos, 2000:235). Events can be classified as low, medium or high risk events. **Low risk** events are relatively regular events, which do not require unusual or special activities. Management and staff have considerable expertise and experience in this field. Events are usually indoors or in marquees, such as weddings and banquets. **Medium risk** events involve large numbers of people. These events can be either indoor or outdoor and activities are more complicated than usual, but not perceived as dangerous activities. Examples are large-scale sporting competitions, public shows and street festivals. **High risk** events involve considerably large numbers of people in activities and locations with which they are unfamiliar. There is little knowledge and/or experience among management and staff of the event and the environment. It may also be clear and evident that there is danger in undertaking the event or participating in it. Examples of these include high speed racing events and large-scale, complicated open-air events taking place for the first time (Shone & Parry, 2004:174).

3.5.3.1 Risk management categories

According to Berlonghi, as quoted by Tassiopoulos (2000:243), there are various categories of risk management of events. These are indicated in Figure 3.2

- *Marketing and public relations*: media outlets exist to transmit information of interest to a specific target market. The media offers event organisers a way in which they can publicise and advertise events. When publicity is positive it can achieve the impact, influence and credibility that advertising cannot come close to. Likewise, when publicity

is negative, even the most creative advertising campaigns will have difficulty to overcome the impact, influence and credibility that negative publicity may have on an event (Supovitz, 2005:218).

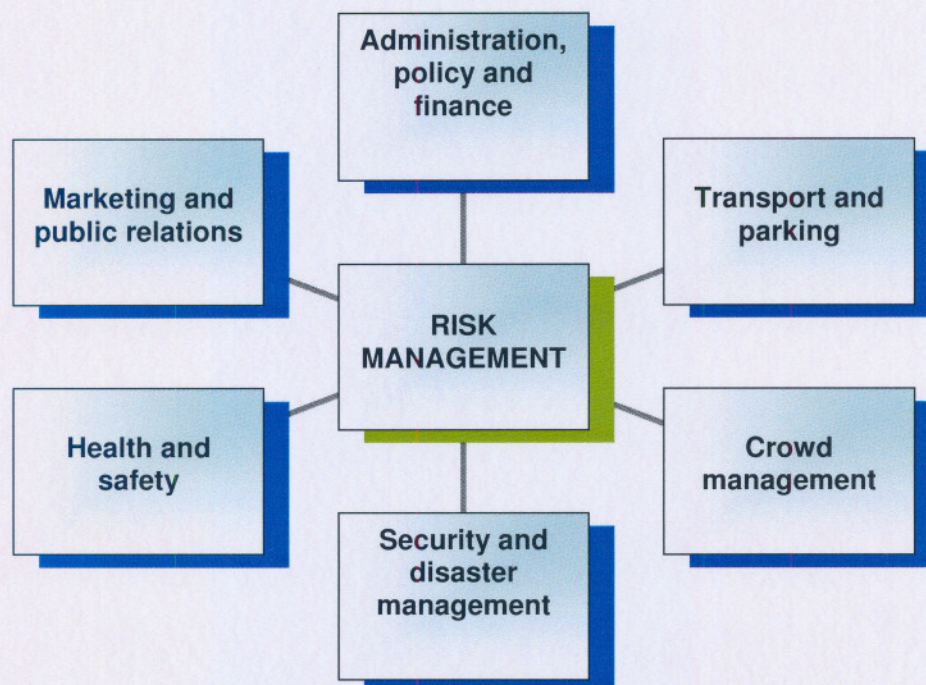


Figure 3.2: Main risk management sectors

- *Administration, policy and finance*: according to Allen *et al.* (2002:347) “the organisation structure and office layout should minimise risk to employees”. Administrative procedure for the event, setting out job descriptions and responsibilities for all personnel (volunteers and employees) must be available and contractual agreements governing workers at the event facility, hotels and major vendors need to be in full force and effect in order to prevent a strike or work slowdown. Policies which the event organisation follows should be documented in order to guide all representatives of the event towards the acceptable behaviour in all situations. Risk management is crucial in order to protect the organisation in financial terms and to ensure a pleasant and safe experience for visitors (Tassiopoulos, 2000: 245 & Supovitz, 2005:385-386).
- *Health and safety*: the health and safety of all people who are involved in the event should be of the utmost importance. An inspection of all venue facilities should be conducted in order to determine any hazardous problems that could cause injury

(Tassiopoulos, 2000:251). Loss prevention plans and safety control plans plays an important role in any risk management strategy. The risks associated with food concession hygiene and sanitation requires special attention (Allen *et al.*, 2002:347).

- *Crowd and queue management*: queue management at events is important as to avoid problems and create a better visitor experience (Getz, 1997:86). Tassiopoulos (2000:144) suggests that tickets be sold at other retail outlets in advance to reduce queues. Management of entry points by staff or volunteers is critical as safety and security norms must be observed and revenue be collected. Fencing, ropes or barriers can be used to direct the flow of people entering or departing from the event (Silvers, 2004:107). The dreariness of queuing can be reduced or even removed if the queue itself becomes an enjoyable experience if entertainment is provided (Beech & Chadwick, 2006:74).
- *Security*: according to Berlonghi, as quoted by Tassiopoulos (2000:251), the security plan for an event involves careful risk management thinking; it has to ensure a safe and secure environment for everyone present; protect property; prevent crime and control the orderly behaviour of visitors.
- *Transport*: deliveries, parking and public transport contain many possible risks that need attention. Accessibility and parking capacity must be taken into account. Traffic management may require the event manager to consult with responsible traffic management authorities and obtaining permits for road closures (Tassiopoulos, 2000:260 & Allen *et al.*, 2002:347).

3.5.3.2 Risk management strategies

The following risk management strategies can help the event manager to deal with risks:

- *Avoid risk*: anticipate risks and if activities are seen to be too risky do not allow it to take place.
- *Prevent risks*: take steps to prevent a problem occurring; for example, do not allow glass bottles to be taken into the sports ground.
- *Transfer risks*: insurance is a form of transferring risks. Risks with a low occurrence probability, but serious consequences should be covered by insurance. It is not always

possible to cover all types of risks by the means of insurance as it is too expensive. Another way of transferring risk is the sub-contracting of certain activities which create the risk, to another organisation.

- Reduce risks: it is important that staff is educated on possible risks and to have emergency response procedures and contingency plans in place (Glaesser, 2003:155-160 & Saayman & Snyman, 2005:106).

Event managers and coordinators should strive to ensure that they not only provide a safe environment for all concerned, but also that the systems and emergency procedures are in place in case of an accident or other problems arising. In all events, but especially in high risk events, the need for adequate and sufficient staff training, especially volunteers is vital (Shone & Parry, 2004:174).

3.5.4 Service Quality

Visitors will know instinctively when they get poor service, but it is not easy to define service quality as the term quality is a subjective concept as people are involved (Bennett, 2000:284 & Saayman, 2002:71). Quality has different meanings for different people. For some it means excellence or being the best and for others it can mean that the experience they get exceeds their expectations. It can also mean reliability; conformance to specification or getting it right the first time (Getz, 1997:176). According to Martin, as quoted by Bennett (2000:308-310), service quality of an event is always a combination of two main aspects: the *service procedures* which are about the process of service delivery and the *personal aspect* of services which refers to the personality of the staff who delivers the service. If a balanced quality service is to be provided one should address both the personal and procedural aspects. Zeithman *et al.*, as quoted by Getz (1997:178) and Saayman (2002:72-73), outlines five dimensions of service quality which address both the procedural and personal aspects (Table 3.6):

Table 3.6: Dimensions of service quality

Tangible aspects include: ▪ the physical element of the event; ▪ appearance of the venue; ▪ appearance of staff; ▪ accessibility; ▪ equipment used to provide the service.
Reliability refers to the dependability of the event organisation: ▪ getting it right the first time; ▪ accuracy of information, food service and handling of bills; ▪ running the programme on time; ▪ promises are kept.
Responsiveness refers to the eagerness of staff to provide service: ▪ prompt service; ▪ follow-up as soon as possible on all requests; ▪ assistance when visitors need it.
Assurance that the visitors' needs are met: ▪ competence (properly trained, capable and well-informed staff); ▪ decent service; ▪ security (confidentiality and absence of problems concerning safety and health); ▪ credibility involves having the visitor's best interest at heart (trustworthy staff); ▪ communication refers to the way in which messages are sent and received. It must be accurate, understandable and timely.
Empathy is about letting the visitors feel cared about: ▪ approachability (guests must feel free to ask for help); ▪ individualised attention.

3.5.5 Key success factors for management of operations

According to Getz (1997:99 & 248) and based on the discussion above, the following key success factors are identified for managing operations of special events:

- Find a suitable venue for the event.
- Facilities must be suitable and meet the certain criteria of the event.
- Ensure that the venue is accessible.
- Take time to find suitable contractors for catering.
- Ensure high levels of hygiene.
- Attention must be paid to food safety.
- Event managers must ensure a safe environment.
- Risk management must be applied to all aspects of the event.
- Crowds must be managed.
- Implement an emergency response process.
- Quality service must be provided.

3.6 CONCLUSION

The aim of this chapter was to analyse the aspects of strategic management for special events. This was realised by discussing the importance and different aspects of strategic management. Firstly, the marketing for events was discussed, from which it was clear that a product must be developed according to the needs and wants of visitors. The event manager must conduct marketing research to gain insight of potential and existing markets and conduct market segmentation in order to target a specific market. Secondly, the aspects of human resource management were discussed. From the discussion, it became clear that the following aspects are important: an organisational structure must be in place in order for employees to know to whom they must report; job descriptions that state responsibilities and tasks; recruiting the right person for the job; training and positive organisational relationships. The importance of financial management was discussed and attention was paid to budgets, cash flow management, break-even analysis and financial statements. Finally, the aspects of operational management (venue-finding, risk

management, food and beverage management and service quality) were discussed. At the end of the discussion of each of these main aspects, the key success factors were identified.

4

CHAPTER 4 ANALYSING WEDDING TOURISM

"The real act of marriage takes place in the heart. It's a choice you make - not just on your wedding day, but over and over again - and is reflected in the way you treat your husband or wife."

Barbara de Angelis

4.1 INTRODUCTION

Wedding tourism is growing globally and can be categorised as a special event. Special events are further categorised by Shone and Parry (2004:4) into the following categories: leisure events, cultural events, organisational events and personal events (Figure 4.1)

South Africa has become a popular wedding tourism destination, as it boasts with breathtaking natural assets and some of Africa's greatest scenery namely game parks, a beautiful coastline, mountains, deserts, and vineyards. These assets alone are not enough for the country to be globally competitive in the wedding tourism industry; highly sophisticated facilities, quality service, infrastructure, suprastructure and organisation are also important aspects (Saayman & Slabbert, 2001:1).

The aim of this chapter is to analyse wedding tourism as part of special events. Firstly, attention will be given to the wedding tourism industry in South Africa, followed by the characteristics of weddings, components of a wedding; wedding planning and lastly, the attributes of a wedding planner.

