

An EMBOK Research Menu

EMBOK Day at the 2006 Las Vegas International Hospitality and Convention Summit, held June 6th at the University of Nevada, Las Vegas (UNLV), included vibrant discussions surrounding the scope and validity of the International EMBOK Model and strategies for its improvement and adoption by a broad variety of academic and industry stakeholders. One of the suggestions that resonated for the academic participants was to create a research menu based on the EMBOK that would provide students with viable research topics that would be of value to the industry.

Creating new knowledge through research is a significant link between academia and industry, providing students with learning opportunities and industry practitioners with data that can serve as a foundation for good decision making, event development, and strategies for continuous improvement. This was, in fact, one of the uses conceived for the Event Management Body of Knowledge, a knowledge framework and descriptive summary of the scope and processes that are used in the management of events that may be customized to meet the needs of various cultures, governments, education programs, and organizations.

The research menu presented here is an illustration of how the International EMBOK Model may be approached when seeking topics for research that will quantify, qualify, verify, or validate commonly held beliefs and practices that industry practitioners have acquired throughout their careers, turning the “school of hard knocks” into hard science. This research may be conducted within the academic realm as well as by associations that serve various industry sectors. Research data from both sources will contribute to the body of knowledge and will serve current and future practitioners, as well as event consumers through improved standards of practice.

This knowledge will provide important guidance to organizers and authorities. For example, studying the number of on-site ambulances included at various event types and sizes could provide standardized guidance for new events. Such data could be collected from the historical records kept by ambulance services, which might serve as a foundation for best practice or regulatory standards that would protect the health and safety of consumers at public events.

The EMBOK Matrix as shown on the next page is comprised of Sectors and Domains (with their functional areas, referred to as Classes) and offers hundreds, even thousands of research opportunities. The EMBOK Matrix identifies 280 fields of inquiry, or 360 fields of inquiry with the Phases and Core Values included. One square within the Matrix indicates a single Class for a single Sector; one row indicates a single Class across all Sectors. Within each Class there may be countless elements (as illustrated in the Silvers Taxonomy comprised of approximately 600 items), but even with a simplified estimate of five elements per Class (e.g. Food & Beverage¹: food service scope, catering operation selection, menu selection, service planning, and alcohol management) the number of discrete fields of inquiry jumps to 1,400.

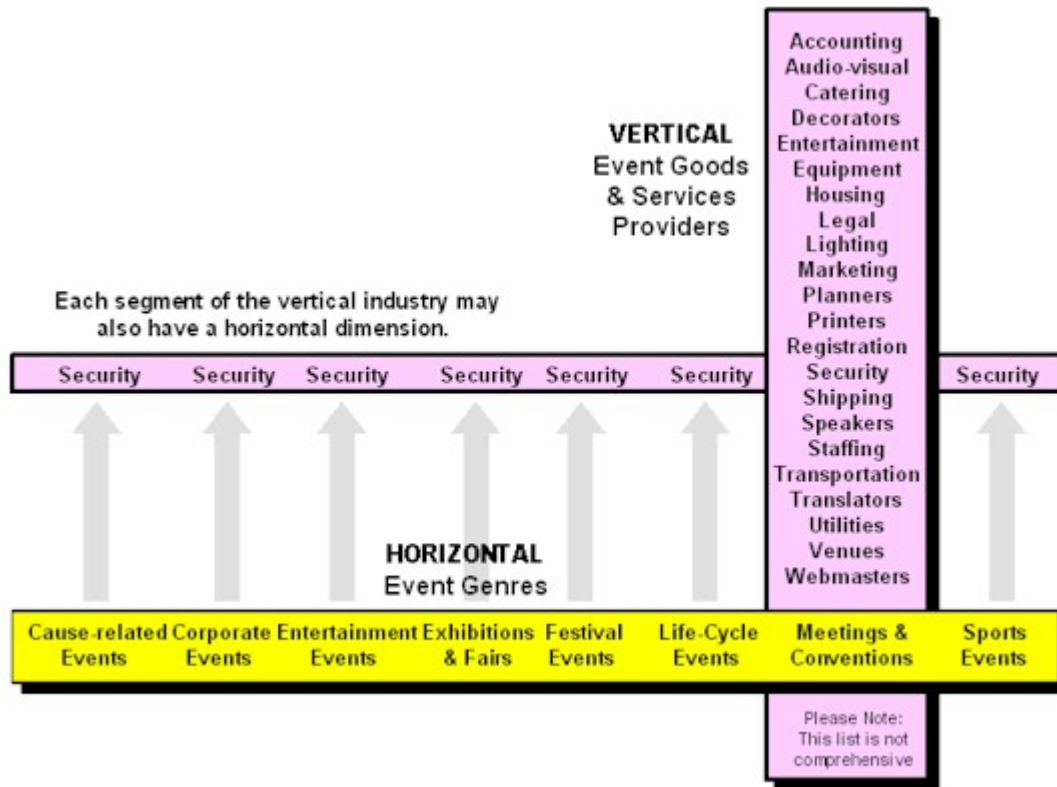
One may approach the topics within a single industry sector (e.g. Meetings and Conventions or Sports Events), or comparisons between sectors or across all sectors. Such comparative analyses will enhance understanding of the horizontal and vertical nature of the overall events industry, as illustrated in Figure 1. Many goods and services are used in a variety of event sectors, and data that identifies the similarities and differences between all sectors will not only help to illustrate the scope of the events industry as a whole, it will reveal opportunities for organizers and providers alike.

