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BASIC STRATEGY IN CORPORATE EVENT MANAGEMENT
Guide for Nigerian Event Firms

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<p>Strategy as a concept has practically turned to be the focal point in today's business life and it plays remarkable impacts in event tourism. This piece of work is a purposeful made handbook for both classroom study and firms especially in Africa, Nigeria. It has been made with the aim to create a better platform use in corporate event management in Nigeria. Nigeria is a country with big market in the area of event management and customers are becoming too demanding on the kind of event they want. This thesis will also serve as steps to satisfying the high demand by these event customers in Nigeria</p> <p>In this thesis there are three parts: the introduction, the theoretical framework, and the empirical study, The introduction gave the overview of Nigerian market and how demanding some services like event management is. Then, theoretical framework focuses on the concept of strategy, and how best it could be used as a tool in corporate event planning. Also, empirical part talked about the research method applied in this study. Qualitative research method which includes semi-structure interview and observation.</p> <p>After the rigorous processes taken to interview and gather information from event professionals, it was concluded that event planners in Nigeria are still amateur in event planning. It was discovered that there is serious lack in the area of companies defining their event objectives; there is lack of qualified workforce who could give the best event according to the demand of customers. Therefore, all these problems were tackled and best ways forward were proffered.</p>		
Key words Corporate, event, management, Nigeria, strategy, tourism		

ABSTRACT

TABLE OF CONTENTS

1 INTRODUCTION	1
2 CORPORATE EVENTS AND FUNCTIONS	6
2.1 Board meetings	9
2.2 Client appreciation events	10
2.3 Corporate shows	12
3 STRATEGIES AND THEIR IMPLEMENTATION	13
3.1 Strategy as a concept	13
3.2 The corporate-level strategy	16
3.3 The business unit strategy	17
3.4 Operational strategies	17
3.5 Strategic management	18
3.6 Cooperative strategy	19
4 PLANNING AN EVENT	21
4.1 The event operations management model	21
4.2 Event analysis	23
4.2.1 The event mission: objectives and aims	23
4.2.2 Target group	24
4.2.3 Site management	26
4.2.4 Budget	27
4.2.5 Supply management	28
4.3 Supply chain management	29
4.4 Supply purchasing	30
4.5 Human resources management	31
4.5.1 Analysis of event staffing requirements – phase I	32
4.5.2 Job analysis- phase 2	32
4.5.3 Job description- phase 3	32
4.5.4 Recruitment and selection- phase 4	33
4.6 Managing the work force	33
4.7 Ambiance creation in corporate event	35
4.8 Event evaluation	37
5 EMPIRICAL STUDY	39
5.1 Research method	39
5.1.1 Qualitative research and in-depth interview	39
5.1.2 Thematizing	41
5.1.3 Questionnaire design	41
5.1.4 Interviewing	42
5.2 Transcribing/presenting of the interview	42
5.2.1 Presenting the event managers` interview	43
5.2.2 Presenting the marketers` interview	44
5.2.3 Presentation of visitors` interview	46

5.3 Analyses of the research result	47
5.3.1 Theme 1: starting off	47
5.3.2 Planning	48
5.4 Reliability	49
5.5 Validity	49
6 CONCLUSION	50
6.1 Event evaluation process	53
6.1.1 Planning and identification of event data requirement	53
6.1.2 Data collection	54
6.1.3 Data analysis	55
6.1.4 Reporting	55
6.1.5 Dissemination	56
REFERENCES	57
APPENDICES	

GRAPHS

Graph 1. Deliberate and emergent strategies

Graph 2 The event operations management

Graph 3. Supply chains in management

Graph 4. Organizational structure in event

Graph 5. Corporate event theme

TABLES

Table 1. Corporate use of event

Table 2. Characteristics of strategic management and operational management

Table 3. Event quest profiler

Table 4. Range of suppliers of corporate event planning

1 INTRODUCTION

Today, the countries of Africa are striving unceasingly to keep up with the economic development. Typical examples are South Africa, Egypt and also Nigeria which is the case study in this research. In recent time in Nigeria, the attention towards the oil industry, which has been the major source of revenue for the country, has gradually diverted. Agriculture, business and management sectors are intensifying a lot in producing the new age entrepreneurs and enterprises who in the near future will move the economy to an enviable height in the world economy. For better understanding, it might be interesting to get brief knowledge about Nigeria and the potentiality of its market.

Nigeria, as one of the African countries, has enormous potentials that could hardly be found elsewhere. As the most populous of all African countries with approximately 140 million inhabitants, Nigeria is relatively endowed with good access to skills, capital and technology, fertile land, mineral resources and a favorable geographical location. Most importantly to note, Nigeria has recently improved in the direction and management of its development policy which has positively affected the economic outlook of the country to its best since the 1970s (Nigeria-UNDAF II, 2008).

To be precise, Nigeria has since 1999 been experiencing a steady economic growth. The economic growth from 1999 through 2009 was 8.0 percent and 2004 to 2009 was 7.0 percent respectively. Good enough to be intimated that this figures are based largely on the non-oil sector, which is a practical imperative of that Nigeria has started being real to the fact that the oil sector is not the only source of revenue generation in the country. Also, as the domestic prices get gradually settled, the inflation rate from 1999 to 2003 was 11.9 %, and 2004 to 2009 became 11.6 percent. (Nigerian Poverty Study, 2011.) A flashback to the 1980s will arrive to the conclusion that the inflation rate that was 20 percent then has reduced in comparison with the recent figure.

As a matter of fact, there has been a steady increase in foreign reserves which amounted to 16.96 billion dollars in 2004. Therefore, in 2008 it increased to the amount of 53 billion American dollars. With the deregulation of the foreign exchange market, Naira has stabilized but has been kept at a significantly depreciated level (Nigerian Vision 20:2020, 2010) A critical understanding of the above explanation could convince one that lots have been done to drive the Nigerian economy to the next level. In doing this, also numerous opportunities such as access to education, industrialization, companies, organizations,

entrepreneurship etc, are on the increase to alleviate the state of unemployment in the country.

The level of growth encountered in Nigerian economy today is a big shock to many. It has been recorded that Nigeria`s economy is one of the fastest growing in the world. The International Monetary Fund (IMF) has recorded Nigerian gross domestic product (GDP) to grow at a rate of 7.3 percent in 2011 which is above 7.0 percent rated in 2010. Judging from the ongoing performance and the recent policy initiative, Nigeria`s economic growth will cross into double-digit territory in the 2012-2015 timeframe, and at the same time will transcend over the two other emerging markets, Brazil and Russia. This will materialize if Nigeria proactively transforms its agricultural sector which is among the series in the policy initiative (IMF Nigeria, 2010).

According to the country`s 2006 census, Nigeria and its more than 140 million citizens represent the largest high-potential consumer market in Africa. To this effect, the Nigerian population dwarfs that of the two mega economies- South Africa (48 million) and Egypt (81 million) of Africa. This very structure of its population, with 72 percent of the population under age 30 and an excellent regional distribution of eight “anchor” cities each with populations exceeding 1 million, suggest a healthy growth picture going forward as there is a significant base for future investment and consumption activity (Nigerian population census, 1996).

