

## **The Potential of the EMBOK as a Risk Management Framework for Events**

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### **ABSTRACT**

Risk management for events is recognized as a core competency and responsibility in most event management certification programs and curricula, yet there are limited resources for event organizers in the way of clear, comprehensive and practical tools that will assist them in consistently managing the exposure to the possibility of loss, damages or injuries arising from uncertainties that surround their events and event operations. Although there is a plethora of books and information on risk management as a discipline and in other fields, risk management is included only as a section in most event industry books, and the topic, by necessity, is not covered in depth. This paper will illustrate how the Event Management Body of Knowledge (EMBOK) may serve as a holistic framework that, due to its comprehensive and structured nature, provides a logical and systematic approach to the management of the risks surrounding events of all types and sizes.

Keywords: Risk Management; Event Management Body of Knowledge

### **INTRODUCTION**

Heightened awareness of security, the threat of terrorism and devastating natural disasters have permeated the public consciousness and affect the travel to and staging of events of all types in all locations. Sensational media coverage of mass casualties at night clubs in the United States, sport events in South Africa, rock concerts in Australia and elsewhere, plus numerous civil liability actions against event organizers and facilities (Abbott & Abbott, 2000), the criminal prosecution and conviction of an event organizer in New Zealand for negligence (Grieve, 2003; 2004) and incidents such as the IKEA craze marketing episodes in Jeddah, Saudi Arabia and London (Crowd Dynamics, 2005) illustrates that the event industry is being defined by its disasters. This heightened awareness has pushed concern over risk management into the spotlight for event organizers, attendees, clients and local authorities.

Much of the event industry (and other) literature on risk management is presented in the context of insurance coverage and legal liability — loss prevention and loss control. It is not unusual to approach the subject from this loss perspective because when people are injured or killed and property is lost, damaged or destroyed, the result is usually the assigning of blame and the seeking of compensation. While this is an important perspective, particularly to the success and sustainability of events and their hosts and hosting organizations, it is equally important, if not more so, to put this practice in the proactive context of the health and safety of those who come together to create, operate, participate in, and attend these public and private assemblies. What is missing is a systematic and logical approach to risk management for events that is comprehensive, consistent, reliable and proactive.

This paper begins with a definition and discussion of the goals and scope of risk management and events, and the resources available to event organizers for making and carrying out decisions that maximize the potential of favorable outcomes and minimize the adverse effects of potential losses and for managing the risks associated with the design, planning and production of public and private events. The status of the development and structure of the Event Management Body of Knowledge (EMBOK) is examined. Finally, an illustration of how the EMBOK Structure Model may be used as a framework for risk management for events is provided.

## **RISK MANAGEMENT AND THE EVENT INDUSTRY**

Risk management is “the art and science of planning, assessing, and handling future events to ensure favorable outcomes” and “the act or practice of dealing with risk” (DOD, 2002). The goals of risk management include the protection of assets, to minimize legal and financial liabilities, to control potential loss, properly manage growth, and to operate responsibly (Berlonghi, 1990). The focus areas of risk management include legal and ethical responsibilities, health and safety, loss prevention, emergency preparedness and good decision making. The tactics of risk management include exposure avoidance, loss prevention, loss reduction, contractual transfer and exposure retention (NFPA, 2000). “Risk management planning is increasingly being demanded by event stakeholders such as the government and their agencies, insurance companies, sponsors, and the courts” (O’Toole, 2002). Increasing requirements for and costs of public liability insurance have even jeopardized the very existence of festivals and other recreational events in some rural communities (Arcodia & McKinnon, 2004).

Risk management is a legal, ethical and financial responsibility for event organizers, those “whose job it is to oversee and arrange every aspect of an event”<sup>1</sup> (Jones, 2004). However, very few communities of practice have generated comprehensive guidelines for managing the risks associated with planned special events, leaving educators and practitioners with scattered and scant tools with which to approach this critical competency. Although emphasis and the extent of coverage varies greatly, risk management is a core competency found in virtually all event management vocational standards, certification programs, education and training curricula, and industry-related books.

Certificates and certification designations in risk management are available in many distinct industries such as healthcare, insurance, financial markets and engineering, and there are numerous preparatory programs for individuals seeking these credentials. Table 1 illustrates the curriculum for risk management certifications from three different such programs in the United States, Canada and Singapore. By comparing these to the scope of the EMBOK framework one can envision the advantages of the creation of an event-specific structure for practical application, credentialing, and curriculum development for event risk management.

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<sup>1</sup> For the purposes of this paper the term “event” refers to any public or private planned special event including meetings and conventions, fairs and festivals, expositions and entertainment events, fund raising and cause-related events, community and commercial events, sports and leisure events, social and life-cycle events, and corporate incentives and marketing events.