It should be readily apparent that the scope of research, both possible and desirable, is vast. A single square with the EMBOK Matrix offers researchers rich opportunities for discoveries to dissertations, through which the EMBOK will raise the stature and standards of the events industry and all its inhabitants.

¹ Food & Beverage has replaced Catering in the Design Domain in the original EMBOK Model due to the varying definitions of catering throughout the global industry.

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
DOMAINS								
ADMINISTRATION DOMAIN								
Financial								
Human Resources								
Information								
Procurement								
Stakeholder								
Systems								
Time								
DESIGN DOMAIN								
Content								
Entertainment								
Environment								
Food & Beverage								
Production								
Program								
Theme								
MARKETING DOMAIN								
Marketing Plan								
Materials								
Merchandise								
Promotion								
Public Relations								
Sales								
Sponsorship								
OPERATIONS DOMAIN								
Attendees								
Communications								
Infrastructure								
Logistics								
Participants								
Site								
Technical								
RISK DOMAIN								
Compliance								
Decision								
Emergency								
Health & Safety								
Insurance								
Legal								
Security								
PHASES								
Initiation								
Planning								
Implementation								
The Event								
Closure								
CORE VALUES								
Continuous Improvement								
Creativity								
Ethics								
Integration								
Strategic Thinking								

Figure 1. Horizontal and vertical nature of the events industry



Matrix Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAINS	SECTORS							
ADMINISTRATION DOMAIN								
DESIGN DOMAIN								
MARKETING DOMAIN								
OPERATIONS DOMAIN								
RISK DOMAIN								
PHASES								
CORE VALUES								

- The applicability and usage of the scope of the EMBOK Domains in the various industry Sectors
- Comparative analysis of the EMBOK Phases in the various industry Sectors
- Comparative analysis of the EMBOK Core Values in the various industry Sectors

Administration Domain Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
ADMINISTRATION DOMAIN								
Financial								
Human Resources								
Information								
Procurement								
Stakeholder								
Systems								
Time								

- The application of the EMBOK Administration Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Administration Domain in individual industry Sectors
- Job analysis of the EMBOK Administration Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Administration Domain Classes in various/individual industry Sectors
- Comparative analysis of EMBOK Administration Domain Classes in the various/individual industry Sectors

Examples

Financial	<ul style="list-style-type: none"> • Cash flow analysis • Bookkeeping procedures • Pricing strategies
Human Resources	<ul style="list-style-type: none"> • Recruitment and selection procedures • Volunteer usage • Compensation strategies
Information	<ul style="list-style-type: none"> • Specifications guides / production books • Data reporting and monitoring procedures • Privacy policies and procedures
Procurement	<ul style="list-style-type: none"> • Procurement policies and procedures • RFP/bid solicitation usage • Selection and evaluation criteria development
Stakeholder	<ul style="list-style-type: none"> • Governance systems • Constituency management • Coalition building strategies
Systems	<ul style="list-style-type: none"> • Information software/technology systems • Communication systems • Quality management systems
Time	<ul style="list-style-type: none"> • Activity definition procedures • Schedule development tactics • Change control systems

Design Domain Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
DOMAIN								
DESIGN DOMAIN								
Content								
Entertainment								
Environment								
Food & Beverage								
Production								
Program								
Theme								

- The application of the EMBOK Design Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Design Domain in individual industry Sectors
- Job analysis of the EMBOK Design Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Design Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Design Domain Classes in the various/individual industry Sectors

Examples

Content	<ul style="list-style-type: none"> • Content development criteria and procedures • Content delivery format selection process • Accreditation requirements
Entertainment	<ul style="list-style-type: none"> • Entertainment and attraction selection criteria • Ancillary programming • Cost/benefit analysis of entertainment and attractions
Environment	<ul style="list-style-type: none"> • Marketing and communication environments • Seating arrangement effect on learning environments • Wayfinding systems
Food & Beverage	<ul style="list-style-type: none"> • Impact of food allergies on menu planning • Concession operations • Alcohol service policies
Production	<ul style="list-style-type: none"> • Trends in audiovisual and multimedia equipment usage • Decorative, task, and safety lighting strategies • Soundscaping and scentscaping practices
Program	<ul style="list-style-type: none"> • Program composition and sequencing procedures • Protocol for ceremonies • Specialty services and amenities for attendees and participants
Theme	<ul style="list-style-type: none"> • Theme selection and development procedures • Cultural iconography and branding imagery usage • Theme integration tactics