However, Nigeria has a market where consumers of all classes have real intense appreciation for brand. For example, in Nigeria entrepreneurs and home makers want to fly the premium airline flown by Nigeria`s high-flying corporative executive. These aspirational ideas are reinforced by Nigeria`s vibrant advertising market in radio, television and billboard. For business to succeed in Nigeria there is need for proper marketing and advertisement. This is because in most cases people get attached to a particular good or service depending on the level of advert and marketing strategy. Nigerians are so good in imitating each other when it comes to the purchasing of goods and services. They also tend to stay with the brand they like especially when many testify its standard to be good.

The extent of opportunity in Nigeria has gone beyond the imagination of many international corporations. Many have visited in the past with the intention to explore the land and only to discover to their highest expectation that Nigerians is a home of opportunities. Nevertheless, as part of the efforts to provide an enabling environment that

is conducive to the growth and development of industries, inflow of Foreign Direct Investment (FDI), shield existing investments from unfair competition, and stimulate the expansion of domestic production capacity; the federal government of Nigeria has developed a package of incentives for various sectors, accelerate growth and development and reduce poverty. The Nigerian government has welcomed the private sector as the engine of growth and the creator of wealth, while the government's major responsibility is to provide the enabling environment for the private investors to operate. In this regard, laws which had hitherto hindered private sector investments have been amended and a National Council on Privatisation had been established to oversee orderly divestment to private operators in vital areas of the economy such as mining, transportation, electricity, telecommunications, petroleum and gas.

1.1 Overview of event management in Nigeria

Event has been a common activity in Nigeria just like everywhere else. There are thousands of events going on in Nigerian states every week. Before 2000, an event was a real family thing. Then, one could easily plan and organize one's own event with the help of siblings or family members. However, even with the little knowledge they possessed then about event planning, it was done successfully.

It was in 2000 that that event business started escalating so high beyond other management business in the country. People discovered the multi-millions involved in managing events. During this time, it started on a low key by hotels, media stations and the government. Hotels in different states of Nigeria took it as a big business to organize different events especially during the weekend.

Nevertheless, in the year 2004 it was already being advertised even on the television that companies were sprouting as event companies. In most cases they organized it in cooperation with hotels or the government. It was then that people started travelling abroad to study event management as a course. In Nigeria today, there are lots of event management companies everywhere who are even ready to compete with Western companies. Even in Nigeria today, customers are demanding for event organizers who are ready to give them the standard of what they see abroad. This high demand by customers is

the reason behind this research. The aim is to create a practical guide for Nigerian event managers. It will form their guide in the planning of event in Nigeria. With this guide the problem accompanying corporate event today in Nigeria will be reduced and managers will have number of strategies to satisfy the desire of their customers

2 CORPORATE EVENTS AND FUNCTIONS

Events have the unique ability to bring people physically together, and to inspire and make them communicate in ways that cannot be easily duplicated by other means or media. In the year 1990, the corporate sector worldwide discovered the place of the event in their business and it was commonly used then. Nevertheless, this trend reflects the recognition of the power of events by the corporate sector, and its increasing use of events as tools both to improve company morale and business procedures, and to increase profitability and income.

We have seen a significant shift in the way companies are allocating funds- moving their dollars from extensive advertising toward the development of event-focused integrated marketing programs. Corporations are investing money in their events and in their people. Special events are seen as opportunities to motivate and educate their work force in an effort to be more successful at reaching their audience and goals. Consumer lifestyle events are created that bring relevance, influence behavior and present new choice to the public. (Kline 2005.)

Corporate use of events corporate and business events just like every other event that support business objectives, including management functions, corporate communications, training, marketing, incentive, employee relations and customer relations, scheduled alone or in conjunction with other event (Silvers 2007).

At this juncture it might be interesting to sound here that the use of events by companies and businesses may be focused on internal and external reasons. Internally, companies and businesses focus the aim on their own business practices and staff while externally they aim at their customers and clients. All in all, the common thread is the demonstrated ability of events to deliver results in terms of business objectives, and therefore to provide a return on investment.

TABLE 1. Corporate Use of Events (adapted from Allen, O`Toole, Harris & Mc Donnell (2002, 43-44))

Internal	External
Annual General Meeting Corporate retreats Board meetings Management meetings Staff training Team building Staff social events Award nights Incentive events Sales conferences Dealer network seminars	Grand openings Product launches Sales promotion Media conferences Public events Photo opportunities Exhibitions Trade missions Trade shows Client hospitality Event sponsorship

There are lots of corporate uses for event just as can be seen in the table above. The two columns in the table show that there are some events that are made solely for the internal unit of a company, where, as some attract the attention of outsiders like existing customers, potential customers etc. Therefore, it will be seen in the below explanations how they work.

Internal events could be said to be the use of events for management meetings and staff training in the day-to-day conduct of their business. In the modern corporate environment, major internal company events such as Annual General Meetings (AGMs), corporate retreats and board meetings are often treated as significant occasions deserving of dedicated organization and meticulous attention to detail. Other internal events, such as, staff social events, team building, incentives and award nights are seen as valuable tools to

inspire and motivate staff, and as contributing to the development of a successful corporate culture. Sales conferences and product seminars are used to extend this culture further to company representatives and dealer networks. Many companies contribute considerable resources towards ensuring that such events are perceived as part of their corporate identity and, style, and that they are conducted with high standards of professionalism and presentation.

External events in corporate event companies are highly regarded due to their ability of communicating corporate and sales message and also to cut through the clutter of advertising and media to reach customers and clients directly and effectively. For example, grand openings, product launches, sales promotions, media conferences, publicity events and photo opportunities are just a few in the whole variety of events that are used to gain the attention of potential customers, and to create a `buzz` around new products` and services.

Companies also use exhibitions, trade missions and trade shows in the same way to reach distribution networks, and to maintain a company presence in selected markets. A typical example of the use of events to promote a corporate image and launch new products is provided by the official midnight launch of the PlayStation 3 (PS3) console by Sony Computer Entertainment Australia (SCEA) in March 2007. Teaming up with the SCEA for the event, the department store Myer set up a big viewing space outside in store with free screening of *Casino Royale*. The film was played directly from a PS3, and gamers were given the chance to play the PS3 on the big screen and to win PlayStation-themed giveaways. (Ramsay 2007.)

Nevertheless, another most popular use of corporate events in the entertaining of clients in order to build a nourish business relationships which can take the form of hosted cocktail parties, dinners or receptions or hospitality at company sponsored public events. Often the sponsorship of events can bring many of these aspects together, enabling companies to reach event attendees and demonstrate product attributes through associating their product with the event, while at the same time hosting clients in a convivial atmosphere (Ramsay 2007).

However, the above have thrown more light on the corporate use of events and how they have been divided into internal and external. We are now going to look into the business events listed, one after the other, since it is the major aim in this work. There is a time and place for each of them, but it is essential to know what event to arrange or attend, when it is advantageous, with what capacity a company should be involved, and what one's presence or lack of it will say to one's employees, customers and suppliers. For instance, in a trade show a company can be the organizer, the attendees, the sponsor and also have a senior member of the company act as a keynote guest speaker (Willey 2008).

2.1 Board meetings

In a corporate firm, whether profit or non-profit, the most essential thing is having a governing Board of Directors who is willing to render to the company selfless service that will contribute to the growth of the company. Mostly a board meeting is a public affair though limited only to the members of the Board members and the vote on decisions regarding the company and there normally must be a quorum in order for the meeting to be considered legal. It is generally called to review company direction, policies and procedures and map out strategies on how to move the company to the next level. A quorum, unless otherwise defined by the board represents at least half of the board members.