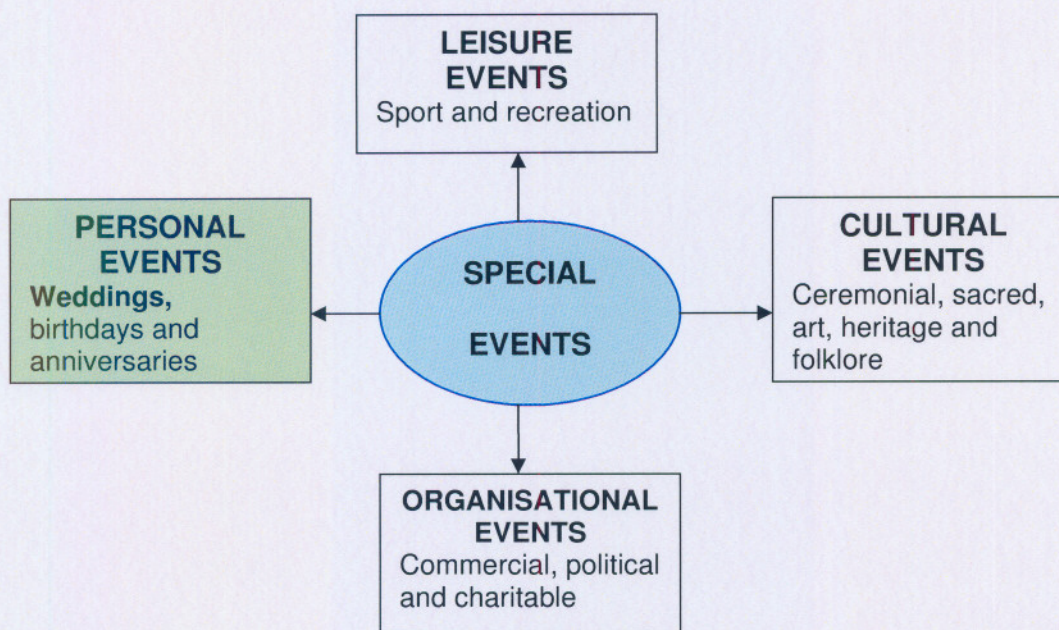


Figure 4.1: Categorisation of special events (Shone & Parry, 2004:4)

4.2 WEDDING TOURISM INDUSTRY IN SOUTH AFRICA

In the past, wedding venue choices were straightforward. A couple might be married in a church or temple, the grand ballroom of a luxury hotel or a private home. However, today there are endless options available for a couple wanting to get married in South Africa. The sunshine, scenic beauty and cultural diversity are amongst the greatest attractions for foreign couples getting married in South Africa. The most popular wedding venues in South Africa are beaches, game reserves or vineyards (Peyper, 2006:20). South Africa's multi-cultural diversity means that almost anything is available for the imaginative couple's personal, religious, traditional or unconventional tastes. The wedding industry in South Africa is well established and every wedding requirement can be arranged down to the finest detail (Anon, 2006b). Celebration House, a South African events company, did research on the wedding industry in South Africa and why it has become such a popular wedding destination for overseas couples:

Table 4.1: Research on South Africa's wedding industry (Anon, 2006a)

- The average wedding in the UK costs between £15 000 and £20 000 (approximately R180 000 to R240 000). By marrying in SA the savings are enormous and couples can afford luxury weddings. (An average wedding in South Africa costs about R75 000.)
- Market research analyst Mintel reports that a wedding in South Africa can cost a third of a wedding in Britain.
- Two in five of those questioned said they wanted to combine their wedding and honeymoon in one holiday extravaganza. **South Africa**, St Lucia, Mauritius, Las Vegas and Antigua were favourite destinations for couples, offering a combination of sun and romance.
- Cape Town has approximately 2 980 hours of sunshine per annum, compared to London's 1 480 hours.
- South Africa's wedding season of good weather extends to 39 weekends, compared to only 13 in the UK.
- South Africa has English as an official language.
- In the Western Cape alone there are approximately 200 venues suitable for weddings.
- During the mid-summer months of December, January, February and March, these venues each host 10 weddings per month.
- This translates to a total of 2 000 weddings per month or 8 000 weddings during the four summer months. Service providers – photographers, venues, florists etc. – all report that up to 50% of their business is coming from abroad. Thus, 4 000 weddings from abroad take place in the Western Cape alone each summer. This trend is not confined to the Cape. There are similar reports from other parts of the country.
- If each of these couples brings along 30-50 guests, the amount of income generated in the country can add up to between R600 000 and R1 million per wedding. (Research has shown that the average guest spends between R850 and R1000 per day during a stay of 14 days.)
- It is estimated that every 12-15 tourists create one job in this country. The wedding industry alone is therefore creating between 6000 and 10000 jobs - without any

organised attempts to exploit this potential as yet!

- It would take an industrialist a lot of time and money to create that many jobs in such a short time. By promoting weddings in South Africa, these jobs are sustained and many more created.

From Table 3.1 it is clear that the wedding industry in South Africa is a thriving industry which is due to several benefits that the country has to offer the overseas market (especially the U.K.).

4.3 CHARATERISTICS OF WEDDING TOURISM

Weddings have many characteristics which are frequent in all types of services, but especially in hospitality and tourism services. This section will deal with the characteristics of wedding tourism.

4.3.1 Intangibility

A wedding is not something that can be evaluated beforehand as it cannot be touched, smelt, seen or tasted prior to purchase. It is an activity that one experience while there. Services like weddings do, however, include tangible elements (Saayman, 2001a:79; Evans, Campbells & Stonehouse, 2003:28; Kotler; Bowen & Makens, 1996:42 & Yeoman *et al.*, 2004:82). To ease the uncertainty, caused by intangibility, prospective clients look for evidence that will provide information and assurance about the service, for example brochures and websites of wedding venues (Kotler *et al.*, 1996:42). According to Shone and Parry (2004:15) a small tangible article like a small wrapped chocolate or a printed programme can support a person's idea of how successful an event (wedding) has been. Small tangible items like these can help to make the intangible more tangible.

4.3.2 Inseparability

With a physical product the client has no contact with the staff producing the product, whereas with services (weddings) the guests often have personal contact with the staff while the service is provided. The provision of a service occurs along with consumption

(George, 2004:24). Personal contact with staff plays a great role in determining the quality of the experience (Shone & Parry, 2004:16). Every guest at the wedding must be treated like an honoured guest (Getz, 1997:176).

4.3.3 Variability or uniqueness

Tourism services always vary, because humans are involved in the production and consumption of services, not machines. No two service providers can produce exactly the same quality service, as they are unique individuals. The same goes for two different clients who have different expectations, needs and desires (George, 2004:24). The main element of all weddings is their uniqueness. Every wedding, is unique as the service providers, guests, timing and locations are different (Shone & Parry, 2004:14).

4.3.4 Perishability

Services cannot be stored, returned or resold (George, 2004:25). Perishability also refers to the utilisation of facilities for weddings. For example, a venue which is used for weddings during weekends, is used to its peak capacity, but if the venue is empty for even one day during the week, the potential of the venue for generating income on that particular day is lost forever. Venue managers have the responsibility of ensuring the effective use of facilities, given the infrequency of use. Techniques like differential pricing can be used to encourage the utilisation of facilities during quiet periods (Shone & Parry, 2004:14).

4.3.5 Ambience and service

Ambience plays a very important role in the outcome of a wedding. Superb food and expensive, beautiful décor may help to create the right atmosphere, but do not guarantee the success of an event. Ambience is usually created by the people who are attending the wedding for example the good company amongst friends and family may create the ambience that will ensure the success of the event without anything else needed. However, wedding planners must make sure that the wedding is a success by paying attention to detail and be taking care of the needs of guests (Shone & Parry, 2004:16).

4.3.6 Labour-intensive

Labour-intensiveness depends on the kind of wedding, number of guests, the time needed to complete the service and the experience of the staff. No two weddings are likely to require the same number of staff. The more complex a wedding, the more labour-intensive it is (Shone & Parry, 2004:17). The degree of the variety determines the type of training and knowledge required by staff. For example, at a big wedding different groups of staff are assigned to a specific task like being a steward at the entrance, thus the degree of variety is low. However, the staff at a small wedding can be involved with a variety of tasks and be required to help with the set-up, serving welcome drinks and be of assistance to guests, thus the degree of variety is high (Tum, Norton & Wright, 2006:23).

4.3.7 Fixed time-scale

Weddings work according to a fixed timescale, unlike routine activities that can carry on for an indefinite period and again the timescale varies according to the different type of weddings. The issue of timing is important for a wedding to be successful and it will need to hold people's attention and interest (Shone & Parry, 2004:18).

4.3.8 Ritual

Ritual is a key characteristic of most weddings (Tassiopoulos, 2000:8). A wedding is a ritualised occasion. Although nowadays some of the original traditions have changed, the fact that the ritual ceremony remains emphasises that there is some continuity of the tradition (Shone & Parry, 2004:15).

4.3.9 Sense of belonging

One of the main reasons people attend weddings is because of the emotional benefit that a wedding presents (Tassiopoulos, 2000:8). Social interaction with family, friends and other guests takes place and through attending a wedding one may gain a sense of belonging (Light, 1996:184).

4.4 COMPONENTS OF A WEDDING

The wedding experience must be planned by anticipating the client's needs, wants and expectations, and then arrange all the components of a wedding and add layers of detail to each component in order to provide a memorable wedding (Silvers, 2004:6). To be able to coordinate all the components of a wedding, one must know what the different components of a wedding are. Figure 4.2 gives an outline of the different components and Table 4.2 gives an outline of what each component consists of.

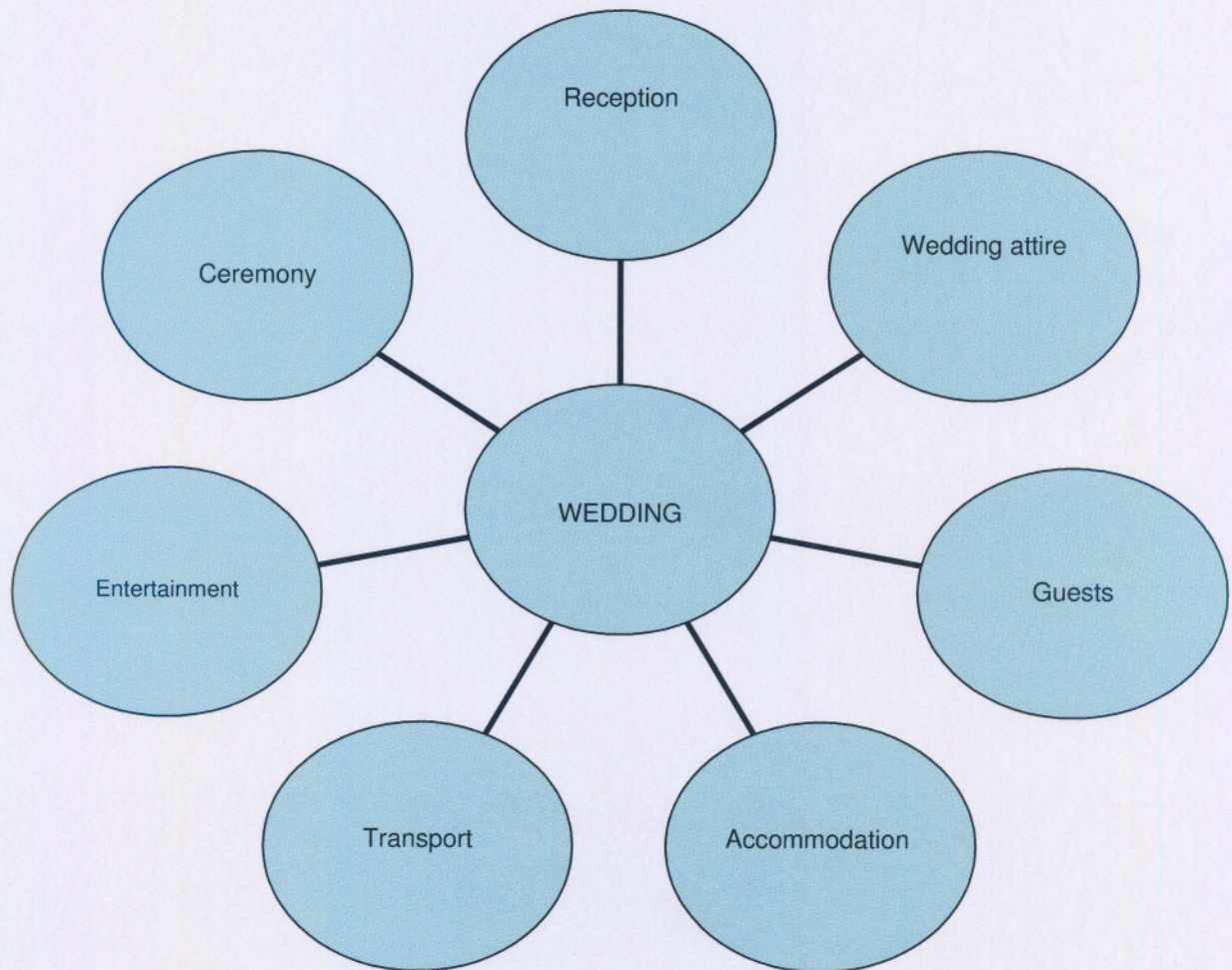


Figure 4.2: Components of a wedding (Wolf & Wolf, 2005:192 & Anon, 2005)

Table 4.2: Components of a wedding (Wolf & Wolf, 2005:192 & Anon, 2005)

Guests:	▪ number of guests; ▪ guest list; ▪ invitations.
Transport:	▪ guests who are flying in for the wedding; ▪ transport for bride and groom to ceremony and reception.
Wedding attire:	▪ bride's dress; ▪ groom's suit; ▪ bridesmaids; ▪ grooms men; ▪ rings; ▪ jewellery; ▪ hair and make-up.
Ceremony:	▪ ceremony program; ▪ minister; ▪ venue e.g. church, chapel or gazebo; ▪ legalities; ▪ music; ▪ confetti; ▪ flowers.
Reception:	▪ food and beverage (select menu); ▪ table number; ▪ wedding cake; ▪ décor; ▪ flowers; ▪ layout and set-up; ▪ technical requirements; ▪ bonbonnières; ▪ speeches.
Entertainment:	▪ decide on musicians, disc jockeys or other entertainment.
Accommodation:	▪ out of town guests; ▪ bridal couple;

- | | |
|--|---|
| | <ul style="list-style-type: none"> ▪ confirm reservations. |
|--|---|

4.5 WEDDING PLANNING

Professional wedding planning is the integrated implementation of all the operational and logistical requirements for a wedding. The wedding planner must put together an overall picture of the final outcome (Silvers, 2004:5). The importance of thorough planning is that it reduces inconsistency and uncertainty. It forces the wedding planner to concentrate on the elements that require immediate and constant attention. The coordination of a wide range of different activities, facilities and services can be overwhelming and therefore wedding planners must be good communicators and delegators in situations that may be constantly changing (Shone & Parry, 2004:208).