Marketing Domain Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
MARKETING DOMAIN								
Marketing Plan								
Materials								
Merchandise								
Promotion								
Public Relations								
Sales								
Sponsorship								

- The application of the EMBOK Marketing Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Marketing Domain in individual industry Sectors
- Job analysis of the EMBOK Marketing Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Marketing Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Marketing Domain Classes in the various/individual industry Sectors

Examples

Marketing Plans	<ul style="list-style-type: none"> • Marketing objectives and measurement strategies • Message and branding criteria development • Integrated marketing tactics
Materials	<ul style="list-style-type: none"> • Scope and purpose of printed materials • Content and layout selection procedures • Distribution schedules and methods
Merchandise	<ul style="list-style-type: none"> • Product development criteria • Brand management • Inventory management
Promotion	<ul style="list-style-type: none"> • Advertising methods and mediums • Cross-promotions criteria and strategies • Contest design and implementation procedures
Public Relations	<ul style="list-style-type: none"> • Publicity strategies and measurement • Media relations activities • Crisis and controversy management
Sales	<ul style="list-style-type: none"> • Registration and ticketing operations • Sales platforms and technologies • Transaction procedures
Sponsorship	<ul style="list-style-type: none"> • Commercial sponsorship criteria and development • Donor cultivation strategies • Ambush marketing controls

Operations Domain Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
DOMAIN	OPERATIONS DOMAIN							
Attendees								
Communications								
Infrastructure								
Logistics								
Participants								
Site								
Technical								

- The application of the EMBOK Operations Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Operations Domain in individual industry Sectors
- Job analysis of the EMBOK Operations Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Operations Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Operations Domain Classes in the various/individual industry Sectors

Examples

Attendees	<ul style="list-style-type: none"> • Admittance and credentialing systems • Crowd movement and flow • Arrival and departure density
Communications	<ul style="list-style-type: none"> • Communication methods and modalities • Briefings and announcement procedures • Command and control strategies
Infrastructure	<ul style="list-style-type: none"> • Traffic impact and management strategies • Utilities usage and augmentation • Waste management strategies
Logistics	<ul style="list-style-type: none"> • Task analysis and sequencing procedures • Contractor coordination • Move-in, move-out, and maintenance practices
Participants	<ul style="list-style-type: none"> • Hospitality requirements for participants • Celebrity or dignitary inclusion and impact • Selection criteria and procedures for officials and officiates
Site	<ul style="list-style-type: none"> • Site sourcing trends and practices • Site selection criteria development and procedures • Site development systems
Technical	<ul style="list-style-type: none"> • Staging solutions for site enhancement • Trends in production technology usage • Technician support demand

Risk Domain Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
DOMAIN	RISK DOMAIN							
Compliance								
Decision								
Emergency								
Health & Safety								
Insurance								
Legal								
Security								

- The application of the EMBOK Risk Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Risk Domain in individual industry Sectors
- Job analysis of the EMBOK Risk Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Risk Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Risk Domain Classes in the various/individual industry Sectors

Examples

Compliance	<ul style="list-style-type: none"> • Applicable statues, codes, and regulations • Accessibility compliance strategies • Intellectual and property rights observance
Decision	<ul style="list-style-type: none"> • Risk assessment procedures • Decision making criteria and restraints • Authority and accountability controls
Emergency	<ul style="list-style-type: none"> • Medical services provision • Emergency action plans • Disaster recovery and business continuity plans
Health & Safety	<ul style="list-style-type: none"> • Fire and life safety evaluations • Occupational health and safety practices • Crowd behavior and control strategies
Insurance	<ul style="list-style-type: none"> • Risk financing strategies • Liability exposures • Insurance coverage
Legal	<ul style="list-style-type: none"> • Contract execution criteria and procedures • Licensing requirements • Policy development and implementation process
Security	<ul style="list-style-type: none"> • Security personnel and equipment selection • Security deployment criteria • Command and control system

Other Matrix Research Opportunities

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
PHASES								
Initiation								
Planning								
Implementation								
The Event								
Closure								

- Analysis of the EMBOK Phases in individual industry Sectors
- Best practices in the EMBOK Phases in/within the various/individual industry Sectors

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
	SECTORS							
CORE VALUES								
Continuous Improvement								
Creativity								
Ethics								
Integration								
Strategic Thinking								

- Analysis of the EMBOK Core Values in individual industry Sectors
- Best practices in the EMBOK Core Values in/within the various/individual industry Sectors
- Integration and impact analyses of EMBOK Domains in the various industry Sectors

Each Class in each Domain has an impact on and will be impacted by every other Class. One may examine the impact of one row (e.g. Administration: Financial), which represents 34 points of consideration. The entire matrix of Domain Classes represents 1,156 points of consideration, and when the five Phases are added, represents a minimum of 5,780 points of consideration. When this is compounded by a minimum of five elements per Class, one is looking at 28,900 points of consideration for a single event. Although much of this analysis is done almost unconsciously and rarely documented by most practitioners, such documentation facilitates knowledge transfer and provides evidence of due diligence.