Board meeting be it has the smallest of all must have the company objective at heart. For a successful achievement, it must be fashioned towards maintaining this objective since it the bearing of a board meeting. Board meeting location includes the following: in the office, out of the office, for example in-town hotel or overnight stays, in-town hotel or out-of-town hotel (Willey 2008)

This board meeting is a time to focus on the matters that positively affect the company in one way or the other. It is a time when the top minds of a company gather with the interest of discussing how well the company can achieve its aim and stand firm in a competitive environment. Such a meeting should be organized in a way that the motive of the meeting will not be deviated from main aim to social interest.

However, the board of directors is required to include personalities with good management skills that will stand them out as professionals in corporate events. The following are some of the few things they should have in mind.

Effective board leadership of a board depends on a number of factors, including the mix of knowledge and experience among the directors, the quality of information they receive and their ability to operate as a team. The chairman's role is pivotal in managing the group dynamic, playing to the board's strengths and maintaining regular contact with directors between meetings.

As businesses reinvent themselves, so should boards. It might be of interest to know that effective boards ensure that they have the right people at the right time. This is largely the responsibility of the chairman and the nomination or governance committee. Together they play a vital role in defining the board's needs, seeking the appropriate diversity of perspectives, and overseeing a rigorous recruitment process.

Strategy progressive boards put their companies at a distinct advantage. Nowhere is this more evident than in the way they address strategy, from formation through to execution. The conventional delineation of responsibility is that the executive team develops strategy; the board fine tunes it and then oversees its execution by management, measuring the CEO's performance against a set of agreed-upon objectives. The most common catalyst for this process is an annual strategy day where the CEO, supported by his or her management team, reviews a set of strategic options, assesses competitors' strategy, and makes recommendations.'

2.2 Client appreciation events

In client appreciation event, customers enjoy rich business relationship. To neglect the place of customers is a big loophole in the management of a company or firm. A company faces indelible time when it loses its customers and to retain them warrant that the manager has to appreciate their impact. The importance of thanking the customers, suppliers, staff etc, is an answerable question any intelligent manager has to answer before planning such an event. It might be of interest to know further that a "Client Appreciation Event" is the kind of event where you can thank everyone at one time for their impact in the growing of

your business. Remember that customers are not only those who buy, advice and supply, but also those who encourage in one way or the other.

Client appreciation event is that kind that is worth more than millions dollar especially when it is done successfully. It is better not to do it instead of doing it half way. This requires extra effort to appreciate one`s customers, suppliers and staff. When it is done well, it increases sales and guarantee. To organize a renowned client appreciation event, these three most important things have to be considered beforehand: who, what and where.

Who- the preliminary thing in organizing a client appreciation event is listing of invitees. There should be thorough defined people who will attend the event. In other words, one has to conclude on whether to invite everyone on the street or select attendees. Reviewing the invited list is very important before going into the actual event. Attention should be paid to make sure that those who will add meaning into the event are invited and in time.

Just like existing customers are the target groups, in the same way prospective ones are also very important. A potential customer who enters the event and sees numerous happy customers is already convinced about the company. He/she does not need any market to convince him/her of the opportunity of having the contact.

What- it is important to put much effort into being aware of the kind of event to host and what the customers would like to do, is the first step towards making a successful client appreciation event. As a manager, there is the need to show impressive creativity and go beyond where others are. Reaching the company`s top customers in advance to receive their suggestions for the event does not only create strong relationships but also lets them know that they are appreciated.

Also it is important to know at what time to host such an event. According to the lesson of past events, it is rewarding to host an event in the afternoon instead of in the evening, especially for the interest of the family members. Not only that, but it creates enough time for those who would wish to stay through the night. Also it has been discovered that Thursday and Friday work well for this kind of event by attending it.

Where- When organizing client appreciation event, it is a good idea to select a venue that is exciting, innovative and classy. Most customers are very smart so they easily recognize when one is making a cheap event. Venue for the event should be close to the customer

and made known to them in advance. The closeness of an event venue determines a lot the number of people who will honor the event.

Why- During an event of this kind, the objective should be respected which is to show appreciation to customers for their wonderful contribution within a specific time of the year. Nevertheless, attention should be paid not to deviate from the intention behind the party. In the event, the manager or whoever that will chair the event, has to play a key role that will be immersed with thanksgiving and story of new achievements by the company.

2.3 Corporate show

In today's business environment, companies and individual groups are beginning to understand the true capacity of a well-planned corporate show. For them, it is one of the best marketing strategies ever. It brings people together from different places to witness a particular product or services. The level of attendees and the caliber of exhibitors that a corporate show attracts, determines the possibility of hosting the event.

A corporate show is a business function designed to showcase a product or personnel, increase brand awareness, develop new business, nurture company loyalty and drive growth. It can include many social components such as, areas to relax in and enjoy a meal and beverage, or interactive exhibits that feature well-known experts

Most companies today succeed in creating an opportunity for their customers to come together and witness their new product and services, but fail to give those the reasons for buying the goods or services. To get the best from one's customers whether new or existing clients at a company corporate show, it is important to offer those in attendance a means and enticement to buy the company product and services.

More so, media coverage is important in company corporate shows. In fact, it is needed to promote consumer brand awareness which is the prime objective for the event. Due to this, it important to spend time making sure that the media company has all the necessary things to make the coverage the best of it. It could form marketing strength for the company, selling its image to the consumers.

3 STRATEGIES AND THEIR IMPLEMENTATION

In anything we do especially in business management, there are some required strategies needed for successful achievement of a set goal. Therefore, in this chapter we are going to look into the concept in general and most of all in business management. It will give us understanding about the necessary strategies to apply in corporate event management.

3.1 Strategy as a concept

Strategy as a concept has come a long way from military use to being applied in organizations in the business world of today. It has many definitions, but usually these definitions have similar qualities or have developed in the same direction. Firstly, strategy is the pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole (Mintzberg 2003).

In the same vein, it is defined as the direction and scope of an organization over long term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholder expectations (Johnson & Scholes 2002).

According to Hämäläinen and Maula (2004), a strategy describes how an organization is going to achieve its vision and fulfill its mission. The most common view on strategy is that it defines the means an organization uses in order to achieve its targets. The strategic challenge an organization has to struggle with is changing different needs in the community into beneficial opportunities (Lindroos & Lohivesi 2006). Mintzberg (2003), also has a theory of five P's for strategy. He went further to say that strategy can be defined as a plan, a ploy, a pattern, a position and a perspective.

Strategy as a plan; strategy is a consciously intended course of action or a guideline to deal with a situation. Strategies have two essential characteristics: they are created before the specific decisions to which they apply and their development is conscious and purposeful. (Mintzberg 2003.)