4.5.1 Organising a wedding

Organising is one of the most essential elements for a wedding planner to be successful. It is important for a wedding planner to obtain all information that is needed for a wedding (Strainese & Strainese, 2003:309). The professional wedding planner must visualise the wedding from start to finish in order to integrate all the required elements as well as to combine the logistical and operational factors into the event (wedding) plan (Silvers, 2004:5). Wolf and Wolf (2005:57) suggest compiling a planning file (Table 4.3) with different sections of information one may need to organise a wedding.

Table 4.3: Typical sections for the planning file as adapted from Wolf & Wolf (2005:57)

▪ Contact sheet (Names and contact numbers of clients, venues and other vendors). ▪ Contracts. ▪ Correspondence to. ▪ Correspondence from. ▪ Food and beverage. ▪ Entertainment.	▪ Florists. ▪ Floor plans. ▪ Timeline. ▪ Transportation. ▪ Budgets. ▪ Notes. ▪ Miscellaneous.
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4.5.2 Wedding venue

Selecting the suitable wedding venue starts with the needs and desires of the bridal couple. One must bear in mind that personal preference plays an important role in venue selection. When selecting a venue a list can be developed consisting of criteria that must be included as well as criteria that must be excluded, which can further be categorised as essential and desirable. The venue must meet all the essential criteria in order to be considered (c.f. 2.6.1) (Yeoman, Robertson, Ali-Knight, Drummond & McMahon-Beattie, 2004:21). According to Silvers (2004:66) there are several factors that will affect the search for a potential wedding venue:

- *Availability:* Is the venue available on the specific date?
- *Location:* The location that is chosen for the ceremony and reception provides the foundation for the wedding style. Accessibility of the venue must also be considered.
- *Rates:* Venue hire as well as food and beverage prices must be in sync with the client's budget.
- *Attendance:* The venue must have the capacity to accommodate the number of guests attending the wedding.
- *Style or personality:* The wedding venue must fit the style of the wedding, whether it is conservative, luxurious, traditional, adventurous or theme-specific (Silvers, 2004:66).

Below is a list of criteria to be considered for selecting a wedding venue:

Table 4.4: Criteria when selecting a wedding venue (Bunker, 2006)

❖ Does the venue suit your budget? ❖ What time do you leave the venue and is there an extra charge after 24:00? ❖ Is there sufficient parking at the venue? ❖ Is the gratuity included in the cost? ❖ Is there a time limit for the music especially if the venue is in a residential area? ❖ Are the decorations included? ❖ What equipment and facilities are included and what needs to be hired? ❖ Is there special seating for the elderly and children? Remember children can get

fidgety so ask if there are play rooms.

- ❖ Are there disabled facilities if they are needed?
- ❖ Are there changing rooms/toilets on the premises?
- ❖ Is there suitable accommodation for out of town guests?
- ❖ Is the reception area a reasonable distance from the ceremony and is it hard to find?
- ❖ Will the guests feel comfortable in the venue you have chosen e.g. disabled, elderly and children?
- ❖ Is the venue capable of meeting you and your partners needs?

4.5.2.1 Public places/beaches

Public places like beaches are becoming popular wedding venues. There are, however, a few critical factors to bear in mind when a wedding is held in a public place/beach.

- A permit: it is important to have a permit which can be obtained by the local council.
- Electricity: a generator is necessary for any lighting, sound or catering needs which need to be done.
- Tides: knowledge about the tides is important to prevent a high tide from ruining the wedding.
- Since a beach is a public place, it is possible for outsiders to intrude the wedding. Find out if one can have a designated area closed off from the public.
- Many beaches do not allow alcohol consumption.
- Organise for clean up afterwards (Anon, 2006a).

4.5.3 Finding vendors

It is important to compile a list of various vendors. You will need different vendors for the different needs of a wedding (Wolf & Wolf, 2005:62). The same vendor will not be used for every wedding as the type of goods and services required will depend on the type and scope of the wedding (Silvers, 2004:369). Goldblatt (2005:176) suggests the following steps for selecting appropriate vendors:

Step 1: Conduct a needs assessment.

Step 2: Determine the budget.

Step3: Identify appropriate vendors to submit procurement documents.

Step 4: Develop the request for proposal document and evaluation criteria.

Step 5: Distribute a request for proposal.

Step 6: Select the vendors.

Step 7: Negotiate with vendors.

Step 8: Develop contracts with vendors.

Step 9: Execute and monitor contract performance.

According to Silvers (2004:372-373) the wedding planner must determine the needs which need to be filled by outside vendors and then locate potential vendors. Once a list of qualified vendors has been drawn up, the necessary procurement documents must be prepared. These procurement documents usually include a request for proposal (RFP) and a request for quotation (RFQ). Specifications and evaluation criteria for each service to be outsourced must be determined. Therefore, the RFQ and RFP should include certain information about the wedding in order to secure complete responses:

- state the scope, expectations and outcomes;
- outline the specifications, requirements and restrictions;
- put the event (wedding) in context;
- identify the budget factor;
- define selection criteria and deadlines;
- ask for references (Silvers, 2004:372-373).

After a vendor has been selected, it is the duty of the wedding planner to manage the necessary contractual documents (Silvers, 2004:374). According to Sonder (2004:166) a contract is a legal document that represents the agreements and responsibilities between the parties of the wedding. A contract must contain the following four critical elements:

- an identification of the parties capable to enter into an agreement;
- a description of the duties;
- an outline of the payment required;

- acceptance by both capable parties (Sonder, 2004:166).

Working with vendors and maintaining good relationships with them are extremely important in order to organise a successful wedding (Wolf & Wolf, 2005:62).

4.5.4 Portfolio of client

To start off with the wedding planning process, the wedding planner must arrange a meeting with the clients in order to discuss all the particulars concerning the wedding (Strainese & Strainese, 2003:309). The wedding planner takes time to ask questions which relate to the many different components of a wedding, which will help to coordinate different tasks and people who play a role in the production process (Sonder, 2004:82). It may be necessary to schedule more than one meeting to keep the client updated with progress, make room for changes and to finalise the wedding plan (Goldblatt, 2005:108).

4.5.4.1 The client interview form

Professional wedding planners have learned to maximise effectiveness by using resources such as a *Client Interview Form* (Annexure C) to help plan and deliver a successful wedding (Sonder, 2004:82). The aim of the client interview form is to list everything in detail that the client requires for the wedding. The first part of the Client interview form includes general information like the date of the wedding; contact information; method of payment and the estimated number of guests. The second part is essential for the success of the wedding, as it is in this part where all the information about the wedding is recorded. It states the exact times that each activity is scheduled for; details concerning the set-up; the type of menu; liquor that the client ordered and anything else that the client may require. The last part of the client interview form is the price and should specify all the charges. The client interview form can be used as a contract between the wedding planner and the client. The form must be reviewed and signed by the client (Strainese & Strainese, 2003:311-317).

4.5.4.2 The policy sheet

The policy sheet states the rules of conduct concerning the wedding. It is important that policies are entirely in compliance with local, provincial and national laws. Unless it is in full compliance with all the laws it is of no value (Goldblatt, 2005:126). The policy sheet must be given to the client to review in order to prevent any misunderstanding between the client and the wedding planner. Items on the sheet can include policy on deposits, guarantees, cancellation, changes and contracts (Strainese & Strainese, 2003:311-317).

4.5.5 Timeline

Charting the course of the wedding is important as it is a tool by which the wedding planner can measure success; a schedule by which tasks must be completed and deadlines met and it can serve as a reference tool which can be distributed among vendors. The wedding timeline plays an important role in staying organised (Wolf & Wolf, 2004:58). The timeline must include every element of the wedding. It must be comprehensive and incorporate the individual timelines of vendors and service providers. Thus, the wedding planner must collect individual timelines from vendors and service providers. The process of combining all the various timelines into one is critical for communication between all parties (Goldblatt, 2005:110). The timeline for the wedding can serve as a flowchart which indicates the flow of activities. The wedding as a whole must be broken down into its elements and a list of tasks for each element must be created. Thomsett, as quoted by Silvers (2004:41), suggests the following rules for a flowchart:

- Use the precedence approach; which activity fits where according to what precedes it and what follows it.
- Activities must be arranged logically in order for the course of activities to make sense.
- An activity cannot take place until a preceding activity has been taken care of. It is likely that there will be concurrent activities that must be precedence-connected.
- Concurrent activities may have different team members that must be controlled and supervised carefully.

- Exercise control over weak links; the flowchart will help the wedding planner identify the weak links in the process that must be monitored and controlled.

4.6 ATTRIBUTES OF A WEDDING PLANNER

The wedding planner deals directly with the client and is thus part of the service. The planner plays an important role in the customer's satisfaction and creating a memorable wedding experience (Lilicrap, Cousins & Smith, 2002:19). The following attributes are necessary to become a wedding planner:

- *Professional appearance:* People are likely to judge by what they see. In the first few seconds of a meeting the client will assess the wedding planner and make a judgement, whether positive or negative, which will not easily be changed (Michael, 2000:1). The first impression that is created can be often seen as a reflection of the quality and the standards of the service to come (Lilicrap *et al.*, 2002:19)
- *Promptness:* If the wedding planner shows up late for a meeting with the client, it shows a lack of interest and respect for the client (Lilicrap *et al.*, 2002:20)
- *Be attentive to details:* This characteristic is considered one of the most important for a wedding planner and will help to avoid unnecessary problems further on (Strainese & Strainese, 2003: 274).
- *Local knowledge:* The wedding planner must have a good general knowledge about the area in which he/she operates, especially in the case where clients are not familiar with the area. The planner must be able to advise the clients on various forms of entertainment offered, accommodation, places of interest and transport (Lilicrap *et al.*, 2002:19)
- *Organisational skills:* These are essential to be a wedding planner, as there is an enormous amount of planning that goes into a wedding. Music, flowers, wedding cakes, photographers, accommodation and so on need to be arranged. The wedding planner must know where to find all of these services and to manage it (Strainese & Strainese, 2003:277).
- *Communication skills:* A key success factor for the smooth implementation of the wedding is communication. It is important to conduct meetings with the client, staff

and vendors as the wedding planner has to ensure that everyone that is involved are informed in each of the phases of managing the wedding (Wolf & Wolf, 2005:145). Written communication is also important and the planner must be able to effectively communicate with clients and vendors in letters and contracts (Strainese & Strainese, 2003:276).

4.7 CONCLUSION

The aim of this chapter was to analyse wedding tourism. This was realised by firstly giving attention to the wedding tourism industry in South Africa. The following characteristics of weddings were discussed: intangibility; inseparability; variability of uniqueness; perishability; ambience and service; labour-intensiveness; fixed time-scale; ritual and a sense of belonging. The components of a wedding was analysed followed by the aspects of wedding planning. Lastly, the attributes of a wedding planner were discussed. In the following chapter the results of the empirical research on wedding venues and wedding planners will be reflected.