**Table 1. Risk Management Certification Examples**

<b>Certified Safety and Health Manager</b> Institute for Safety and Health Management	<b>Canadian Risk Management Certification</b> University of Northern British Columbia	<b>Certificate in Risk Management</b> National University of Singapore
<p><b>I. General and Business Management</b></p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Cost accounting</li> <li>• Employee relations/HR</li> <li>• Ethics and Law</li> <li>• Organization Structure</li> <li>• Training and Development</li> </ul> <p><b>II. Management Methods</b></p> <ul style="list-style-type: none"> <li>• TQM Principles</li> <li>• Systems Safety</li> <li>• Auditing</li> <li>• Data Analysis and Applied Statistics</li> <li>• Safety in Design</li> <li>• Benchmarking</li> <li>• Behavioral Safety Processes</li> <li>• Root Cause Analysis</li> <li>• Safety Management and Theory</li> </ul> <p><b>III. Safety, Health and Environment Applications</b></p> <ul style="list-style-type: none"> <li>• Compliance Management</li> <li>• Environment</li> <li>• Ergonomics</li> <li>• Toxicology</li> <li>• Epidemiology</li> <li>• Industrial Hygiene</li> <li>• Construction</li> </ul> <p><b>IV. Risk Management Control</b></p> <ul style="list-style-type: none"> <li>• Workers' compensation</li> <li>• Risk Management</li> <li>• General Liability/Product safety</li> <li>• Fleet safety</li> <li>• Fire and Life safety</li> <li>• Health and Wellness</li> <li>• Security</li> <li>• Disaster Recovery/Emergency Preparedness</li> <li>• Workplace Violence</li> </ul>	<p><b>Core Courses</b></p> <ul style="list-style-type: none"> <li>• Structure of the Risk Management Process</li> <li>• Risk Control</li> <li>• Risk Financing</li> </ul> <p><b>Workshop Topics include:</b></p> <ul style="list-style-type: none"> <li>• Risk Management in an organization and its effect on profits,</li> <li>• Risk Management techniques</li> <li>• Risk Identification and Analysis</li> <li>• Property Risks</li> <li>• Income Risks</li> <li>• Liability Risks</li> <li>• Personnel Loss Risks</li> <li>• Probability Risks</li> <li>• Risk Management decision-making and capital budgeting methods</li> </ul>	<p><b>Risk Management Issues, Concepts and Practices</b></p> <ul style="list-style-type: none"> <li>• A brief History of Modern Risk Management</li> <li>• Basic Concepts: Notion of risk and value, Perception of Risks, Perils and Impact, Risk and Organizational Resources, Organizational Objectives &amp; RM Objectives.</li> <li>• Current issues: Who should be responsible for managing Risks? What the purpose of Risk Management, Protect Assets or create value?</li> <li>• Best Practices: Risk Management Decision Process, Organizational Design, Risk Management Communication, Risk Management Programmes architecture.</li> </ul> <p><b>Risk Management Methodological Process</b></p> <ul style="list-style-type: none"> <li>• Setting the Context/ Environment</li> <li>• Identifying exposure and Risk Mapping</li> <li>• Analyzing and quantifying risk and exposures to loss and opportunities for gain</li> <li>• Treat Risks by examining and Selecting alternative techniques for protecting against loss and seizing opportunities for gain in an unpredictable world</li> <li>• Implementing these chosen techniques as part of an overall risk management program</li> <li>• Monitoring and improving this risk management program as objectives and conditions change</li> </ul>

Event industry conferences are increasing their focus on risk management, offering more seminars dealing with safety, security and legal issues than ever before. For example, the annual convention produced by Special Events Magazine, The Special Event, featured only two sessions focused on risk management topics each year in 2000 through 2002, this number went to four seminars in 2004, and in 2005 the program included eleven sessions on various risk management issues and many of the descriptions for the typical design, management and marketing offerings included legal and risk management related deliverables.

Literature readily available to the industry practitioner has gaps in coverage and emphasis on managing event risk. In the meetings and exhibits sector, texts typically focus primarily on contract liabilities, insurance, standard emergencies — the issues specified in the Certified Meeting Professional (CMP) competency blueprint (see, for example, Connell, 2002; Krug, 2000; Morrow, 1997; Price, 1997). Texts directed primarily at the production of festivals and tourism events (see, for example, Allen, O’Toole, McDonnell, & Harris, 2002; Getz, 1997; Shone, 2001; Tarlow, 2002; Wanklin, 2005) typically offer a process model and a broader coverage of risk factors such as crowd management and health and safety issues, and often

cite the seminal work of Berlonghi (1990)<sup>2</sup>. Other general event management texts (see, for example, Goldblatt 2002, O'Toole & Mikolaitis, 2002; Silvers, 2004a) offer similar versions of the risk management process and examine a general scope of risk factors and safety issues. Governments are publishing guidelines and developing legislation for large public events, primarily dealing with health and safety issues (see, for example, Hanna/Emergency Preparedness Canada, 1994; Emergency Management Australia, 1999; Health and Safety Executive, 1999; FEMA, n.d.; Ronan/Sport & Recreation South Africa, 2004).