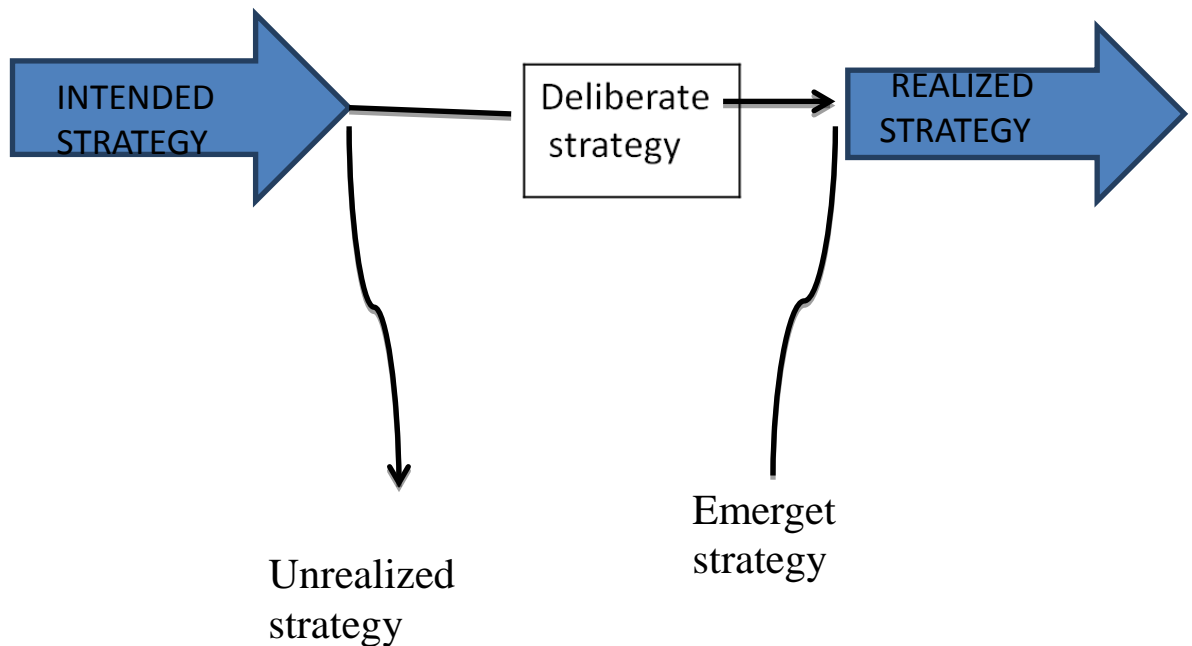
Strategy as a ploy: strategy is regarded as a plan, it can also be regarded as a ploy. It handles strategy as a specific action, whose purpose is to outwit a competitor. (Mintzberg, 2003.)

Strategy as a pattern: Strategy is a pattern in a stream of actions. It is consistent behaviour, no matter if it is intended or not. (Mintzberg 2003.)

Strategy as a position: Strategy is a mediating force between organization and environment. The definition seeks to locate the organization in the external environment. (Mintzberg 2003.)

Strategy as a perspective: Strategy is an organization's personality; an ingrained way of perceiving the world. Also strategy is a concept and a shared way of thinking- a collective mind ((Mintzberg 2003.)

Mintzberg (2003) further defines strategies as intended strategy and realized strategy, from which they can be distinguished as deliberate strategies, where intentions that existed previously were realized, from emergent strategies where patterns developed in the absence of intentions, or despite them (which went unrealized)



GRAPH 1. Deliberate and emergent strategies (adapted from Mintzerg 2003, 5)

The graph above has gives a clue on the steps strategy follows for its realization. In the first phase, the intended strategy means an intentional act to use a particular strategy whose realization then becomes a deliberate strategy. Deliberate in the sense that it is done intentionally through an emerging process. However, the intention to create a particular strategy will be of good help to defining company mission and vision statements.

Mission and vision are concepts which are closely connected with strategy, as strategies are created based on them (Johnson & Scholes 2002, 12; Hämäläinen & Maula 2004, 15). According to above authors, mission and vision could be defined as:

A mission is a general expression of the overall purpose of the organization. It answers the questions: “what business are we in?” and “what is our basic mission?” A vision or strategic intent also is the desired future state of the organization. It answers the questions: “what do we want to be?” and “what do we wish to do in the future?” (Johnson & Scholes 2002, 12; Hämäläinen & Maula 2004, 15.)

According to Kamensky (2008,16), strategies are needed for one main reason, which is competition. For most companies that are operating in true competitive situations, strategy is a necessity tool and the prerequisite for existence and survival. Strategies are needed for

the organizations to be distinguished from competitors. To achieve some advantage over competition, organizations need to make strategic decisions.

According to Johnson & Scholes (2001), strategic decisions are likely to be complex in nature, especially in organizations with wide geographical scope as multinational firms, or wide ranges of products or services. They may also have to be made in situations of uncertainty; they may involve taking decisions with views of the future about which it is impossible for managers to be sure, they also likely to demand an integrated approach to managing the organization. Unlike functional problems, there is no one area of expertise, or one perspective, that can define or resolve problems.

Furthermore, they may also have to manage and perhaps change relationships and net location outside the organization, for example with suppliers, distributors and customers, and they involve change in organizations which may prove difficult because of the heritage of resources and because of culture (Johnson & Scholes 2001.)

Strategies are created for different organizational levels, and according to Johnson & Scholes (2002), three different strategy levels can be distinguished – Corporate-level strategy, Business unit strategy and Operational Strategies. Different levels of strategy are not similar by content, as the organization takes a stand in issues concerning the challenges on each particular organization level (Lindroos & Lohivesi 2004).

3.2 The corporate-level strategy

The corporate-level strategy concerns the overall purpose and scope of an organization, and how value will be added to the different parts of the organization (Johnson & Scholes 2002). For example, at the corporate level the organization concentrates on structure, mergers and acquisitions, finance and investments and other mutual resources (Lindroos & Lohivesi 2004).

3.3 The business unit strategy

In a business unit, the strategy concentrates on how to compete successfully in particular markets; what new opportunities can identified or created in markets; which products or services should be developed in which markets; and the extent to which these meet customer needs in such a way as to achieve the objectives of the organization. Strategic decisions here need to be related to strategic business units, which are a part of an organization for which there is a distinct external market for goods or services. (Johnson & Scholes 2002.)

3.4 Operational strategies

Operational strategies are concerned with how the component parts of an organization effectively deliver the corporate- and business-level strategies in terms of resources, processes and people. The integration of operational decisions and strategies are of great importance, as successful business strategies depend to a large extent on decisions made on the operational levels. (Johnson & Scholes 2002)

Kamensky (2008), suggests that organizations should focus on two main strategy levels; corporate strategy-level and business strategy-level. In addition to these, Kamensky recognizes four other strategy levels; owner strategy, business line strategy, functional strategy and individual strategy. The owner strategy is mainly used in widely owned family businesses, and it focuses on issues such as the principals of ownership and participation in operations, detachments and generation change. The business line strategy is built between the corporate strategy and business strategy, if a corporation consists of many business areas.

In the same vein, Kamensky (2008) went further to say that functional strategy belongs to the area of corporate strategy, as it defines the strategies of functions and processes, whereas individual strategy concentrates on personal goal- and action plans derived from the organization's strategies. The diversity of organizational levels and their strategy needs create a challenge for strategic management.

Connecting the owner strategy, corporate strategy and the business line strategy is a complex mission. The strategy work between the board, corporate management and the business line management seals the success of how the strategic management of an organization functions in practice (Kamensky 2008). The next sub-chapter introduces the basic components of strategic management.

3.5 Strategic management

Strategic management refers to a process model which manages strategy through organizing, communicating, motivating and monitoring. The key idea in strategic management is managing the functions of a business entity in the best possible way (Näsi & Aunola 2005). According to Fred R. David (2005), strategic management can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives.