CHAPTER 5

EMPIRICAL ANALYSIS

"If you don't have a competitive advantage, don't compete."
Jack Welch

5.1 INTRODUCTION

The aim of this chapter is to reflect the results of the empirical research. Structured interview questionnaires were distributed among wedding venues and weddings planners. The questionnaires consisted of three sections:

- **Section A:** The demographic data was researched in order to give insight into certain aspects of the wedding tourism industry. The questions in this section took two different forms, namely open-ended (unstructured) and closed-ended (structured) questions.
- **Section B:** This section researched the importance of various strategic planning and management aspects to ensure the over-all success of a wedding venue or wedding planning business. Closed-ended (structured) questions were mainly used.
- **Section C:** This section researched the importance of personal characteristics of the manager or the wedding planner.

All the data was analysed by the Statistical Consultation Services at the North-West University. The data was statistically analysed by the means of the Statistica 6 programme (StatSoft, Inc., 2004).

The results of the wedding venue questionnaire will be discussed in the first part of the chapter and the results of wedding planner questionnaire will be discussed in the second part of this chapter.

5.2 WEDDING VENUES

In this section the results of the 54 questionnaires distributed amongst wedding venues in North West and Gauteng will be discussed.

5.2.1 RESULTS: DESCRIPTIVE ANALYSIS

A descriptive analysis was done in order to gain insight into the different responses with regard to the demographic data. The following statistical methods were used: frequency tables and measures of central location (mean, median).

Section A: Demographic analysis

5.2.1.1 Weddings as main business activity

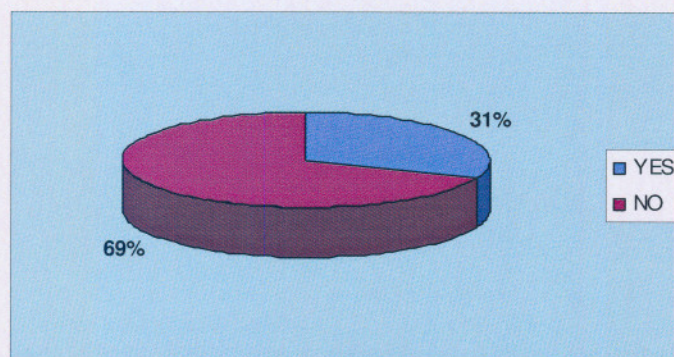


Figure 5.1: Weddings as main business activity

Figure 5.1 shows that 31% of the venues indicated that weddings are their main business, while 69% indicated that their main business activity is of a different kind. Tourism products offer a variety of activities and facilities in order to be more sustainable.

5.2.1.2 Other tourism businesses

Of the 69% venues that indicated that weddings are not their main business, 27% indicated that their main business activity is a hotel and 22% are guest houses. Others included lodges; restaurants; country clubs and adventure resorts (Figure 5.2). These products add value to the wedding tourism product and can provide a more comprehensive package to the customer.

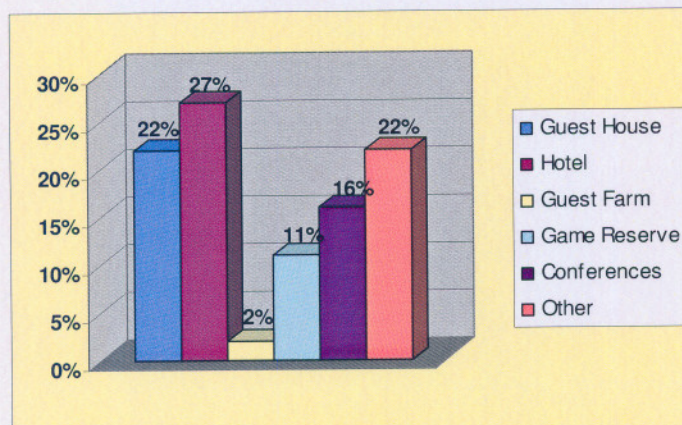


Figure 5.2: Other tourism businesses

5.2.1.3 Annual number of weddings

Table 5.1: Annual number of weddings

VARIABLE	MEAN	MEDIAN	MINIMUM	MAXIMUM
NUMBER	57	40	3	300

The average number of weddings held annually at a wedding venue is 57 weddings; thus more than one wedding per week. The maximum number of weddings held annually is 300 weddings (Table 5.1). These results emphasise the importance of the industry and the fact that more research is needed in order to grow wedding tourism.

Table 5.2: T-test: annual number of weddings of other tourism businesses versus weddings as main business

Variable	Mean: Other	Mean: main business	t-value	df	p	Valid N: Other	Valid N: Main	Std.Dev
Number of weddings	40.5	92.813	-3.309	50	0.002	36	16	35.704

According to Table 5.2 the average number of weddings held annually at other tourism businesses is 40.5 and the average number of weddings held annually at venues where weddings are the main business activity, is 92.813.

5.2.1.4 International weddings

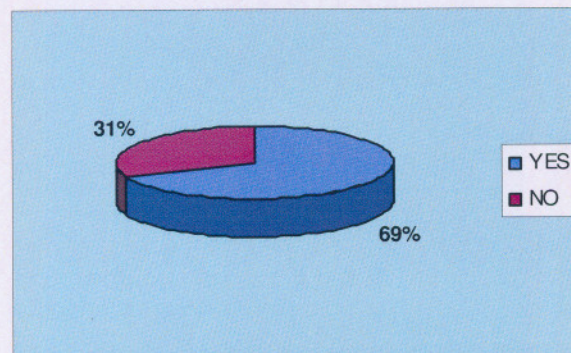


Figure 5.3: International weddings

Sixty nine percent of the wedding venues indicated that they host international weddings, while 31% do not host international weddings. It could be argued that due to the currency of South Africa international visitors prefer this country as a wedding destination. This is also good for the economy of South Africa (cf. 4.2).

5.2.1.5 Percentage international weddings

Table 5.3: Percentage of international weddings

VARIABLE	MEAN	MEDIAN	MINIMUM	MAXIMUM
% intl weddings	12.40%	8%	1%	40%

The average percentage of international weddings versus local weddings that are held at wedding venues is 12.4% versus 87.6%. The maximum percentage of international weddings which are held at wedding venues is 40% (Table 5.3).

5.2.1.6 International market

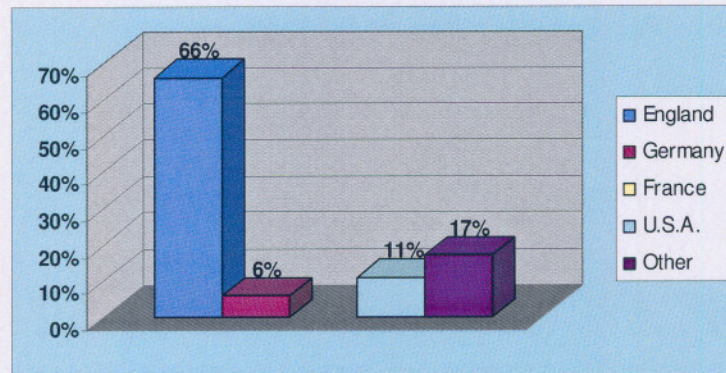


Figure 5.4: International market

The biggest international market is England (66%). Other international markets included Australia, other European countries and African countries (Figure 5.4). As seen in chapter 4 people from the U.K. prefer South Africa as a wedding destination due to the costs. These markets are also the highest percentage of visitors that travel to South Africa for holiday purposes (cf. 4.2).

5.2.1.7 Most popular month for weddings

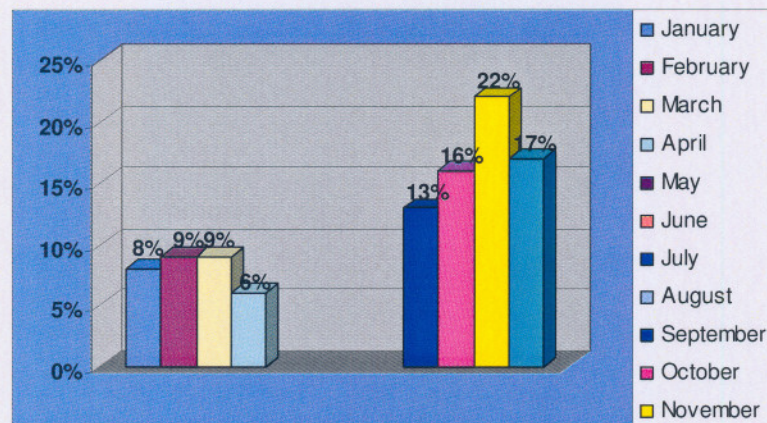


Figure 5.5: Popular months for weddings

According to Figure 5.5 the top three months for weddings are November (22%); December (17%) and October (16%). This can be due to the weather.

5.2.1.8 Services

Table 5.4: Percentage of wedding venues that offer the following services

Catering	100%	Flowers	41%
Accommodation	72%	Entertainment	35%
Honeymoon/bridal suite	72%	Coordinating	35%
Chapel	69%	Spa	6%
Décor	54%	Wedding cruises	4%

According to Table 5.4 the services which are most likely to be offered by a wedding venue are catering (100%); accommodation (72%); honeymoon or bridal suite (72%) and a chapel (69%). These aspects form the core of wedding tourism.

5.2.1.9 Costing

According to Table 5.5 the cost-per-head method is the most widely used method to determine the cost of a wedding package (96%). Fixed cost and service charge are mostly being used in combination with the cost-per-head method. For example, a fixed cost is charged for the venue hire, a service charge is charged for the waiters and barmen and cost-per-head is charged for the catering and extras, like chair covers.

Table 5.5: Costing

Cost-per-head	96%
Fixed cost	44%
Service charge	30%
Commission	0%

5.2.1.10 Staff members

Table 5.6: Staff members

VARIABLE	MEAN	MEDIAN	MINIMUM	MAXIMUM
Permanent	35.60	15.00	2.00	290.00
Temporary	17.45	20.00	0.00	100.00

The average number of permanent staff members that are employed at a venue are 35.6 and the average number of temporary staff members are 17.45. 50% of the venues indicated that they employ more than 15 permanent staff members and more than 20 temporary staff members (Table 5.6).

Section B: Key success factors

This part of the questionnaire focused on various aspects of importance in managing wedding tourism as identified in the literature study (see chapters 2 and 3). This part focuses on strategic planning, human resource management, marketing management, financial management and operational management.

5.2.1.11 Strategic planning and management aspects

The wedding venue owner/manager was required to rate the importance of certain aspects for the over-all success of a wedding venue on a four-point scale.

Scale:

1 = Not important.

2 = Important to an extent.

3 = Important.

4 = Very important.

Table 5.7: Strategic planning and management aspects

Variable	Mean	Median	Min.	Max.	%of importance
Ensure high levels of hygiene	3.960	4.000	3.000	4.000	99.02%
Have a liquor licence	3.941	4.000	3.000	4.000	98.53%
Services must meet the needs of guests	3.907	4.000	3.000	4.000	97.69%
Provide secure parking	3.824	4.000	3.000	4.000	95.59%
Provide a variety of menu's	3.740	4.000	2.000	4.000	93.50%
Train employees to be multi-skilled in task performance	3.725	4.000	2.000	4.000	93.14%
Advertise the venue	3.691	4.000	2.000	4.000	92.45%
Offer unique products that distinguish the venue from competitors	3.673	4.000	2.000	4.000	91.83%
Facilitate accessibility to the venue by the means of clear road signs	3.641	4.000	2.000	4.000	91.04%
Develop an operating budget	3.593	4.000	2.000	4.000	89.81%
Set business ethics	3.585	4.000	1.000	4.000	89.62%
Develop efficient public relations	3.577	4.000	2.000	4.000	89.42%
Position the wedding venue in the market place	3.547	4.000	1.000	4.000	88.68%
Analyse the internal environment e.g. facilities; human resources;	3.500	4.000	1.000	4.000	87.50%
Develop a checklist as a control mechanism	3.500	4.000	2.000	4.000	87.50%
Use the telephone a tool to promote the image of the venue	3.462	4.000	1.000	4.000	86.54%
Assess how well management strategies are working	3.453	4.000	1.000	4.000	86.32%
Control finances through financial information systems	3.434	4.000	1.000	4.000	85.85%
Set business objectives	3.407	4.000	1.000	4.000	85.19%
Do personal selling	3.385	4.000	1.000	4.000	84.62%
Use performance appraisal techniques to evaluate employees	3.385	4.000	2.000	4.000	84.61%

Develop business strategies	3.370	4.000	1.000	4.000	84.26%
Incorporate legal aspects of employment in management	3.346	3.500	1.000	4.000	83.65%
Set a business philosophy	3.340	4.000	1.000	4.000	83.49%
Formulate a vision statement	3.259	3.500	1.000	4.000	81.48%
Use information derived from your strategic plan for decision making	3.241	3.000	1.000	4.000	81.02%
Perform a break-even analysis	3.226	3.000	1.000	4.000	80.66%
Formulate a mission statement	3.211	3.000	1.000	4.000	80.29%
Perform marketing segmentation	3.212	3.000	1.000	4.000	80.29%
Analyse the external environment e.g. the economy, politics;	3.167	3.000	1.000	4.000	79.17%
Segment the market into target markets	3.137	3.000	1.000	4.000	78.43%
Aim market research at predetermined target markets	3.132	3.000	1.000	4.000	78.30%
Write a business plan	3.092	3.000	1.000	4.000	77.31%
Select a target market	3.075	3.000	1.000	4.000	76.89%

In Table 5.7 it is clear that all of the above aspects were rated important to very important. The aspects that were considered the most important are high levels of hygiene (99.02%); having a liquor license (98.53%) and that service must meet the needs of guest (97.69%). Selecting the right target market received the lowest score (76.89%). The means procedure in 5.2.2.1 will reflect the means of the most important strategic planning and management aspects of a wedding venue.