## **THE DEVELOPMENT OF THE EMBOK**

Development of the Event Management Body of Knowledge (EMBOK) can be the foundation that will lead the event management industry from a discipline or “emerging” profession into a “legitimate” profession recognized as requiring and offering expertise and specialized knowledge (Abbott, 1988; Goldblatt, 2004; Silvers, 2004b). Numerous entities have been moving toward this important step in a variety of ways.

Industry certification programs, such as the International Special Events Society (ISES) Certified Special Events Professional (CSEP) designation, the Convention Industry Council (CIC) Certified Meeting Professional (CMP) Program, and the International Festival & Events Association (IFEA) Certified Festival & Events Executive (CFEE) certification, have identified lists, or blueprints, of core tasks, functions or competencies required to perform this complex profession through comparative research and job analyses.

Governments have been developing competency-based qualifications in the field of event management, with Canada the first to develop National Occupational Standards for Special Events Managers in the early 1990s, followed by National Vocational Qualifications (NVQs) in the United Kingdom, a National Qualifications Framework (NQF) in Australia, and Learnerships leading to National Qualifications in South Africa. Skill standards such as the United States Department of Labor's SCANS Skills developed in 1990 and the Meeting Professional Cluster Skill Standards from the Illinois Occupational Skill Standards and Credentialing Council illustrate the interest in codifying the tasks, skills and competencies necessary to practice this unregulated yet responsibility-laden occupation.

Academic and vocational training institutions offering credentials ranging from certificates to higher education degrees have developed a broad variety of curriculum products aimed at specific industry disciplines such as meeting planning, festival and event management, entertainment management, sports and leisure, hospitality and tourism. Event-related textbooks, trade publications and peer-review journals originating from Australia, Canada, South Africa, the United Kingdom and the United States offer differing content scope, structure and emphasis.

An initial global EMBOK framework and taxonomy based on a content analysis of the above was proposed by Silvers (2004b) and expanded at the 2004 International EMBOK Imbizo<sup>3</sup>. A conceptual framework for the EMBOK Structure Model was devised and proposed by the

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<sup>2</sup> Berlonghi offers both a comprehensive and a practical approach to risk management for special events, however, it is primarily directed at large public entertainment and sports events and it has been 15 years since the text's original publication.

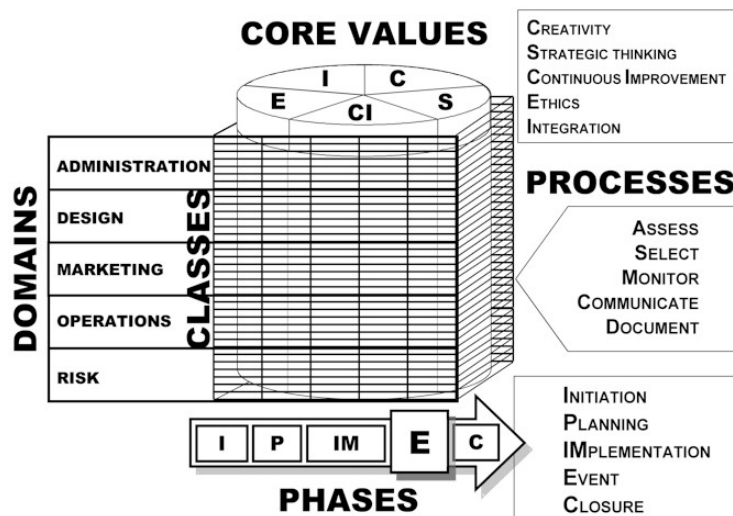
<sup>3</sup> The Imbizo (the Zulu word for gathering) was held in July 2004 in South Africa and resulted in the establishment of the International EMBOK Executive. The participants included Glenn AJ Bowdin, MPhil, ILTM; Dr. Joe Goldblatt, CSEP; Matthew D. Gonzalez, MCSE, PMP; Janet Landey, CSEP; Kathleen Nelson, Ph.D., CSEP, CMP; William J. O'Toole; and Julia Rutherford Silvers, CSEP.

International EMBOK Executive that provides a structure for the collection and study of the knowledge and processes that are used in the management of events (Silvers, Bowdin, O'Toole, & Nelson, 2004). It is this comprehensive model, which consists of phases, processes, core values and five domains of knowledge/function areas, that provides a logical and systematic approach to the management of the risks surrounding events of all types and sizes.

### THE EMBOK STRUCTURE MODEL AS A RISK MANAGEMENT FRAMEWORK

The EMBOK Structure Model, as illustrated in Figure 1, provides a three-dimensional approach to event management, and accordingly, risk management for those events. The sequential aspect of the phases and iterative nature of the processes, which are permeated with core values, allows one to approach the functional areas in a comprehensive and systematic manner. The knowledge domains that include the functional areas, referred to as classes in the model, provide a logical taxonomy illustrating the scope of event management. This taxonomy facilitates categorizing these functions into modules or fields of study, defining areas of responsibility, and for systematic analyses in a risk management context.