	A-FI	A-HR	A-IN	A-PR	A-ST	A-SY	A-TI	D-CO	D-ET	D-EV	D-FB	D-PD	D-PG	D-TH	M-MP	M-MT	M-ME	M-PM	M-PR	M-SA	M-SP	O-AT	O-CO	O-IF	O-LG	O-PT	O-SI	O-TC	R-CM	R-DC	R-EM	R-HS	R-IS	R-LE	R-SE	
A-FI																																				
A-HR																																				
A-IN																																				
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O-AT																																				
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O-IF																																				
O-LG																																				
O-PT																																				
O-SI																																				
O-TC																																				
R-CM																																				
R-DC																																				
R-EM																																				
R-HS																																				
R-IS																																				
R-LE																																				
R-SE																																				

- Analysis of individual events in various industry Sectors using the International EMBOK Model

The International EMBOK Model, comprised of Processes, Phases, Domains, and Core Values, may be used to create a matrix showing tasks for each element of each Class of each Domain. When extrapolated out to analysis of a single event, such a matrix would provide an operational register with 4,375 points or opportunities for continuous improvement.

DOMAIN: Administration; CLASS: Human Resources; ELEMENT: Volunteers					
	Assess	Select	Monitor	Communicate	Document
Initiation	Suitability & feasibility of using volunteers Costs & benefits of using volunteers Numbers needed	Task assignment areas Organizational structure Roles/responsibilities	Needs estimates Recruitment objectives	Organizational structure Recruitment policy	Needs estimates Organizational structure Set up volunteer database
Planning	Skill & knowledge requirements Recruitment sources Volunteer motives Policy requirements	Job descriptions Selection criteria Recruitment strategy	Recruitment tactics	Recruitment needs Roles/responsibilities Skill & knowledge requirements	Source projections Recruitment tactics Job descriptions Policies

Implementation	Training requirements Staffing requirements Compensation strategy	Task assignments & schedules Training methods & schedules Volunteer benefits Orientation program	Recruitment performance Training programs Volunteer benefit requirements	Policies & procedures Training programs Volunteer benefits	Maintain volunteer database Task assignments & schedules Training agendas & attendance
Event	Deployment & supervision requirements Credentialing requirements	Check-in/check-out procedure Credentials Benefit policy	Volunteer turnout Deployment efficacy Supervisory tactics Benefit delivery	Task assignments Check-in/check-out procedure Credentialing requirements	Credentialing requirements Volunteer turnout Deployment efficacy
Closure	Volunteer performance evaluation Recognition strategy Lessons learned	Recommendations for future volunteer strategies	Recognition programs	Volunteer performance Volunteer recognition	Recommendations for future volunteer strategies Recognition programs Update volunteer database
Core Values					
Creativity	<ul style="list-style-type: none"> Develops creative recognition strategies that match volunteer motivations Finds interesting ways to keeps volunteers engaged throughout the year 				
Strategic Thinking	<ul style="list-style-type: none"> Developed volunteer retention and advancement strategies Seeks unusual & untapped sources for volunteer personnel 				
Continuous Improvement	<ul style="list-style-type: none"> Created a volunteer handbook outlining policies & procedures Developed leadership training opportunities for volunteers 				
Ethics	<ul style="list-style-type: none"> Created standards of conduct policies for volunteers Distributes volunteer benefits equitably 				
Integration	<ul style="list-style-type: none"> Ensures chain of command and channels of communication are obvious Creates checklists for task assignments 				

What has yet to be identified, however, are the scale variables that will allow events to be fully classified. The scale of an event could be small, medium, large, or mega (or other designations) and the challenge will be putting agreed-to numbers to these qualifiers. Some governments have used attendance numbers as the baseline for certain statutory requirements. South Africa’s new Sports and Safety legislation, for example, requires a “qualified event organizer” (among other things) for any event of 2,000 people or more.

The sheer volume of research to be done may seem overwhelming. However, as academic programs in events management and events of all sizes and types proliferate throughout the world, this becomes a wealth of opportunity rather than a burden.

Let’s get to work!