Section C: Managerial aspects

This part of the questionnaire focused on the characteristics of a manager involved in managing wedding tourism as identified in the literature study (see chapter 4).

5.2.1.12 Characteristics of a manager

The wedding venue owner/manager was required to rate the importance of certain characteristics of a manager on a four-point scale.

Scale:

1 = Not important.

2 = Important to an extent.

3 = Important.

4 = Very important.

Table 5.8: Characteristics of a manager

Variable	Mean	Median	Min.	Max	% of importance
The ability to create a positive organisational behaviour	3.865	4.000	3.000	4.000	96.63%
The ability to establish and uphold high standard of quality	3.865	4.000	1.000	4.000	96.63%
The ability to keep promises	3.843	4.000	3.000	4.000	96.08%
The ability to be self-efficient	3.808	4.000	2.000	4.000	95.19%
The ability to communicate the performance of the venue to others	3.788	4.000	2.000	4.000	94.71%
The ability to have a consistently positive personality	3.788	4.000	3.000	4.000	94.71%
The ability to act creatively	3.788	4.000	3.000	4.000	94.71%
The ability to acknowledge own mistakes	3.769	4.000	3.000	4.000	94.23%
The ability to cultivate an interest in people's needs	3.769	4.000	3.000	4.000	94.23%
The possession of leadership qualities	3.764	4.000	2.000	4.000	94.12%
The ability to give people the opportunity to excell	3.765	4.000	2.000	4.000	94.12%
The ability to motivate others to greatness	3.765	4.000	2.000	4.000	94.12%
The ability to be a master in your field	3.745	4.000	2.000	4.000	93.63%
The ability to maintain a balance between objectives and priorities	3.73	4.000	2.000	4.000	93.27%
The ability to give credit where credit is due	3.712	4.000	2.000	4.000	92.79%
The ability to practice authority	3.706	4.000	2.000	4.000	92.65%
The ability to be a role model to others	3.692	4.000	2.000	4.000	92.31%
The possession of a positive self-image	3.692	4.000	3.000	4.000	92.31%
The possession of driving power	3.615	4.000	2.000	4.000	90.38%
The ability to share positive information freely	3.558	4.000	2.000	4.000	88.94%
The possession of technical skills	3.538	4.000	2.000	4.000	88.46%
The ability to be sensitive	3.5	4.000	1.000	4.000	87.50%
The ability to share negative information freely	2.942	3.000	1.000	4.000	73.56%

The average score for characteristics of a manager indicated that all the above characteristics were considered important to very important (Table 5.8). The most important characteristics are the ability to create positive organisational behaviour (96.63%); the ability to establish high standards of quality (96.63%) and the ability to keep promises (96.08%). According to the literature study, maintaining positive organisational relationships is considered a key success factor for managers and includes communication skills, understanding, and the provision of information (cf. 3.3.5). The means procedure in section 5.2.2.2 will reflect the means of the most important characteristics for a manager.

5.2.2 RESULTS: MEANS PROCEDURE

Variables (aspects) with the highest means were arranged in order of importance to give insight into which factors are considered the most important (key success factors) by wedding venue owners/managers.

5.2.2.1 Strategic planning and management aspects

The table below (Table 5.9) indicates the strategic planning and management aspects which were considered the most important by wedding venue owners/managers:

Table 5.9: Means procedure of strategic planning and management aspects

Variables	Mean	%of importance
Variables with mean of 3.9+		
High levels of hygiene	3.961	99.02%
Liquor license	3.941	98.53%
Services must meet needs of guests	3.907	97.69%
Variables with mean of 3.8+		
Provide secure parking	3.824	97.69%
Variables with mean of 3.7+		
Provide a variety of menus	3.470	93.50%
Train employees to be multi-skilled	3.725	93.14%
Variables with mean of 3.6+		
Advertise the venue	3.691	92.45%
Offer unique products	3.673	91.83%
Facilitate accessibility by means of road signs	3.641	91.04%

According to Table 5.9 the factor with the highest mean is to ensure high levels of hygiene with a mean of 3.961. The reason for this is that the health and safety of all people who are involved in the wedding are of the utmost importance and managers must strive to provide a safe environment for everyone (cf. 3.5.3.1). Having a liquor license and services must meet the needs of guests also reflected a mean of higher than 3.9.

5.2.2.2 Characteristics of the manager

The table below (Table 5.10) indicates the characteristics which were considered the most important for a manager:

Table 5.10: Means procedure of the characteristics of a manager

Variables	Mean	% of importance
Variables with mean of 3.8+		
Create positive organisational behaviour	3.865	96.63%
Establish high standard of quality	3.865	96.63%
Ability to keep promises	3.843	96.08%
Ability to be self-efficient	3.808	95.19%
Variables with mean of 3.7+		
Communicate performance to others	3.788	94.71%
Act creatively	3.788	94.71%
Consistent positive personality	3.788	94.71%
Acknowledge own mistakes	3.769	94.23%
Interest in other people's needs	3.769	94.23%
Leadership qualities	3.765	94.12%
Give people opportunity to excel	3.765	94.12%
Motivate others	3.765	94.12%
Master of your field	3.745	93.63%
Keep balance between objectives and priorities	3.731	93.27%
Give credit where credit is due	3.711	92.79%
Variables with a mean of 3.6+		
Be a role model to others	3.692	92.31%
Possession of a positive self image	3.692	92.31%

According to Table 5.10 the two most important characteristics of a manager with means of 3.865 are to create positive organisational behaviour and to establish high standards of quality. Other characteristics which also received a score of higher than 3.8 are the ability to keep promises and the ability to be self-efficient.

5.2.3 RESULTS: FACTOR ANALYSIS

A confirmatory factor analysis was conducted for Section B in order to produce a small number of factors from a large number of variables. All variables were grouped under the following factors: strategic planning; SWOT analysis; operational services; the image of the venue; human resources; financial management; marketing segmentation and promotion.

A reliability test was conducted according to the Alpha Cronbach reliability (1 = very reliable). All the factors proved to be reliable except, the image of the venue proved unreliable with a reliability of 0.461 and will therefore be ignored for further purposes.

Table 5.11: Confirmatory factor analysis: Strategic planning

Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Strategic planning		5.146	51.46%	0.982
Mission statement	0.889			
Develop business strategies	0.845			
Vision statement	0.823			
Assess management strategies	0.817			
Business philosophy	0.815			
Business ethics	0.803			
Write business plan	0.719			
SWOT analysis		1.780	17.80%	
Analyse the internal environment	0.871			
Analyse the external environment	0.864			

According to Table 5.11 the following key success factors were identified for strategic planning: vision, mission, business strategies, management strategies, business ethics, business philosophy and business plan and the SWOT analysis: analysing the internal and external environment.

Table 5.12: Confirmatory factor analysis: Operational management

Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Operational services		2.431	40.52%	0.700
Liquor license	0.940			
Ensure high levels of hygiene	0.853			
Provide secure parking	0.713			
Provide a variety of menus	0.546			
Image of the venue		1.297	24.97%	0.461
Offer unique products	0.795			
Use telephone to promote image of venue	0.732			

The key success factors for operational management include a liquor license, hygiene, secure parking and a variety of menus (Table 5.12).

According to Table 5.13 the key success factors for human resource management include: performance appraisal, train employees to be multi-skilled and legal aspects.

Table 5.13: Confirmatory factor analysis: Human resource management

Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Human resources		1.873	62.42%	0.680
Performance appraisal techniques	0.830			
Train employees to be multi-skilled	0.783			
Legal aspects of employment	0.756			

According to Table 5.14 the key success factors for financial management include: a operating budget, break-even analysis and financial information systems.

Table 5.14: Confirmatory factor analysis: Financial management

Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Financial management		1.674	55.79%	0.736
Operating budget	0.871			
Break-even analysis	0.859			
Financial information systems	0.422			

Marketing management is one of the key aspects in strategic planning and management. The key success factors for marketing include two main factors, namely market segmentation and promotion. In terms of market segmentation the following are important: segment market into target markets, aim market research at target markets and positioning. Promotion include: advertising, personal selling and public relations (Table 5.15).

Table 5.15: Confirmatory factor analysis: Marketing management

Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Market segmentation		3.572	44.65%	0.903
Segment market into target markets	0.921			
Execute marketing segmentation	0.904			
Aim market research at target markets	0.902			
Select target market with strategic method	0.874			
Position venue in market place	0.456			
Factors	Factor loading	Eigenvalue	Explained Var.	Cronbach
Promotion		1.88	23.52%	0.630
Do personal selling	0.819			
Develop efficient public relations	0.810			
Advertise the venue	0.507			

Table 5.16: Summary of all identified factors

Factor	Mean	Min.	Max	% of importance
Operational services	3.862	3.000	4.000	96.55%
Financial management	3.560	2.000	4.000	89.00%
Market segmentation	3.478	2.333	4.000	86.95%
Strategic planning	3.341	1.000	4.000	85.78%
Promotion	3.414	1.667	4.000	85.35%
SWOT analysis	3.333	1.000	4.000	83.33%
Human resources	3.218	1.000	4.000	80.45%

According to Table 5.16 all the factors were considered important to very important for the over-all success of a wedding venue. Operational services with a mean of 3.862 received the highest scores of importance. Efficient control over finances is crucial for the success of a wedding venue (cf.3.4). Financial management was considered important with a mean of 3.560. Market segmentation (3.478) and promotion (3.414) were considered as important marketing aspects. Strategic planning (3.341) and SWOT analysis (3.333) are important for the success of the wedding venue as it is a proactive approach by wedding venue owners/managers to formulate a strategy (cf.2.1). Human resource management received a mean of 3.218 which was the lowest mean of all factors.

5.2.4 RESULTS: ASSOCIATION HYPOTHESIS

The 2-way summary tables give the association between a single variable and all the other variables in that specific investigation. Measures of association usually range between 0 and ± 1 , with 0 indicating no association between variables and 1 indicating a perfect relationship (Tustin, Lighthelm, Martins & Van Wyk, 2005:634).

5.2.4.1 Association between the province and weddings as main business

Table 5.17: 2-way summary table: observed frequencies

Province	Yes	No	Row Totals
GA	15	26	41
Row%	35.59%	63.41%	
NW	2	11	13
Row%	15.38	84.62	
Totals	17	37	54

The association between Gauteng and venues whose main business is weddings is 35.59%, whereas the association between North West and venues whose main business is weddings is 15.38%. The effect size as given by the phi-coefficient is 0.195. Since Gauteng is one of the major tourism provinces it makes sense that more principal wedding venues are available in Gauteng than North West. Access in terms of the airport and other services are also higher (Table 5.17).

5.2.4.2 The association between other tourism businesses and provinces

Table 5.18: 2-way summary table: observed frequencies

Province	Guest house	Hotel	Guest Farm	Game reserve	Conf.	other	Row Totals
GA	2	10	0	2	4	8	26
Row%	7.69%	38.46%	0.00%	7.69%	15.38	30.77	
NW	6	0	1	2	2	0	11
Row%	54.55%	0.00%	9.09%	18.18%	18.18%	0.00%	
Totals	8	10	1	4	6	8	37

Most respondents (38.46%) from Gauteng province, whose main business is not weddings, indicated that their main business activity is a hotel and 30.77% indicated “other”, which were mainly lodges. Gauteng is known for business tourism which can be why so many hotels in this province offer weddings as well. They have the facilities to host conferences as well as weddings and functions. Most respondents from the North West province whose main business activity is not weddings indicated that their main business activity is a guesthouse (54.55%). Guesthouses are more popular in this province. The effect size as given by the phi-coefficient is 0.780 (Table 5.18).