Managers are involved in operational control for the most of their time, which is vital for strategy implementation, but not the same as strategic management. Johnson & Scholes (2002) separate strategic management from operational management in the following table:

TABLE 2. Characteristics of strategic management and operational management (adapted from Johnson & Scholes 2002)

STRATEGIC MANAGEMENT	OPERATIONAL MANAGEMENT
<ul style="list-style-type: none"> ▪ Ambiguous/uncertain ▪ Complex ▪ Organisation-wide ▪ Fundamental ▪ Long-term implication 	<ul style="list-style-type: none"> ▪ Routinised ▪ Operationally specific ▪ Short-term implication

As can be seen from the above table, the scope of strategic management is greater than that of any area of operational management. It is concerned with complexity arising out of ambiguous and non-routine situations with organization-wide rather than operation-

specific implications. This has been a great challenge for managers who have been trained for operational tasks and to take operational responsibility in a certain area of business. A manager who aspires to manage, or influence, strategy needs to develop a capability to take an overview of the whole rather than not just the parts of the situation facing the organization (Johnson & Sholes 2002, 15).

According to Kamensky (2008), strategic management is above all a skill, and succeeding in it requires a lot of competence. Kamensky, identifies ten essential success factors to strategic management: mutual strategy- and business language, ability, willingness and courage to change, transforming information flow into understanding and vision, adopt the concept of team play, ability to focus on the essential, perseverance, sufficient business skills, industry skills with its connection with the environment, overall vision of management and networking competencies and interaction skills.

Communication is a key to successful strategic management. Through involvement in the process, managers and employees become committed to supporting the organization. A major aim of the process is to achieve the understanding of and commitment from all managers and employees. (David, 2005). Strategic management allows an organization to be more proactive than reactive in shaping its own future. Nevertheless, the importance of strategic management cannot in anyway be over-emphasized. In corporate firms today strategic management is a basic tool securing competitive environment. No wonder why the cooperative strategy has been chosen as the ultimate and workable strategy to apply in the creation of the Nigerian event industry. We will look into what cooperative strategy means and how workable it will be on the Nigerian market.

3.6 Cooperative strategy

The previous sub chapter has explained to us why it is necessary for companies to define their intents and mission of services in order to achieve their goals. This also gave a clue on how to select companies for partnership depending on their intents and mission. But in this sub chapter we will understand why it is necessary for companies or stakeholders to pull together their resources and competencies to achieve a general goal or profit especially in a developing market.

As known earlier, pursuing internal opportunities and merging with or acquiring other companies, are the two primary means by which firms grow. In this area, we will examine cooperative strategies, which are the third major alternatives firms use to grow and develop value-creating competitive advantages and create differences between them and competitors (Eisenhardt 2002, 18).

Cooperative strategy is a strategy where firms work together to achieve a shared objective (Barney 2002, 45). Thus, cooperating with other firms is another strategy that is used in creating value for a customer, which exceeds the cost of constructing that value in other ways and establishes a favorable position relative to competition. In fact, some believe that in the global market tied together by the internet, corporate partnerships and alliances are proving a more productive way to keep companies growing (Schifrin 2001, 21).

For better understanding of the term, it could primarily be called a strategic alliance which is increasingly popular in this contemporary market. It is a logical and timely response to intense and rapid changes in economic activities, technology and globalization, all of which have cast many corporations in two competitive races: one for the world and the other for the future.

A strategic alliance is a cooperative strategy in which firms combine some of their resources and capabilities to create a competitive advantage (Ireland 2002). Thus, as linkages between them, strategic alliances involve firms with some degree of exchange and share resources and capabilities to co-develop or distribute goods or services. In the next chapter we will find three major types of strategic alliances and how they affect business growth in cooperative management.

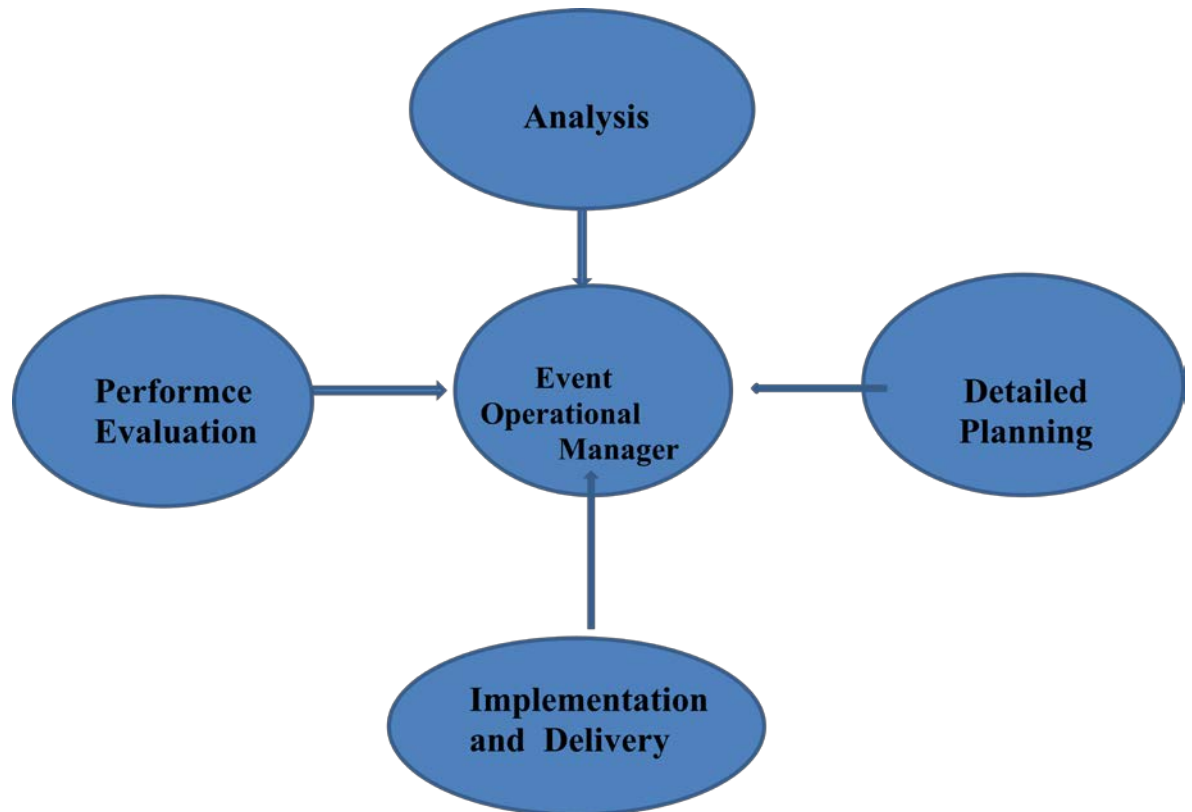
4 PLANNING AN EVENT

Not minding the complication involved in the practical definition of event, one can easily deduce that event planning starts with the single desire to organize an event of any type. In organizing any event, one ought to be attentive to practical matters like, financial planning and above all marketing of the event. Planning of an event is not what one can put down on a paper just like that. It is better to be considered as a take home assignment. This is because it has to do with lots of logistics that follow for a successful achievement.