Figure 1. EMBOK Structure Model



Source: Silvers, Bowdin, O'Toole & Nelson (2004)

#### The Processes, Phases, and Core Values

It is useful to begin an examination of the EMBOK Structure Model with the process system specified in the model (Table 2), which includes assessment, selection, monitoring, communication and documentation, because this process system and the terminology proposed is based on widely-accepted process models for risk management (Broder, 2000; DOD, 2002; Frame, 2003; Jeynes, 2002; Kendrick, 2003; NFPA, 2000; and PMI, 2000), in particular, the risk management standard for Australia and New Zealand (Standards Australia, 1999). It is a sequential and iterative system that promotes a dynamic approach to the changing nature of events and the risks that emerge. Risk management must be an on-going and dynamic activity because the risks surrounding meetings and events are constantly emerging, growing, subsiding, changing, and fluctuating in terms of urgency and priority. The risk management process must also be proactive and cyclical, facilitating communication, forecasting and forward planning.

**Table 2. The EMBOK Processes**

<b>Assessment</b>	A two-step process of first identification then analysis. Identification is a discovery and definition process in which all the elements in each class or category are considered. The analytical process enhances predictive capabilities and facilitates proper prioritizing by qualifying and quantifying the characteristics of an element or identified risk.
<b>Selection</b>	The decision-making point, choosing the methods or tactics deemed most likely to achieve the goal or objective. Coupled with this decision are the assignment of resources, responsibility and authority to carry out the tactic selected. The typical tactics in risk management include avoidance, reduction, transference, isolation and retention.
<b>Monitoring</b>	Includes the regimented and planned tracking of the progress, status or conditions of the tactic selected, including the performance of risk control actions, and developing further options and actions as needed by reiterating the assessment and selection processes.
<b>Documentation</b>	Includes the recording, reporting, maintaining and archiving of assessments, analyses, response plans, monitoring and control results, and other records and documents, and provides valuable data and important evidence that leads to a robust management process.
<b>Communication</b>	A vital component of the process system, which includes timely information acquisition and distribution plus the appropriate consultation in decision-making. It is important to involve the appropriate constituents to achieve a comprehensive assessment and to foster acceptance of and support for the decisions made.

The phases specified in the EMBOK Structure Model (Table 3) illustrate the sequential nature of event management, highlighting the criticality of time in any event project as it gathers momentum toward the event itself. The phases include initiation, planning, implementation, the event, and closure, and are derived from traditional project management terminology (PMI, 2000). Effective risk management relies on engagement at each juncture of this continuum throughout the life of the event project, from inception through completion.

**Table 3. The EMBOK Phases**

<b>Initiation</b>	The phase in which research is conducted and the concept is defined and validated. This is when the scope and context is set, goals and objectives are defined and the commitment of resources is established. This is also when a commitment to risk management must be instituted.
<b>Planning</b>	The phase wherein the requirements and specifications for the event project are determined, specifying the activities that will occur, how efforts will be organized, the resources that will be required, and the context, conditions or assumptions that affect the decisions to be made. Risk planning provides the structure for making decisions based on realistic assumptions and accepted methods.
<b>Implementation</b>	The phase when all the goods and services are contracted and coordinated, synchronizing all the operational and logistical requirements of an event project. Risk management techniques are required during this phase to ensure the proper verification and control activities are employed.
<b>The Event</b>	This phase is set apart from Implementation as a distinct phase because a different and dynamic approach is required once the production begins. Whilst the above phases have the possibility of go/no-go decisions, once the event begins the only no-go possibility for the event is closure (or specific elements or activities included in the event). Risk monitoring and control functions are critical during this phase so that hazards or incidents are responded to in a timely and effective manner.
<b>Closure</b>	The decommissioning phase in which the event production is shut down, dismantled, and contractual obligations are completed. This phase also includes the collection of feedback and the review of actions, activities and decisions. This information is then evaluated to determine measurements (e.g., Return on Investment) or ratings against established criteria (e.g., performance critiques), reveal impacts (e.g., economic, environmental, social and cultural), and to record lessons learned that will facilitate the effective transfer of knowledge to the next event project.

The core values indicated in the EMBOK Structure Model (Table 4) specify those principles that must be applied to all decisions regarding every element, phase, and process to ensure these decisions facilitate successful and sustainable outcomes. It is equally important to infuse all risk management decisions with these same fundamental values.

**Table 4. The EMBOK Core Values**

<b>Creativity</b>	Regarded as essential for producing innovative and imaginative solutions and approaches to the challenges and opportunities presented throughout the management of an event project. Employing the qualities of inventiveness, inspiration, artistry and resourcefulness are particularly important in the event industry.
<b>Strategic Thinking</b>	The ability to view and align an individual project's needs and methods within the entirety of an enterprise's short- and long-term goals and objectives in order to maintain a focus on the larger issues and impacts that should be factored into plans and tactics.
<b>Continuous Improvement</b>	A Total Quality philosophy expressed in the Capability Maturity Model <sup>4</sup> that contends an optimized performing organization depends on the continuous and proactive improvement of all procedures, systems and, it is thereby presumed, the results rather than relying on reaction-driven planning.
<b>Ethics</b>	Encompass the judgments and choices made and the actions taken that reflect and enact beliefs of what is right versus wrong. Embedded in most codes of conduct for the event and other industries, these standards guide the decisions, negotiations and activities in a way that maintains integrity, fairness and decency.
<b>Integration</b>	Reflects the critical need to coordinate, synchronize and merge the variety and multitude of interactions, dependencies and interconnected elements included in an event project to ensure decisions incorporate all the factors influencing and influenced by those choices.