5.2.4.3 The association between provinces and venues that international weddings

The association between Gauteng and venues that host international weddings indicated that 70.73% venues in Gauteng indicated that they host international weddings (Table 5.19). The effect size as given by the phi-coefficient is 0.846. This may be due to the fact that Gauteng is one of South Africa’s main tourist attracting provinces and is more accessible due to the international airport.

Table 5.19: 2-way summary table: observed frequencies

Province	Yes	No	Row Totals
GA	29	12	41
Row%	70.73%	29.27%	
NW	8	11	13
Row%	61.54%	38.46%	
Totals	17	37	54

5.2.4.4 The association between provinces and the international markets

Table 5.20: 2-way summary table: observed frequencies

Prov	England	Germany	France	U.S.A.	Other	Row Totals
GA	17	2	0	4	4	27
Row%	62.96%	7.41%	0.00%	14.81%	14.81%	
NW	1	1	0	0	4	6
Row%	16.67%	16.67%	0.00%	0.00%	66.67%	
Totals	18	3	0	4	8	33

The association is the highest between Gauteng and England (62.96%). England is also one of the biggest international markets to South Africa. The effect size as given by the phi-coefficient is 0.514 (Table 5.20).

5.3 WEDDING PLANNERS

5.3.1 RESULTS: DESCRIPTIVE STATISTICS

5.3.1.1 Annual number of weddings

The average number of weddings that are planned by a wedding planner annually is 25.8. The maximum number of weddings that are planned annually by a wedding planner is 60 weddings (Table 5.21). Since wedding planners have to do all the arrangements they cannot be involved in as many weddings as the wedding venues.

Table 5.21: Annual number of weddings

Variable	Valid N	Mean	Median	Min.	Max.
Number	10	25.8	22	10	60

5.3.1.2 International weddings

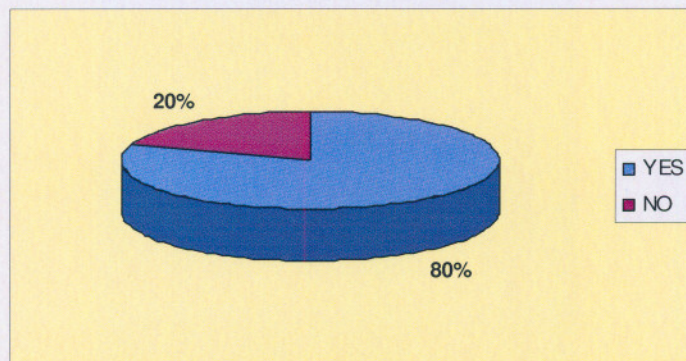


Figure 5.6: International weddings

According to Figure 5.6 80% of the wedding planners that were interviewed indicated that they plan international weddings while 20% indicated that they do not plan international weddings. More services are delivered to the international market and therefore the profit is higher than when planning local weddings.

5.3.1.3 International market

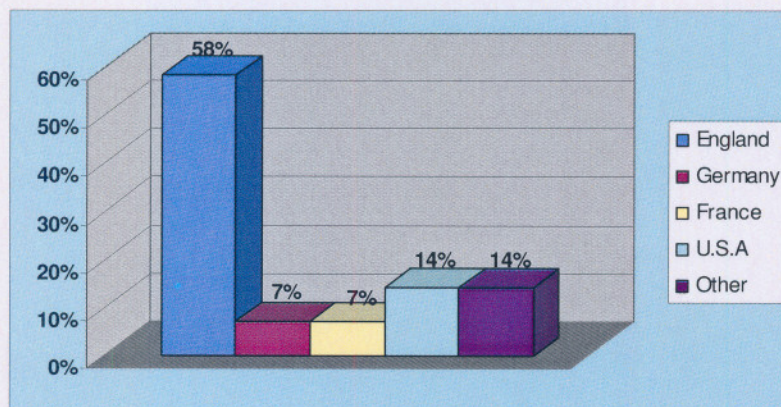


Figure 5.7: International market

According to Figure 5.7 the biggest international market for wedding planners is England with 58%. Other countries include European countries and African countries. From the wedding venue questionnaire it was clear that England was also rated as the biggest international market with 66% (cf. 5.2.1.4). This plays an important role in the marketing campaign of wedding tourism and can be implemented by South African Tourism.

5.3.1.4 Popular months for weddings

According to Figure 5.8 wedding planners indicated that the most popular months for weddings are November and December (each with 20%) as well as February and October (each with 13%). Wedding venues owners/managers indicated that November (22%); December (17%) and October (16%) are the most popular months (cf. 5.2.1.7).

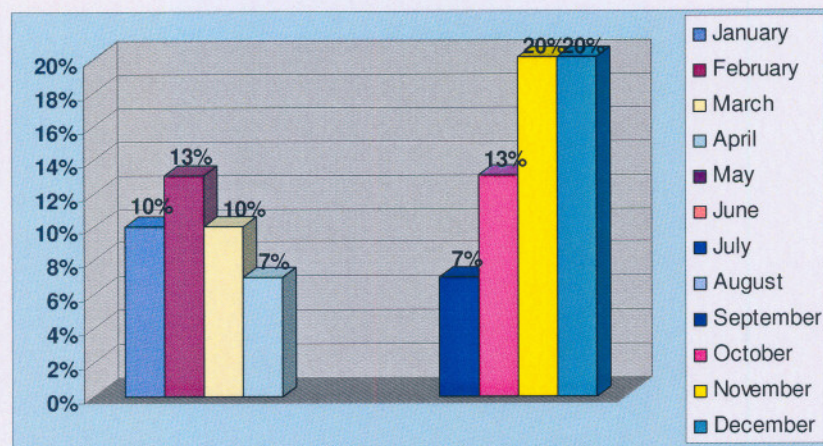


Figure 5.8: Popular months for weddings

5.3.1.5 Popular days for weddings

According to Figure 5.9 the most popular days for weddings are Saturdays (32%); Fridays (26%) and Public Holidays (20%). It was indicated that Thursday is a popular day for Jewish weddings.

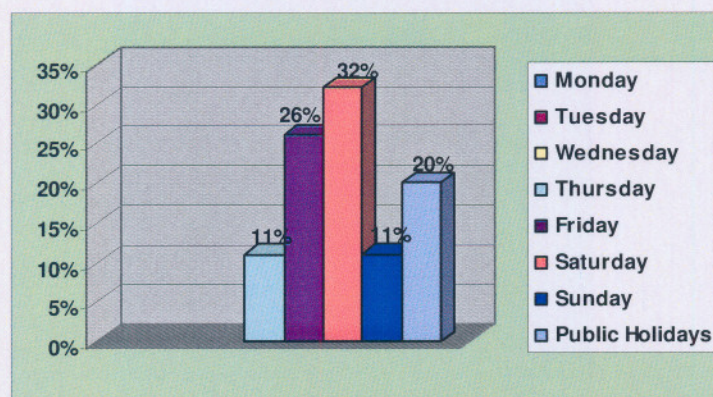


Figure 5.9: Popular days for weddings

5.3.1.6 Services

According to Table 5.22 all the wedding planners indicated that they offer the following services: venue sourcing (100%), catering (100%), flowers (100%) and décor (100%). Eighty percent of all the wedding planners indicated that they offer an all-inclusive package which is tailor-made according to the needs of the client.

Table 5.22: Services

Venue Sourcing	100%	Photographer	80%
Catering	100%	Flowers	100%
Wedding attire	90%	Décor	100%
Stationery	50%	Wedding cake	80%
Wedding car	70%	Bonbonnières	50%
Accommodation	70%	Legalities	60%
Flights and tours	20%	All inclusive package	80%

5.3.1.7 Staff members

According to Table 5.23 the average number of permanent staff members that are employed at a wedding planning business is 3.1 and the average number of temporary staff members is 8.25. The median indicated 50% employ more than 1 permanent staff members and more than 5 temporary staff members. The temporary staff is acquired as needed especially one week before the wedding.

Table 5.23: Number of staff members

Variable	Valid N	Mean	Median	Min.	Max.	Std.Dev.
Permanent	10.000	3.100	1.500	1.000	10.000	2.300
Temporary	8.000	8.625	5.000	0.000	30.000	10.756

5.3.1.8 Costing

Table 5.24: Costing

Commission	60%
Service charge	70%
Cost-per-head	30%

According to Table 5.24 the service-charge method (70%) is the most widely used method to determine the cost of a wedding package as delivered by the wedding planners, whereas with the wedding venues the most widely used method is cost-per-head (cf. 5.2.1.9). It must be noted that a combination of these methods can be used to determine the cost of a wedding package.

5.3.1.9 Strategic planning and management factors

The wedding venue planner was required to rate the importance of strategic planning and management aspects for the over-all success of a wedding venue on a four-point scale.

Scale:

1 = Not important.

2 = Important to an extent.

3 = Important.

4 = Very important.

Table 5.25: Strategic planning and management aspects

VARIABLE	Mean	Median	Min.	Max.	% of importance
Services must meet the needs of guests	3.900	4.000	3.000	4.000	97.50%
Set business ethics	3.600	4.000	2.000	4.000	90.00%
Develop a checklist as a control mechanism	3.600	4.000	2.000	4.000	90.00%
Offer unique products that distinguish the venue from competitors	3.600	4.000	3.000	4.000	90.00%
Develop an operating budget	3.500	4.000	2.000	4.000	87.50%
Perform a break-even analysis	3.500	3.400	3.000	4.000	87.50%
Control finances through financial information systems	3.500	4.000	2.000	4.000	87.50%
Write a business plan	3.400	4.000	2.000	4.000	85.00%
Set business objectives	3.300	3.000	2.000	4.000	82.50%
Assess how well management strategies are working	3.300	3.000	2.000	4.000	82.50%
Segment the market into target markets	3.300	3.000	2.000	4.000	82.50%
Set a business philosophy	3.200	3.500	2.000	4.000	80.00%
Develop business strategies	3.200	3.000	2.000	4.000	80.00%
Use information derived from your strategic plan for decision making	3.200	3.000	2.000	4.000	80.00%
Position the wedding planning business in the market place	3.200	3.000	2.000	4.000	80.00%
Analyse the internal environment	3.100	3.000	2.000	4.000	77.50%
Aim market research at predetermined target markets	2.900	3.000	2.000	4.000	72.50%
Select a target market	2.900	3.000	2.000	4.000	72.50%
Formulate a vision statement	2.800	3.000	2.000	4.000	70.00%
Formulate a mission statement	2.800	3.000	1.000	4.000	70.00%
Analyse the external environment e.g. the economy, politics;	2.800	3.000	1.000	4.000	70.00%

Advertise the wedding planning business	3.200	3.000	2.000	4.000	80.00%
Do personal selling	3.500	4.000	2.000	4.000	87.50%
Develop efficient public relations	3.400	4.000	2.000	4.000	85.00%
Incorporate legal aspects of employment in the management	3.500	3.500	3.000	4.000	87.50%
Train employees to be multi-skilled in task performance	3.500	3.500	3.000	4.000	87.50%
Use performance appraisal techniques to evaluate employees	3.100	3.000	2.000	4.000	77.50%
Use the telephone as a tool to promote the image of the venue	2.700	2.500	2.000	4.000	67.50%

From Table 5.25 it is clear that the average score for all of the above aspects was important to very important. The most important aspects are: services must meet the needs of guests (97.5%); to offer unique products that distinguish the venue from competitors (90%) and to set business ethics (90%). The least important aspects are: to use the telephone as a tool to promote the image of the venue (67.50%), to formulate a vision and mission statement and to analyse the external environment (70% respectively). The aspects which were considered most important for strategic planning and management of the wedding planning business will be reflected in the means procedure in 5.2.3.1.

5.3.1.10 Characteristics of a wedding planner

The wedding planner was required to rate the importance of certain characteristics of a wedding planner on a four-point scale.

Scale:

1 = Not important.

2 = Important to an extent.

3 = Important.

4 = Very important.