As the meaning implies, it is the phenomenon arising from a non-routine occasion which has leisure, cultural, personal or organizational objectives set apart from the normal activities of daily life, and whose purpose is to enlighten, celebrate, entertain or challenge the experience of group of people (Parry & Shone 2004). In its professional sense, a well-managed event must have been well created and developed. This typically involve the event planning process and event production process, the conduct of the actual event (Bowdin, Allen, O`Toole, Harris & Mc Donnell 2006; Goldblatt 2002).

4.1 The event operations management model

For the successful management of a particular event there must be a model to follow that is descriptive enough to the said event. Generally, every event management process should include the following characteristics.



GRAPH 2. The: event operations management model shown as an iterative process (adapted from Tum, Nortom and Wright 2006)

In the above graph, it is invisible that event operations management is divided into four stages. In the analysis stage which is the first operational process in event planning, the mission of the so-called event is defined through an internal and external analysis. To this effect, when the objectives and aims of the event are defined, they bring the base of the event down in a manner anyone can understand.

The second stage is described as the planning processes that will be used in the event planning. In this stage the determinants for an event's success are discussed. It may take several weeks or years to conclude this phase depending on the size or complexity of the event. This planning stage is usually the main stage of an event and he most time and work intensive (Tum, Nortone & Wright 2006; Ekholm Talas 2008).

Finally, the third stage is the implementation and delivering of what has been discussed in the above stages. In other words, it could said to be the combination of the first and second

stages of the planning process. At the same time, it can also be called the event production. It is after this stage then that fourth stage follows which is the phase of evaluation of all event performances. This phase may include direct and indirect feedback and different measures of customers' satisfaction (Tum, Nortone & Wright 2006; Ekholm Talas 2008).

4.2 Event analysis

In corporate management of especially events, there are many things to consider for a good running of such a task. These are very important for the proper management of the event. Not only that, they also create good atmosphere for clients. Below are some of the things to consider.

4.2.1 The event mission: objectives and aims

To determine the objective and aim of an event, first there is a need to make a conclusion on the type and nature of the event to organize. These need to be clear before planning and conducting the event. This is because it is the "aim" that will state the purpose of the event, the reason for it to be held. For example, the event's aim could be to raise the company's sales, to encourage a particular participation, to promote culture or art etc. (Watt 1998, 10-11).

The event motivating power determines the objective of an event. It is very important that this objective is well stated and made clear to all the parties involved in the event for a successful outcome. Every decision made in the planning and production process should be made to promote the event objectives (Watt 1998, 11; Conway 2006). Thus, Watt (1998, 10-11) made it emphatically clear that event objective should be SMART: **S**pecific to the event, **M**easurable in static terms, **A**greed (or achievable) by those involved, **R**ealistic (or relevant) by the resources available, **T**imed around the event schedule.

4.2.2 Target group

It might be of interest to understand that defining the target group in an event is answering the question who will attend the event. Before any event takes place the organizers should have a clear idea of what the target group of the event is. In this case, the target group could be said to be the people or groups of people that event marketing and the event itself speak to. In organizing event some special facts about customers have to be determined such as, gender, age, marital status, attitude to alcohol, residence and position of the individual. In engineering businesses for example, the audience is likely to be mainly of male genders who are within the age 25- 50 and who are willing to show interest (Conway 2006, 52-55; Tala 2009). The target group and its size often already determine which kind of an event is being organized (Vallo & Häyrynen 2008).

Moreover, in organizing corporate events there are three categories of target individuals and here we see them: existing and prospective staff, existing and prospective customers, existing and prospective suppliers.

Many corporate events define their target group depending on the objective behind the event that is to be organized. For example, in the organization of sales promotion event it is clear that the target group falls within the existing and prospective customers.

The magnitude of the target group at an event is determined by the extent of the marketing strategy. When a good marketing strategy is taken time to plan, there will be a good turn-up by the target group. For example, an event that is marketed in the big media and is seeking for a big public like a rock concert, is expected to draw the attention of lots of people.

It is extremely difficult to determine the target group, if the organizers are working to please everyone. In most cases, it does not succeed. If the target group is not determined, the event cannot be built based on the target group. In this case, the marketing is extremely difficult to direct to the right marketing channels and moreover to the right people. (Rope 2005.)

There are also guest profiler charts available to event managers. These profilers show a set of character traits, interest and preferences in media, music and entertainment based on the guest's average or main birth year. It is very important to note here that the profiler's chart shown below in table 4 can be of great help when planning an event theme, entertainment

and activities. For a key audience from Generation X, for example, according to the guest profiler it is advisable to plan adventurous activities and an action program, the event music being of disco, Pop and heavy metal. (Silvers 2004.)

TABLE 3. Event guest profiler (adapted from Silvers 2004, 41)

Generational Names	Traditionalists Silent generational matures	Baby boomers "me" Generation	Baby boosters Gen-Xers 13th Gene	Echo Boomers Millenials, Generation Y
Approx Birth Year	- 1945	1945-1960	1960-1980	1980
Character	Adaptive	Idealistic	Optimistic	Empowered
Value	Conservative	Driven	Risk-takers	Tenacious
Focus	Family	Civilization	Environment	Community
Thrive on	Receiving social experience	Individual growth and improvement	Truth and flexibility	Speed, change information
Technology	Telephone	Mainframe computers	Fax and personal computer	Wireles and held
Media	Radio	Television	Cable Tv	Internet
Entertainment	Night club	Coffee shops	Action/adventure	Extreme/ Authentic
Learning style	Avoid jargon and show respect	Q & A time important	Stimulating and relevant	Short direction and hands-on
Fashion	Formal	Sexual	Asexual	androgynous
Music	Swing/ big band	Rock and roll	Disco/pop/heavy metal	Rave/grung/rap

It is advisable in corporate events to have an accurate estimation of the expected amount of guests in order to be able to have good financial estimate. A very good way to know the figure is through a comparison with the previous event especially if the event is held annually. Also, another way is with a similar event, pre-event registration and fixed capacity. (Conway 2006, 56-61.)

4.2.3 Site management

In corporate event planning, much attention should be paid to the site management because it determines a lot in the eyes of the clients. In most cases, the safety of a venue attracts many customers to attend an event. So, the manager should be creative when setting team a for site management.

Just like every other event plan like analysis, time and finance, event manager is advised to have a lay down criteria in choosing her venue for events (Silvers 2004, 44): availability at the event time, location (accessibility), rates, capacity and function types, event element and style/ personality.

In selecting a suitable venue for an event a distinction should be made between flexible requirements and fixed requirements. The fixed requirements like accessibility and capacity imply that the selected venue should be able to be available within the reach of guests and hold as many as the expected number. Then, the flexibility requirements are rate for venue hire, space for event elements and style personality which should be available to a certain extent (Talas 2009).

It is crucial to know that the venue for an event is a key asset in promoting an event. It can be a critical element in driving sales (Hoyle 2002, 39). There are many places to organize event as there are many events to organize. Therefore, the event manger should pay attention to venue when organizing event. Such manager should take into account practical issues, such as whether the event has any performers, or if there is a need for a kitchen, dressing room or is it easy to get to the place of the event. In most cases, some venues have all these necessary things but such should be taken into consideration while selecting a venue for event (Conway 2006, 95- 105; Talas 2009).