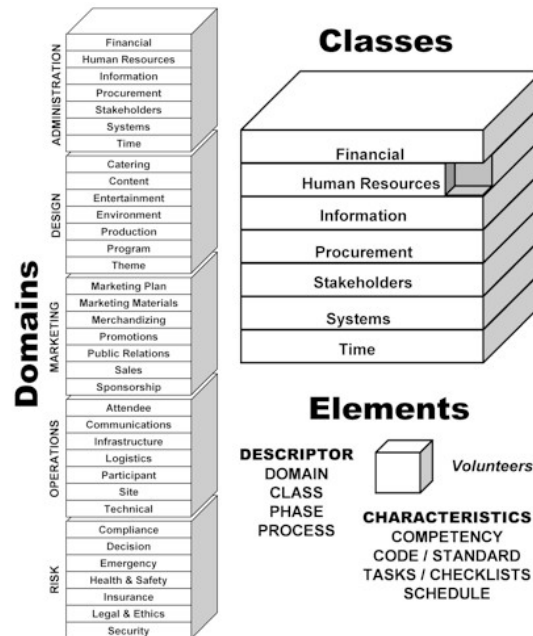
### **The Knowledge Domains and Classes (Functional Areas)**

The EMBOK Structure Model presents five knowledge domains that encompass 35 functional areas, referred to as classes (see Figure 2). Each domain represents an overarching area of activity, which may reflect an organizational structure or a modularized category for study and/or analysis (see Tables 5 through 9). Within each class are found numerous aspects or elements (e.g., Human Resources: Volunteers) that have specific characteristics and are affected by and subject to different objectives, procedures, constraints and standards during the different phases and processes.

This structure facilitates the development of systems and the documentation required for the disciplined and thorough management of events and the risks surrounding them, as well as the formal, standardized and predictable systems required for a mature and optimized performing organization capable of continuous diagnostic and prognostic improvement and effective knowledge transfer. But, of prime importance is the illustration of the full scope of the responsibilities, and therefore the risk management obligations, assigned to event organizers.

<sup>4</sup> The Capability Maturity Model was developed for the United States government by the Software Engineering Institute of Carnegie Mellon University as a method for assessing the capabilities of Department of Defense contractors (Crow, 2000; US DOS).

**Figure 2. Domains, Classes, and Elements of the EMBOK Structure Model**



Source: International EMBOK Executive

**Table 5. The EMBOK Administration Domain**

<p>The Administration domain deals primarily with the proper allocation, direction and control of the resources used in an event project. Because resources are finite by definition, it is imperative that they be acquired, developed and utilized in the most efficient and effective manner to benefit the event project and limit its risk.</p>	
<p><b>Financial Management</b></p>	<p>The development and use of budgets, proper costing and pricing strategies, standard accounting practices, and asset and cash flow management to achieve the financial goals of the event enterprise.</p>
<p><b>Human Resources Management</b></p>	<p>The formulation of the appropriate organizational structure, policies and procedures for the recruitment, orientation, motivation, training, compensation, supervision and discipline of employees, contracted workers and volunteers according to applicable employment and labor legalities to provide a suitable and diverse workforce to meet the needs of the event project.</p>
<p><b>Information Management</b></p>	<p>The acquisition, distribution, control and retention of information through the implementation of customary reporting, record keeping, and protection procedures for privacy and proprietary information to ensure the necessary business intelligence and institutional memory is captured and preserved.</p>
<p><b>Procurement Management</b></p>	<p>The sourcing, selection and contracting of the suppliers and vendors from whom goods and services will be procured using accurate solicitation materials and quality criterion, suitable documentation, change controls and cost avoidance to ensure purchases will deliver cost value.</p>
<p><b>Stakeholder Management</b></p>	<p>The engagement of and interactions with the varied stakeholder constituencies of the event, including clients, officials, authorities, sponsors, participants and providers, to develop a mutual vision of and commitment to the requirements and desired outcomes for the event project.</p>
<p><b>Systems Management</b></p>	<p>The implementation and coordination of the various accountability, database, knowledge management and knowledge transfer systems using suitable technology applications and equipment to integrate the needs of the event project and enterprise.</p>
<p><b>Time Management</b></p>	<p>The processes required for the establishment and verification of timelines, production schedules and schedule controls that will facilitate the activity architecture necessary to accomplish the tasks associated with the event project.</p>