Table 5.26: Characteristics of a wedding planner

Variable	Mean	Median	Min.	Max	%of importance
The ability to keep promises	4.000	4.000	4.000	4.000	100.00%
The ability to be self-efficient	3.900	4.000	3.000	4.000	97.50%
The ability to create a positive organisational behaviour	3.900	4.000	3.000	4.000	97.50%
The ability to establish and uphold high standard of quality	3.900	4.000	3.000	4.000	97.50%
The ability to cultivate an interest in people's needs	3.900	4.000	3.000	4.000	97.50%
The ability to act creatively	3.900	4.000	3.000	4.000	97.50%
The ability to be a master in your field	3.900	4.000	3.000	4.000	97.50%
The ability to have a consistently positive personality	3.800	4.000	3.000	4.000	95.00%
The ability to give credit where credit is due	3.800	4.000	3.000	4.000	95.00%
The ability to acknowledge own mistakes	3.800	4.000	3.000	4.000	95.00%

The ability to be a role model to others	3.800	4.000	3.000	4.000	95.00%
The ability to maintain a balance between objectives and priorities	3.800	4.000	3.000	4.000	95.00%
The ability to communicate the performance of the venue to others	3.700	4.000	2.000	4.000	92.50%
The possession of leadership qualities	3.700	4.000	3.000	4.000	92.50%
The possession of a positive self-image	3.700	4.000	3.000	4.000	92.50%
The ability to motivate others to greatness	3.600	4.000	3.000	4.000	90.00%
The possession of driving power	3.600	4.000	3.000	4.000	90.00%
The ability to share positive information freely	3.500	3.500	3.000	4.000	87.50%
The ability to give people the opportunity to excel	3.500	3.500	3.000	4.000	87.50%
The ability to practise authority	3.500	3.500	3.000	4.000	87.50%
The ability to share negative information freely	3.400	3.500	2.000	4.000	85.00%
The ability to be sensitive	3.400	3.500	2.000	4.000	85.00%
The possession of technical skills	3.400	3.500	2.000	4.000	85.00%

The average score for characteristics of a wedding planner indicated that all of the above characteristics were considered important to very important (Table 5.26). The most important characteristic was considered to be the ability to keep promises (100%). The characteristics which were considered the most important will be reflected in the means procedure 5.3.2.2.

5.3.2 RESULTS: MEANS PROCEDURE

Variables (aspects) with the highest means were arranged in order of importance to give insight into which aspects are considered the most important (key success factors) by wedding planners.

5.3.2.1 Means procedure of strategic planning and management aspects

The table (Table 5.27) below indicates the strategic planning and management aspects which were considered the most important by wedding planners:

Table 5.27: Means procedure of strategic planning and management aspects

Variables	Mean	% of importance
Variables with mean of 3.9+		
Services must meet the needs of guests	3.900	97.50%
Variables with a mean of 3.6+		
Set business ethics	3.600	90.00%
Develop a checklist as control mechanism	3.600	90.00%
Offer unique products	3.600	90.00%

Variables with a mean of 35+		
Do personal selling	3.500	87.50%
Incorporate legal aspects of employment	3.500	87.50%
Train employees to be multi-skilled	3.500	87.50%

According to Table 5.27 wedding planners indicated that the most important aspect is that services must meet the needs of guests with a mean of 3.9. Wedding venue owners/managers also considered this aspect as very important with 3.9 (cf. 5.2.2.1). Other aspects which are important for wedding planners (each with a mean of 3.6) are business ethics; developing a checklist, as there are a lot of detail which must be remembered when planning a wedding; and to offer unique products which will distinguish them from competitors.

5.3.2.2 Means procedure of the characteristics of a wedding planner

Table 5.28 below indicates the characteristics which were considered the most important for wedding planners:

Table 5.28: Means procedure of characteristics of wedding planner

Variables	Mean	% of importance
Variables with mean of 4		
Ability to keep promises	4.000	100%
Variables with mean of 3.9+		
Ability to be self-efficient	3.900	97.50%
Ability to create positive organisational behaviour	3.900	97.50%
Establish and uphold high standard of quality	3.900	97.50%
Cultivate an interest in people's needs	3.900	97.50%
Ability to act creatively	3.900	97.50%
Ability to be a master in your field	3.900	97.50%
Variables with mean of 3.8+		
Consistent positive personality	3.800	95.00%
Give credit where credit is due	3.800	95.00%
Acknowledge own mistakes	3.800	95.00%
Be a role model to others	3.800	95.00%
Maintain a balance between objectives and priorities	3.800	95.00%
Variables with mean of 3.7+		
Communicate the performance of business with others	3.700	92.50%
Leadership qualities	3.700	92.50%
Possession of a positive self image	3.700	92.50%

According to Table 5.28 the most important characteristic of a wedding planner is the ability to keep promises with a mean of 4. Characteristics with a mean of 3.9 included the ability to be self-efficient, ability to create a positive organisational behaviour, establish high standards of quality, cultivate an interest in people's needs, the ability to act creatively and the ability to be a master in your field.

5.4 CONCLUSION

The aim of this chapter was to reflect the results of the empirical research in order to determine the key success factors in managing wedding tourism. The results of the wedding venue questionnaire were discussed in the first part of this chapter and the results of the wedding planner questionnaire were discussed in the second part of this chapter. Firstly, the demographic data of wedding venues and wedding planners were discussed. Secondly, the importance of strategic planning and management factors were reflected and lastly, the characteristics of a manager or wedding planner were reflected and discussed.

In conclusion, the research indicated that the majority of wedding venues included in this study are situated in Gauteng.

Section B of the questionnaire focused on strategic management, financial management, marketing management, operational management and human resource management. A factor analysis was conducted in order to identify the key success factors in managing wedding tourism. The following aspects of the identified factors received the highest scores:

Strategic management: set business ethics; assess how well management strategies are working.

SWOT analysis: analyse the internal and external environment

Financial management: developing an operating budget.

Market segmentation: position the wedding venue in the market place.

Promotion: advertise the venue; develop efficient public relations.

Operational management: ensure high levels of hygiene.

Human resource management: train employees to be multi-skilled in task performance.

In chapter 6 conclusions will be drawn and recommendations will be made regarding the literature study and the empirical analysis.



CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

“In a service organisation if you are not serving the customer, you had better be serving someone who is.”

Jan Carlzon

6.1 INTRODUCTION

This study was done in order to identify the key success factors for wedding tourism that will assist professional wedding planners and wedding venue owners/managers to plan and manage wedding tourism successfully. The problem this study attempted to address was stated in chapter one: what are the key success factors for planning and managing wedding tourism? From this, the primary objective was identified, namely to determine the key success factors for planning and managing wedding tourism. In order to achieve the primary objective, the following secondary objectives were identified:

- To determine the strategic planning and management aspects of special events. This was discussed in chapter 2, which dealt with the strategic management process for special events and in chapter 3, which dealt with the aspects of strategic management for special events.
- To analyse weddings/wedding tourism. This was achieved in chapter 4.
- Reflect the results of the empirical research in order to determine the key success factors for wedding tourism.
- To give conclusions and make recommendations regarding the research, which is also the aim of this chapter.

Research information was obtained from wedding planners and wedding venues in Gauteng and North West as well as a literature study on strategic management, special

events and weddings. The following conclusions can be drawn, based the information that was obtained:

6.2 CONCLUSIONS

Conclusions with regard to the following can be drawn:

- The strategic management process for special events.
- The aspects of strategic management.
- Wedding tourism.
- The survey.

6.2.1 CONCLUSIONS WITH REGARD TO THE STRATEGIC MANAGEMENT PROCESS FOR SPECIAL EVENTS

Based on the literature study the following key success factors were identified with regard to the strategic management process:

- It is important to formulate a strategy for the successful management of special events. A vision, mission and objectives are important for effective strategic management as it provides guidance and states the purpose of organising the event (cf. 2.2).
- The organisation must perform a SWOT analysis, as it serves as the basis for the organisation's planning. The internal environment must be analysed in order to identify strengths and weaknesses. The external environment must be analysed in order to identify opportunities and threats (cf. 2.3).
- It is the responsibility of the event manager to analyse current and potential impacts of an event and to manage it (cf. 2.4).
- Strategies must be implemented at all functional and operational levels (cf. 2.5).
- Strategies must be evaluated and controlled on a continuous basis (cf. 2.6).

6.2.2 CONCLUSIONS WITH REGARD TO THE STRATEGIC MANAGEMENT ASPECTS FOR SPECIAL EVENTS

Based on the literature study, the following key success factors were identified with regard to the strategic management aspects:

- Aspects of event marketing are important for special events and must take the needs, wants and characteristics of all the role players into consideration, e.g. visitors, sponsors, local community and the government (cf. 3.2).
- Market research must be done in order to obtain knowledge about existing and future visitors, market trends and competitors. It is necessary to use this information to gain and maintain a competitive advantage (cf. 3.2.1).
- Market segmentation is the basis for classifying visitors into different segments and it is of great importance to understand the needs, wants and characteristics of each segment. Market segmentation includes an assessment of the demographics, socio-economic factors, geographic location and psychographic characteristics of visitors (cf. 3.2.2).
- Positioning the event is important in order to differentiate the event from its competitors in the mind of the visitor (cf. 3.2.3).
- It is important to develop a marketing mix for each of the role players who are involved in the event (cf. 3.2.4).
- All aspects of human resource management are important for the event/event organisation to achieve high standards of service. Aspects of human resource management include an organisational structure, job descriptions, recruiting the right person for the job, training and organisational relationships (cf. 3.3).
- Financial management is an essential part of managing special events. It is important to maintain effective control over finances (cf. 3.4).
- Operational aspects are important and need to be applied in the management of special events. Aspects of operational management for special events include venue finding, food and beverage management, risk management and service quality (cf. 3.5).

6.2.3 CONCLUSIONS WITH REGARD TO ANALYSING WEDDING TOURISM

Based on the literature study, the following conclusions were made with regard to wedding tourism:

- The characteristics of weddings include their intangibility, inseparability, variability, variability of uniqueness, perishability, ambience and service, labour-intensiveness, fixed time-scale, ritual nature and sense of belonging (cf. 3.2).
- Wedding planning entails the integrated implementation of all operational and logistical requirements of a wedding (cf. 3.3).
- Components of a wedding include the ceremony, the wedding reception, wedding attire, guests, accommodation, transport and entertainment (cf. 3.3.1).
- Organising a wedding consists of finding suitable vendors, finding a suitable venue, creating a portfolio of the client and working according to a specific timeline (cf. 3.3.3.2).
- The wedding planner plays an important role in the satisfaction of the client and in creating a memorable experience and therefore the following attributes are important for a wedding planner: professional appearance, promptness, be attentive to details, local knowledge, organisational skills and communication skills (cf. 3.4).

6.2.4 CONCLUSIONS WITH REGARD TO THE SURVEY

Based on the survey, the following conclusions are made regarding key success factors for wedding venues:

- Strategic planning and performing a SWOT analysis are important for wedding venues, as it is a proactive approach by owner/managers to formulate a strategy (cf. 5.2.3).
- The most important operational services for wedding venue owners/managers are to ensure high levels of hygiene, having a liquor license, providing secure parking, providing a variety of menu's facilitate and accessibility of the venue (cf. 5.2.2.1 & cf. 5.2.3).

- Human resource management is considered important and the manager must be able to create a positive organisational behaviour (cf. 5.2.2.2 & cf. 5.2.3).
- Aspects of financial management which were considered important are control of finances through financial operating systems, an operating budget and a break-even analysis (cf. 5.2.2.11).
- Marketing aspects which were considered important are market segmentation, and market positioning as well as promotion which include the following aspects personal selling, develop efficient public relations and advertising the venue (cf. 5.2.3).

Based on the survey, the following conclusions are made regarding the key success factors for a wedding planning business:

- Services must meet the needs of guests (cf. 5.3.2.1).
- It is important to develop a checklist as control mechanism (cf. 5.3.2.1).
- Wedding planners must offer unique products (cf. 5.3.2.1).
- The ability to keep promises is considered the most important characteristic of a wedding planner (cf. 5.3.2.2).
- It is important to establish and uphold high standards of quality (cf. 5.3.2.2).
- The wedding planner must have the ability to act creatively in order to provide a unique experience for each client (cf. 5.3.2.2).

Based on the survey the following conclusions are made regarding the wedding tourism industry:

- The biggest international market for weddings held in South Africa is England (cf. 5.3.1.3).
- The most popular months for weddings are November; December and October (cf. 5.2.1.7 & cf. 5.3.1.4).
- Wedding venues mainly use the cost per head method to determine the cost of a wedding (cf. 5.2.1.9).