Another very important issue in event venue selection is security. It is as necessary as the venue is. Some venues have their own security but whereby the case is reversed, efforts should be made to get it available. It can be of help to have readymade event security plans and a crew who knows the place. Outsourcing this service is sometimes pricy (Talas 2009).

In a situation whereby the event is to be held outdoors, there should be a back-up plan that could easily be switched to in case of rain or storm. In that case, the event manager should have a stand-by tent, shelter, heater in a place of cold or at least distribute disposable rain

coats to the guests. A good event manager should have laid down plans for all these event venue issues because they contribute a lot to the success of an event. This especially is where a manager shows his managerial skill in event planning (Talas 2009.)

Site plan and venue mapping: Creating a site plan for event hosting is important, and critical ideas should be applied. In other words, many things should be taken into consideration; for example at any time in any place at the venue there should be enough places for guests not to get congested. The entrance especially should be a wide one since the guests slow down to get an impression of the venue. There are also certain proximity and safety issues that need to be accounted of. Certain elements need to be close to each other in order not to cause any harm at the event venue. For example, food and items connected to it should be close to the kitchen space. Areas for technical supplies, sound system, with cables lying around should not be where there is traffic flow area of the venue. (Conway 2006, 77-76.)

A common thing any event manager should understand is the fact that at any event the venue traffic flow is constant. In that case, he/she should anticipate regular flow to toilet facilities, food and beverage point and activity sections. The way leading to these places should be free and not become crowded by people. On the same note, event attractions and entertainment should be well placed in order not to disturb the traffic flow (Conway 2006, 82). Another important issue is the mapping out of space for storage facilities and backstage for performers in the event. It will be a good idea to know beforehand the number of people to use these spaces in order not to create confusion (Reefer, 2008).

4.2.4 Budget

Financing can be cleared from the beginning but it can also be a problem that affects the overall running of in an event. The source of the financing can be divided into three sectors: the company equity, the profits of the event and external capital (sponsorship). The evaluation of the profit is usually the problem when budgeting. The cost can be estimated fairly accurately because the organizer can decide how much money the company wants to consume on the event. The estimation of the profit is harder because many things are affecting the amount involved. In a situation whereby the event is of its first time, it is good to prepare the budget overruns but when the event has taken place in the past, the

budget can be comparable. (Kauhanen, Juurakko & Kauhanen 2002, 42; Antikainen 1996, 1; Krabbe 2004, 86.)

4.2.5 Supply management

It can be time intensive to manage event suppliers. Therefore planning should be crucial in that situation for a better outcome. In the private/corporate sector of event business there is wide range of suppliers, as is illustrated in table 4.

TABLE 4. Range of suppliers of corporate event planning (adapted from Shone 2 Perry 2004, 39)

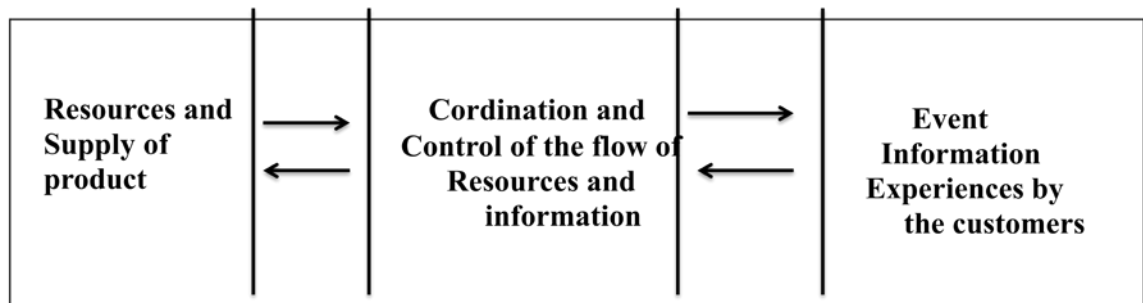
<p><u>Production</u> Event management companies Event catering companies Party planners Production companies Exhibition and theatrical contractors Designers Technical services Professional event organisers Multimedia support companies Voluntary bodies, committees and individuals Education and Training</p>	<p><u>Distribution</u> Individual events and venue Events and conferences agencies Trade media Hotel booking agencies Incentive travel agencies Visitor and convention bureau Exhibition organizers Ticketing agencies Trade exhibition National and local tourists bodies</p>
<p><u>Venues</u> Event room/hall/ground hire Catering kitchen facilities Accommodation Food and drink suppliers Business support services Medical and cre`che services Technical support Wasre disposal and ground clearance Toilet, wahsroom and public facilities Parking Security Set designers</p>	<p><u>Ancillary services</u> Accommodation providers Photograpers and video makers Ground handlers Transition services Travel companies Costume hire services Marquee hire services Printers Floral contractors Database displaying operators Professional and trade bodies National and local government services</p>

The planning of an event involves lots of measures before it can be successful. The above table shows a good number of supplies and suppliers in event management. These suppliers are so important that without them, an event will experience failure.

4.3 Supply chain management

Supply chain management is very important when arranging corporate events, especially when it is well followed to the best of it. It contributes to a high maximum profit in event hosting. This is the supply chain management's aims; to manage the flow of resources rightly to the end consumer (typically the event guest). Attention should be paid in doing this so that supplies will fit the exact need of the guests. It is crucial not to have any gap or delay in the supply chain. This is because some events are special occasion and may not be able to be repeated for the year. For example, there may be a break in the supply chain if a

video man for instance is not present to cover the speech of the hosting company CEO. So it could not be repeated just to get the video for documentation. In order not to experience this kind of break in the supply chain, the management should legally review beforehand their contract with the service provider. (Tum et al. 2006, 116- 117.).



GRAPH 3. Supply chain in management (adapted from Tum et al. 2006,17)

4.4 Supply purchasing

The event objective should also be a driving force when it comes to the supply in event management. It is this objective that will help the event manager to know what to be supplied in order to make an event successful. Therefore, the basic purchasing objective is also important in the purchasing of event supplies (Tum et al 2006, 118). Some of these objectives are necessary to consider in making supplies in an event; delivery at the right place, goods and services of the right quality, and from the right source.

A well running event company should have a knowledgeable manager who will be up and doing at any moment in time just to create a good image of his/her company. In a situation whereby they will need steady purchase of event supplies, the manager should be able to welcome a cordial business relationship between his company and suppliers. This will open up several opportunities between and for them to reach to terms in the conditions for supply. For example, agree on lower purchase rates and discounts, shorter delivery times etc.

Event managers should decide whether to go into multi-sourcing (purchasing from many suppliers), or single sourcing (purchasing from one supplier). In single supply, there may

be the opportunity for discount rates and higher supply motivation, whereas multi-sourcing creates avenue for better varieties and more for the event and customers satisfaction (Ekholm, Talas, 2008; Tum et al. 2006, 118-120).

However, while talking about the sourcing of goods and services in an event company a logical decision should be made concerning what to outsource and the one company can provide internally. So, we shall look into the nine purchasing decision that should be made while making purchases for supply (Tum et al 2006, 125): 1.what are the goods and services needed for the event, which to provide by the house and the ones to be outsourced, 2. form clear requirement specifications 3. check list of preferred suppliers 4.request offers from suppliers 5. review received quotation 6. compare price and quality of offers with each other and possible provision in the house 7. decide on most satisfying options in price and quality and make purchase agreements with chosen suppliers 8.delivery of goods and services and 9. evaluation and review of goods and services for future purchases

All these when well organized, have a great impact on any event. The competition existing today among event companies depends immensely on the ability to fulfill all these points. They are the ingredients that circle the decision about supply purchase.