**Table 6. The EMBOK Design Domain**

The Design domain focuses on the artistic interpretation and expression of the goals and objectives of the event project and its experiential dimensions. The elements developed within each functional area combine to create the event experience encounter that will either be enjoyed or endured, with some options considered "risky" by their very nature or by design.	
<b>Catering Design</b>	The determination of suitable catering operations and the selection of the menus, quantities and service styles to meet the food and beverage needs of the event, including the specific requirements associated with the serving of alcohol.
<b>Content Design</b>	The selection of the appropriate topics, formats and presenters to achieve the communication objectives and educational obligations of the event project, incorporating the principles and dynamics of adult learning.
<b>Entertainment Design</b>	The sourcing, selection and control of suitable entertainment, ancillary programs and recreational activities for the event project and coordinating the support requirements for the entertainers and activities in a manner that delivers the desired entertainment experience and that benefits the audience and organization.
<b>Environment Design</b>	The creation or acquisition and arrangement of décor items, props, furnishings, decorative embellishments and wayfinding systems to enhance the attractiveness and functionality of learning, marketing, ceremonial and entertainment environments.
<b>Production Design</b>	The incorporation, sourcing and selection of the appropriate sound, lighting, visual projection, multimedia, special effect and other theatrical elements and services to meet the communication objectives and create the desired impressions and ambiance of the event project.
<b>Program Design</b>	The formation and choreography of the agenda of activities, elements, exhibits and amenities that shape the composition of the event experience to address the ceremonial, hospitality and communication requirements of the goals and objectives of the event project.
<b>Theme Design</b>	The application of theme development principles and cultural iconography to communicate and integrate the purpose, message, image and branding of the event project.

**Table 7. The EMBOK Marketing Domain**

The Marketing domain addresses the functions that facilitate business development, cultivate economic and political support, and shape the image and value of the event project. The nature of the event as an "experience" necessitates a thorough understanding of the unique buyer-seller relationship associated with this intangible product.	
<b>Marketing Plan Management</b>	The development and supervision of the overall marketing strategy and tactics to be employed, including target customer definition, acquisition and retention; the internal and external messages and mediums; and the maintenance of positive customer or guest relations to achieve the marketing aspirations for the event project and its hosting organization.
<b>Materials Management</b>	The design, acquisition or production, and delivery of printed materials and other collateral materials that will be utilized to support the marketing and operational activities necessary for the event project.
<b>Merchandise Management</b>	The oversight of product development, manufacture and distribution of retail merchandise associated with the event project to protect brand integrity and achieve profit objectives.
<b>Promotion Management</b>	The procurement, orchestration and organization of advertising campaigns, promotional events, cross promotion alliances and contest or giveaway activities conducted to generate attention, interest, and demand for the event project.
<b>Public Relations Management</b>	The formulation and execution of tactics capable of garnering publicity coverage for an event project through the cultivation and conservation of beneficial relationships with the media, as well as preparing for the enhancement and control of the impressions, image and issues surrounding the event project and enterprise, particularly in times of crisis or controversy.

<b>Sales Management</b>	The establishment and supervision of procedures, platforms and transaction processes for all the on-site, remote and electronic sales activities connected with the event project, such as ticketing operations, concessions and other retail endeavors, to achieve profit expectations.
<b>Sponsorship Management</b>	The identification, solicitation, securing, servicing and retention of sponsors, donors and philanthropic patrons through the proper valuation and delivery of suitable tangible and intangible benefits to provide financial and cost avoidance support for the event project.

**Table 8. The EMBOK Operations Domain**

The Operations domain concentrates on the people, products and services that will be brought together on-site to produce the event project, as well as the roles, responsibilities, applications and maneuvers associated with each. Impeccable coordination is required in order to manage this symphony (or cacophony) of logistical and functional requirements and expectations.	
<b>Attendee Management</b>	The development and/or procurement of suitable admittance credentialing and control systems such as registration, ticketing and housing, as well as the tactics for facilitating proper movement and pedestrian traffic flow of the event crowds.
<b>Communications Management</b>	The acquisition of the necessary equipment and development and implementation of the modes and protocols for on-site briefing and debriefing activities and information exchange with internal and external constituents of the event project, including the preparation and incorporation of applicable documentation and contact information into a comprehensive and readily accessible format.
<b>Infrastructure Management</b>	The confirmation, acquisition or enhancement of inherent or imported equipment and services to ensure sufficient transportation systems, parking facilities, utilities, sanitation and waste management, and emergency response services are in place to meet the functional needs of the event project.
<b>Logistics Management</b>	The analysis, sequencing and supervision of the tasks, providers and materiel necessary for the move-in, installation, maintenance, disassembly and move-out activities associated with the event project.
<b>Participant Management</b>	The coordination and facilitation of the measures necessary to meet the procedural, practical and hospitality requirements of those individuals having a direct and predetermined participatory role in the event project.
<b>Site Management</b>	The sourcing, inspection, selection and contracting of locations and facilities that will serve the needs of the event project, plus ensuring the proper development and layout of the site wherein the event project takes place.
<b>Technical Management</b>	The acquisition of the necessary and appropriate staging and equipment, and the supervision of its installation, operation and attendant technician personnel, to ensure realization of the production plans of the event project within the physical constraints of the event site.