6.3. RECOMMENDATIONS

Recommendations regarding the management of wedding tourism as well as recommendations regarding further research will be discussed next.

6.3.1 Recommendations for managing wedding tourism

- All wedding venue owners/managers and wedding planners must incorporate the key success factors for wedding tourism in the planning and management of their business.
- Wedding venue owners/managers and wedding planners must strategically plan all activities of the business.
- The owners/managers and wedding planners must recruit the right staff and make sure that they are properly trained as this will also contribute to the performance and competitive advantage of the business.
- Financial management must be a priority and finances must be controlled.
- The needs of the clients must be determined in order to ensure that the services offered will meet the needs of clients and it is important to establish and uphold high standards of quality.
- High levels of hygiene must be a priority, as the health and safety of all who are involved in the wedding must be of utmost importance.
- Wedding venue owners/managers and wedding planners must incorporate risk management in their businesses.
- Wedding planners should compile a planning file with all the information needed to organise wedding successfully.
- A portfolio must be compiled for each client in order to know exactly what the client's individual needs are.

6.3.2 Recommendations regarding further research

- The literature base of wedding tourism is limited and more research is needed to improve the quality of information.
- The role of wedding tourism in terms of job opportunities, economic value and influence on the environment should be analysed.

- Although South Africa has a well established wedding tourism industry it is advisable to conduct research in terms of international wedding tourism products, in order for South Africa to be globally competitive as a wedding tourism destination.

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ANNEXURE A: Wedding venue questionnaire

WEDDING VENUES - QUESTIONNAIRE 2006

SECTION A:

Mark an " x " next to the appropriate number e.g.		
Yes	x	1
1. Are weddings your main business activity?		
Yes		1
No		2
2. If no indicate others on the list		
Holiday Resort		1
Guest House		2
Hotel		3
Guest Farm		4
Game Reserve		5
Conferences		6
Other (Specify)		7
3. How many weddings are held annually at your venue?		
4. Do you host international weddings at your venue?		
Yes		1
No		2
If, yes indicate the percentage of international weddings versus domestic weddings held at your venue annually?		
Which country represents your biggest international market?		
England		1
Germany		2
France		3
America		4
Other (please specify)		5
5. Indicate the top three months for weddings		

6. Which services do you offer? e.g. chapel, catering...		
7. On which basis do you determine the cost of organising a wedding?		
Commission		1
Service charge		2
Cost per head		3
Other (please specify)		4
8. How do you determine the cost of a wedding package?		
9. How many staff members do you employ?		
a) Permanently		
b) Temporary		

SECTION B:

Please indicate by marking the number with an "X" that best represents the importance of the various aspects to ensure the over-all success of a wedding venue:

e.g.	1	2	3x	4
4 = Very important				
3 = Important				
2 = Important to an extent				
1 = Not important				
To ensure the overall success of a wedding venue it is significant to regard the following as important:				
B.1: Set business objectives	1	2	3	4
B.2: Formulate a vision statement	1	2	3	4
B.3: Formulate a mission statement	1	2	3	4
B.4: Set a business philosophy	1	2	3	4
B.5: Set business ethics	1	2	3	4
B.6: Analyse the external environment e.g. the economy, politics; technology and competitors	1	2	3	4
B.7: Analyse the internal environment e.g. facilities; human resources; marketing and finances	1	2	3	4

B.8: Services must meet the needs of guests	1	2	3	4
B.9: Assess how well management strategies are working	1	2	3	4
B.10: Develop business strategies	1	2	3	4
B.11: Use information derived from your strategic plan to anticipate decision making	1	2	3	4
B.12: Develop a checklist as a control mechanism	1	2	3	4
B.13: Write a business plan	1	2	3	4
B.14: Develop an operating budget	1	2	3	4
B.15: Perform a break-even analysis	1	2	3	4
B.16: Control finances through financial information systems	1	2	3	4
B.17: Execute marketing segmentation	1	2	3	4
B.18: Segment the market into target markets	1	2	3	4
B.19: Aim market research at predetermined target markets	1	2	3	4
B.20: Select a target market by means of the application of a strategically planned method	1	2	3	4
B.21: Position the wedding venue in the market place	1	2	3	4
B.22: Facilitate accessibility to the venue by the means of clear road signs	1	2	3	4
B.23: Advertise the venue	1	2	3	4

B.24: Do personal selling	1	2	3	4
B.25: Develop efficient public relations	1	2	3	4
B.26: Incorporate legal aspects of employment of employment in the management of the venue	1	2	3	4
B.27: Train employees to be multi-skilled in task performance	1	2	3	4
B.28: Use performance appraisal techniques to evaluate the process of how the employee carries out the task	1	2	3	4
B.29: Provide a variety of menu's	1	2	3	4
B.30: Ensure high levels of hygiene	1	2	3	4
B.31: Have a liquor license	1	2	3	4
B.32: Provide secure parking	1	2	3	4
B.33: Use the telephone a constructive tool to promote the image of the venue	1	2	3	4
B.34: Offer unique products that distinguish the venue from competitors	1	2	3	4

SECTION C:

Please indicate by marking with an "X" the number that best represents the importance of the characteristics of the manager for the successful operation of the wedding venue:

4 = Very important

3 = Important

2 = Important to an extent

1 = Not important

The following characteristics of the manager are important for the successful operation of a wedding venue:

C.1: The ability to be self-efficient	1	2	3	4
C.2: The ability to create a positive organisational behaviour	1	2	3	4

C.3: The ability to communicate the performance of the venue to others	1	2	3	4
C.4: The possession of leadership qualities	1	2	3	4
C.5: The ability to keep promises	1	2	3	4
C.6: The ability to share negative information freely	1	2	3	4
C.7: The ability to share positive information freely	1	2	3	4
C.8: The ability to have a consistently positive personality	1	2	3	4
C.9: The ability to give credit where credit is due	1	2	3	4
C.10: The ability to acknowledge own mistakes	1	2	3	4
C.11: The ability to give people the opportunity to excell	1	2	3	4
C.12: The ability to establish and uphold high standard of quality	1	2	3	4
C.13: The ability to cultivate an interest in people's needs	1	2	3	4
C.14: The ability to act creatively	1	2	3	4
C.15: The ability to motivate others to greatness	1	2	3	4
C.16: The ability to be a role model to others	1	2	3	4
C.17: The ability to practice authority	1	2	3	4
C.18: The possession of a positive self-image	1	2	3	4
C.19: The ability to maintain a balance between objectives and priorities	1	2	3	4
C.20: The ability to be a master in your field	1	2	3	4
C.21: The ability to be sensitive	1	2	3	4
C.22: the possession of driving power	1	2	3	4
C.23: The possession of technical skills	1	2	3	4

ANNEXURE B: Wedding planners questionnaire

WEDDING PLANNERS - QUESTIONNAIRE 2006

SECTION A:

Mark an " x " next to the appropriate number e.g.		
Yes	x	1
1. How many weddings do you plan annually?		
2. Do you plan international weddings?		
Yes		1
No		2
If, yes indicate the percentage international weddings versus domestic weddings you plan annually?		
Which country represents your biggest international market?		
England		1
Germany		2
France		3
America		4
Other (please specify)		5
3. Indicate the top three months for weddings		
4. Indicate the three most popular days for weddings		
5. Which services do you offer? e.g. venue sourcing; flowers; entertainment		

6. On which basis do you determine the cost of organising a wedding?		
Commission		1
Service charge		2
Cost per head		3
Other (please specify)		4

7. How do you determine the cost of a wedding package?
8. How many staff members do you employ?
Temporary:
Permanent:

SECTION B:

Please indicate by marking the number with an "X" that best represents the importance of the various aspects to ensure the over-all success of a wedding planning business:				
e.g.	1	2	3x	4
4 = Very important 3 = Important 2 = Important to an extent 1 = Not important To ensure the overall success of a wedding planning business it is significant to regard the following as important:				
B.1: Set business objectives	1	2	3	4
B.2: Formulate a vision statement	1	2	3	4
B.3: Formulate a mission statement	1	2	3	4
B.4: Set a business philosophy	1	2	3	4
B.5: Set business ethics	1	2	3	4
B.6: Analyse the external environment e.g. the economy, politics; technology and competitors	1	2	3	4
B.7: Analyse the internal environment e.g. facilities; human resources; marketing and finances	1	2	3	4
B.8: Services must meet the needs of guests	1	2	3	4
B.9: Assess how well management strategies are working	1	2	3	4
B.10: Develop business strategies	1	2	3	4

B.11: Use information derived from your strategic plan to anticipate decision making	1	2	3	4
B.12: Develop a checklist as a control mechanism	1	2	3	4
B.13: Write a business plan	1	2	3	4
B.14: Develop an operating budget	1	2	3	4
B.15: Perform a break-even analysis	1	2	3	4
B.16: Control finances through financial information systems	1	2	3	4
B.17: Segment the market into target markets	1	2	3	4
B.18: Aim market research at predetermined target markets	1	2	3	4
B.19: Select a target market by means of the application of a strategically planned method	1	2	3	4
B.20: Position the wedding planning business in the market place	1	2	3	4

B.21: Offer unique products that distinguish the venue from competitors	1	2	3	4
B.22: Advertise the wedding planning business	1	2	3	4
B.23: Do personal selling	1	2	3	4
B.24: Develop efficient public relations	1	2	3	4
B.25: Incorporate legal aspects of employment in the management of the wedding planning business	1	2	3	4
B.26: Train employees to be multi-skilled in task performance	1	2	3	4
B.27: Use performance appraisal techniques to evaluate the process of how the employee carries out the task	1	2	3	4
B.28: Use the telephone a constructive tool to promote the image of the wedding planning business	1	2	3	4

SECTION C:

Please indicate by marking with an "X" the number that best represents the importance of the characteristics of the wedding planner for the successful operation of the wedding planning business:

1 = Not important				
2 = Important to an extent				
3 = Important				
4 = Very important				
The following characteristics of the wedding planner are important for the successful operation of a wedding planning business:				
C.1: The ability to be self-efficient	1	2	3	4
C.2: The ability to create a positive organisational behaviour	1	2	3	4
C.3: The ability to communicate the performance of the wedding planning business to others	1	2	3	4
C.4: The possession of leadership qualities	1	2	3	4
C.5: The ability to keep promises	1	2	3	4
C.6: The ability to share negative information freely	1	2	3	4
C.7: The ability to share positive information freely	1	2	3	4
C.8: The ability to have a consistently positive personality	1	2	3	4
C.9: The ability to give credit where credit is due	1	2	3	4

C.10: The ability to acknowledge own mistakes	1	2	3	4
C.11: The ability to give people the opportunity to excel	1	2	3	4
C.12: The ability to establish and uphold high standard of quality	1	2	3	4
C.13: The ability to cultivate an interest in people's needs	1	2	3	4
C.14: The ability to act creatively	1	2	3	4
C.15: The ability to motivate others to greatness	1	2	3	4
C.16: The ability to be a role model to others	1	2	3	4
C.17: The ability to practice authority	1	2	3	4
C.18: The possession of a positive self-image	1	2	3	4
C.19: The ability to maintain a balance between objectives and priorities	1	2	3	4
C.20: The ability to be a master in your field	1	2	3	4
C.21: The ability to be sensitive	1	2	3	4
C.22: the possession of driving power	1	2	3	4
C.23: The possession of technical skills	1	2	3	4

ANNEXURE C: Client interview form

CLIENT INTERVIEW FORM

WEDDING

Section 1:

Name of Client: _____

Wedding Date: _____

Method of Payment: _____

Wedding Day : _____

Estimated number: _____

Time: _____

Contact Details:

Home number: _____

Work number: _____

Cell number: _____

Address: _____

Section 2:

WEDDING SPECIFICATIONS:

1. What expense budget range are you considering?

2. What does the expense budget include?

☐ Venue hire

☐ Catering

☐ Invitations

☐ Décor

☐ Music

☐ Wedding attire

☐ Wedding cake

☐ Ceremony

☐ Photography

☐ Flowers

☐ Bonbonniere

☐ Hair & Make-up

☐ Accommodation

☐ Transport

☐ Other

3. Percentage of the budget which is allocated to each of the above:

4. Requirements and specifications for each of the above mentioned:

Section 3:

Price: _____

Booked by: _____

Client Signature: _____

Date: _____

Wedding planner: _____

Date: _____