**Table 9. The EMBOK Risk Domain**

The Risk domain deals with the protective obligations, opportunities and legalities traditionally associated with any enterprise, including an event project. These areas are inextricably linked with every choice made and all activities conducted, and are increasingly mandated by stakeholders ranging from regulatory authorities to discriminating event consumers.	
<b>Compliance Management</b>	The acquisition of the necessary permissions and instruments that demonstrate adherence to all accessibility mandates, property rights requirements and other applicable statutes, codes and regulations to signify the event project is in compliance.
<b>Decision Management</b>	The establishment of practical decision-making systems for the event project that include the accurate framing of decisions; the application of the pertinent resources, criteria, rules and restraints; facilitating suitable deliberation and collaboration; and ensuring the proper authority and empowerment are granted.

<b>Emergency Management</b>	The identification and notification of the proper authorities, medical services and other emergency responders, and the acquisition and/or development of plans and procedures suitable for responding properly to incidents, evacuations, crises or disasters that may occur during the event project.
<b>Health &amp; Safety Management</b>	The establishment and implementation of fire safety, occupational safety and crowd control policies and procedures that ensure the health and welfare of all individuals involved in or in attendance at the event project.
<b>Insurance Management</b>	Ascertaining liability exposures and contractual requirements, sourcing suitable providers and acquiring the proper insurance policies in order to maintain suitable loss prevention coverage and risk financing for the event project.
<b>Legal Management</b>	The negotiation and execution of the contracts and other legal documents associated with the acquisitions and endeavors of the event project, and oversight of the lawful design and implementation of the policies, procedures and practices of the event organization and its representatives.
<b>Security Management</b>	The sourcing, selection and deployment of the personnel and equipment to be used to provide protective services and support for the event project, and the implementation and supervision of the appropriate command and control systems to ensure its efficacy.

**SCOPE, COMPLEXITY, AND COMPREHENSIVENESS**

The EMBOK Structure Model explicitly captures, categorizes and defines the processes, phases, core values and functions in a framework that not only illustrates the complexity of this profession and facilitates effective competency and conformity assessments, portable knowledge transfer systems, and efficient practical applications; it serves as the strategic framework so desperately needed for consistent and comprehensive risk management for events. Table 10 illustrates how the EMBOK Structure Model might be used when planning an event project.

**Table 10. Sample EMBOK Structure Model Application**

<b>DOMAIN: Administration; CLASS: Human Resources; ELEMENT: Volunteers</b>					
	<b>Assess</b>	<b>Select</b>	<b>Monitor</b>	<b>Communicate</b>	<b>Document</b>
<b>Initiation</b>	Suitability & feasibility of using volunteers Costs & benefits of using volunteers Numbers needed	Task assignment areas Organizational structure Roles & responsibilities	Need estimates Recruitment objectives	Organizational structure Recruitment policy	Need estimates Organizational structure Set up volunteer database
<b>Planning</b>	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
<b>Implementation</b>	Training requirements Staffing requirements Compensation strategy	Task assignments & schedules Training methods & schedules Volunteer benefits Orientation program	Track recruitment performance Training programs Volunteer benefit requirements	Policies & procedures Training programs Volunteer benefits	Maintain volunteer database Task assignments & schedules
<b>Event</b>	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

<b>Closure</b>	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
	<b>Core Values Guidance</b>				
<b>Creativity</b>		<ul style="list-style-type: none"> <li>• Develop creative recognition strategies that match volunteer motivations</li> <li>• Find interesting ways to keeps volunteers engaged throughout the year</li> </ul>			
<b>Strategic Thinking</b>		<ul style="list-style-type: none"> <li>• Develop volunteer retention &amp; advancement strategies</li> <li>• Seek unusual &amp; untapped sources for volunteer personnel</li> </ul>			
<b>Continuous Improvement</b>		<ul style="list-style-type: none"> <li>• Create a volunteer handbook outlining policies &amp; procedures</li> <li>• Develop leadership training opportunities for volunteers</li> </ul>			
<b>Ethics</b>		<ul style="list-style-type: none"> <li>• Create standards of conduct policies for volunteers</li> <li>• Distribute volunteer benefits equitably</li> </ul>			
<b>Integration</b>		<ul style="list-style-type: none"> <li>• Ensure chain of command &amp; channels of communication are obvious</li> <li>• Create checklists for task assignments</li> </ul>			

Although the scope of the EMBOK Structure Model may initially appear overwhelming, these are all things most event management practitioners address everyday in their professional lives; they just may not have been itemized as discrete functions, just as we no longer itemize each task or skill required to drive our car. We just “do it.” And if one were to really think about driving that car, there are hundreds of implications and applications that must be considered and thousands of calculations that must be made every time one starts out and for every route one takes.

If one examines the true scope of decisions and considerations that may be applicable to a particular event project, these discrete functions are all necessary when seeking to manage the risks surrounding the event. A simple matrix based on the 35 functional units (or classes) in the EMBOK Structure Model would include a minimum of 595 areas of consideration. When including its processes, phases and core values the sheer volume and range of this decision-making indicates the critical need for a strategic framework.

Although much of this decision-making becomes instinctive, in order to implement the proper integration and facilitate the desired continuous improvement, the use of tools and job performance aids based on a comprehensive framework reduces the likelihood of overlooking or discounting factors (not to mention the ubiquitous “Oh, I forgot”) that may have a significant impact on the ability to manage risks associated with an event project. Table 11 provides an example of how the use of such a framework compels event organizers to consider the full scope of an event project when conducting a risk assessment or a feasibility analysis.

**CONCLUSION**

Events of all types are produced every day for all manner of purposes and attracting all sorts of people who come together for deliberation, celebration, worship, entertainment, reunion, commerce, education, enrichment and/or amusement. Creating and managing the environment in which these people will gather carries with it awesome responsibilities — legal, ethical and financial responsibilities to provide a safe and secure setting and to operate in a manner that ensures the hosting organizations or individuals achieve their objectives in a proper and profitable way.

**Table 11. Sample Risk Assessment Using EMBOK Classes**

<b>DOMAIN: Administration; CLASS: Human Resources; ELEMENT: Volunteers; PHASE: Initiation</b>	
<b>Financial</b>	What costs will be incurred for volunteer accommodation and benefits?
<b>Human Resources</b>	What conflicts could arise between volunteers and paid staff?
<b>Information</b>	What volunteer information must be considered private or proprietary?
<b>Procurement</b>	How will purchases made by volunteers be controlled and reimbursed?
<b>Stakeholders</b>	Will certain volunteer constituencies have political implications?
<b>Systems</b>	Which database systems should be controlled or restricted from volunteer access?
<b>Time</b>	What are the vulnerabilities should volunteers not show up as scheduled?
<b>Catering</b>	Should volunteers be restricted to specific eating schedules and facilities?
<b>Content</b>	Will volunteers be permitted to attend sessions, activities, or attractions?
<b>Entertainment</b>	What access to entertainers will volunteers be allowed to have?
<b>Environment</b>	Will volunteers be used to create any of the decorations?
<b>Production</b>	What liabilities are incurred if volunteers provide any production elements?
<b>Program</b>	Could any activities jeopardize volunteers or be compromised by volunteers?
<b>Theme</b>	Are the volunteers critical or detrimental to the theme image components?
<b>Marketing Plan</b>	Are the volunteer constituencies compatible with the target audience?
<b>Materials</b>	What volunteer-specific collateral materials must be developed?
<b>Merchandise</b>	Should volunteers be provided with distinctive T-shirts as a form of credentialing?
<b>Promotions</b>	Do volunteers need to be restricted from participating in any contests?
<b>Public Relations</b>	What restrictions should be established for volunteer interaction with the media?
<b>Sales</b>	Do volunteers need to be bonded in order to assist with sales activities?
<b>Sponsorship</b>	What are the implications of using volunteers provided by sponsors?
<b>Attendees</b>	What restrictions should be placed on access credentials for volunteers?
<b>Communications</b>	Which volunteers need to have radios and what protocols will be used?
<b>Infrastructure</b>	Do volunteers need a specific and restricted parking area?
<b>Logistics</b>	Will using volunteers help or hinder the move-in/move-out process?
<b>Participants</b>	What are the volunteer lounge area and break requirements?
<b>Site</b>	What areas should volunteers be denied access to?
<b>Technical</b>	Are there liabilities associated with volunteers operating equipment?
<b>Compliance</b>	Are there any statutes or regulations applicable to using volunteers as planned?
<b>Decisions</b>	What mechanisms are needed to prevent unauthorized volunteer decision making?
<b>Emergency</b>	How will volunteer personnel be integrated into evacuation plans?
<b>Health/Safety</b>	What training will be required to ensure volunteers perform duties safely?
<b>Insurance</b>	Are volunteers covered by our current insurance?
<b>Legal</b>	What are our legal obligations to volunteers?
<b>Security</b>	Will it be permissible to use volunteers as Peer Security personnel?

Despite the millions of public and private events successfully organized each year, the event industry is being defined by its disasters. And although communities of practice recognize the importance of risk management as a core competency, few event-specific resources exist to fully prepare and assist event organizers. There is a great deal of guidance on risk management available; not, however, adapted to the unique characteristics and conditions of

planned special events, and in its absence, standards of best practice in event risk management are likely to be determined in the courts rather than by the industry.

The risk management tactics, tools and techniques employed to protect assets and individuals from loss, harm, death or destruction and to protect an event from disruption, disgrace or demise must be thoroughly and carefully considered from the inception through the production of the event project. This can be an awesome and intimidating responsibility, but by using the EMBOK Structure Model for systematically conducting risk identification, analysis, response planning, control and evaluation activities, this sometimes overwhelming duty will become manageable and instinctive.

Using the EMBOK as a framework will also facilitate the generation of the appropriate risk management plans, which articulate the procedures for proactively dealing with uncertainties and specify the resources and responsibilities for execution. This requires conscious preparation and forethought, two activities that, by their very application, serve to reduce risk, and creates an event organization that is risk resilient — knowing the risks and being prepared to compensate for and finance them.

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