4.5 Human resources management

Through the research and practical experiences from the previous planning and the analysis of the event and its requirements, we have come to understand the place of event staffing in event management. The objective for human resources management is to support the overall objective of the event and follow the SMART criteria. (cf chapter 2.2.1) (Bowdin et al. 2006, 145- 146)

4.5.1 Analysis of event staffing requirements – phase I

The analysis of the requirements is divided into two parts. In the first step, there is the need to identify in detail all the tasks involved in the successful creation of an event. The second step has to do with determining the number of people required for a good performance of the tasks. In this area, there is the need to distinguish between the tasks to be outsourced from the suppliers, and the ones to be carried out by the management team or hired staff. In the step 3.2 there is the need to specify the staff requirements (skills, experience, and qualification) for carrying out the tasks. (Bowdin et al. 2006, 147.)

4.5.2 Job analysis- phase 2

In corporate event management, there are lots of tasks lying in program and which must be done. Here, the human resources managers have to gather and group all these tasks to form jobs or positions. Not only that, they decide on which qualification that will suit the positions selected. After that, they will also determine the organizational structure and interrelations between all jobs involved in the event. For a responsible carrying out of the jobs there is need to specify the trainings that fit each job and position (Bowdin et al. 2006, 148.)

According to Shone and Parry (2004, 199- 204), below are the variety of factors influencing the amount and type of staff needed to carry out some tasks in corporate event management: balance between type of staff (full-time, freelance, casual, voluntary), the event component and layout, service providing methods, which tasks are outsourced, staff scheduling and number of staff per activity, expertise required for tasks, and in all service level required for the event

4.5.3 Job description- phase 3

Bowdin et al. (2006, 148-150) made it clear that each job in corporate event management should be able to have description and specification attached to it like; remuneration, salary, reward or incentive, job summary, description of the job purpose, tasks and

responsibilities (including work time), relationship with other jobs in the event, skills required, authority of the position (if the position include decision making power) and performance standard.

4.5.4 Recruitment and selection- phase 4

Recruitment and selection of workers or work forces in corporate event companies is a very important aspect of management that needs absolute attention. This is because; if unqualified persons are recruited there will be lack in the discharging of job responsibilities. In such a case, it will affect the image of the company and create low opportunities for it in the competitive environment.

Nevertheless, there are many ways companies recruit their workers. Apart from full-time workers employed by the event company there are other ways like part-time staff, freelance workers or voluntary. This labor force can be found in a good number of places such as, the university catalog, job advertisement in school or any other places, local press or radio, word of mouth and also friends, families, acquaintance of event management company full-time workers. (Conway 2006, 180- 181)

In most corporate event companies the selection of staff follows according to the position requirement guideline in the job description. The prospective staff who qualifies for the responsibilities attached to any position automatically gets employed. Sequel to this, the selection methods are written application, phone and personal interviews and work example assessment. The most popular and biggest event companies today appoint one from their department or contract worker to do the selection process. (Bowdin et al 2006, 154- 156; Ekolm-Talas, 2008.)

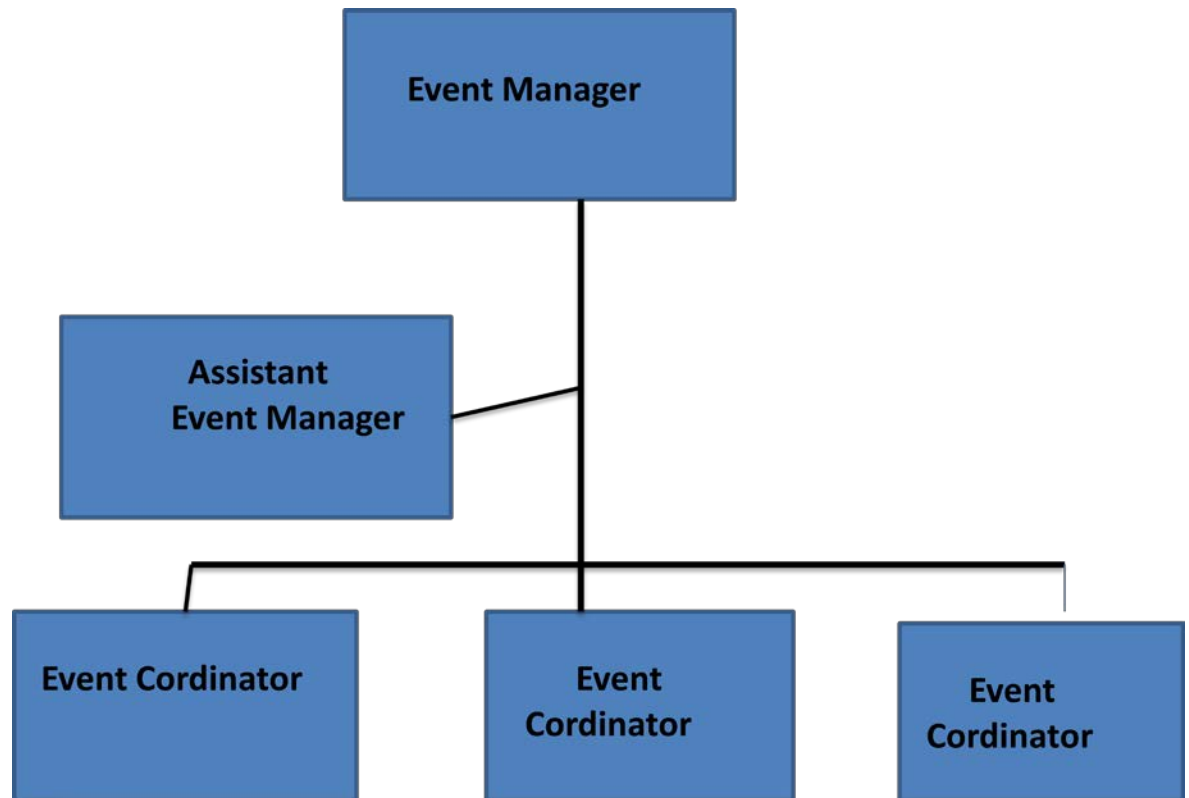
4.6 Managing the work force

The process of selecting an event company's workforce is not actually the most important thing but the selection of the best among all applicants. After the selection process, the company is objective is communicated to the newly selected workers with the intention to carry it ahead and work according to it. According to Tum et al. (2006, 166), getting the

best out of the event worker can be achieved by: making sure the people of the organization have all necessary materials and equipment to do the job, making sure the staff knows what to do and how to do it (in most cases the method is written in the job description) and also encouraging self-motivation and development

Nevertheless, it is challenging to train appropriately the event work force especially when the number is too high. To a better achievement of company's aim, team leaders are appointed to brief their team members before any work and also supervise afterward. In a larger event company, it will be wise to make a handbook that summarizes the job functions, procedure, policies, responsible personnel and contacts in case of emergency (Tum et al. 2006, 166-167; Goldblatt 2002, 132-133.)

In corporate event companies, good leadership creates opportunities for the staff to be problem solvers. For example, customer services staff are expected to be able to solve a good number of their customer problems following the company's objectives (Goldblatt 2002, 138-139.)



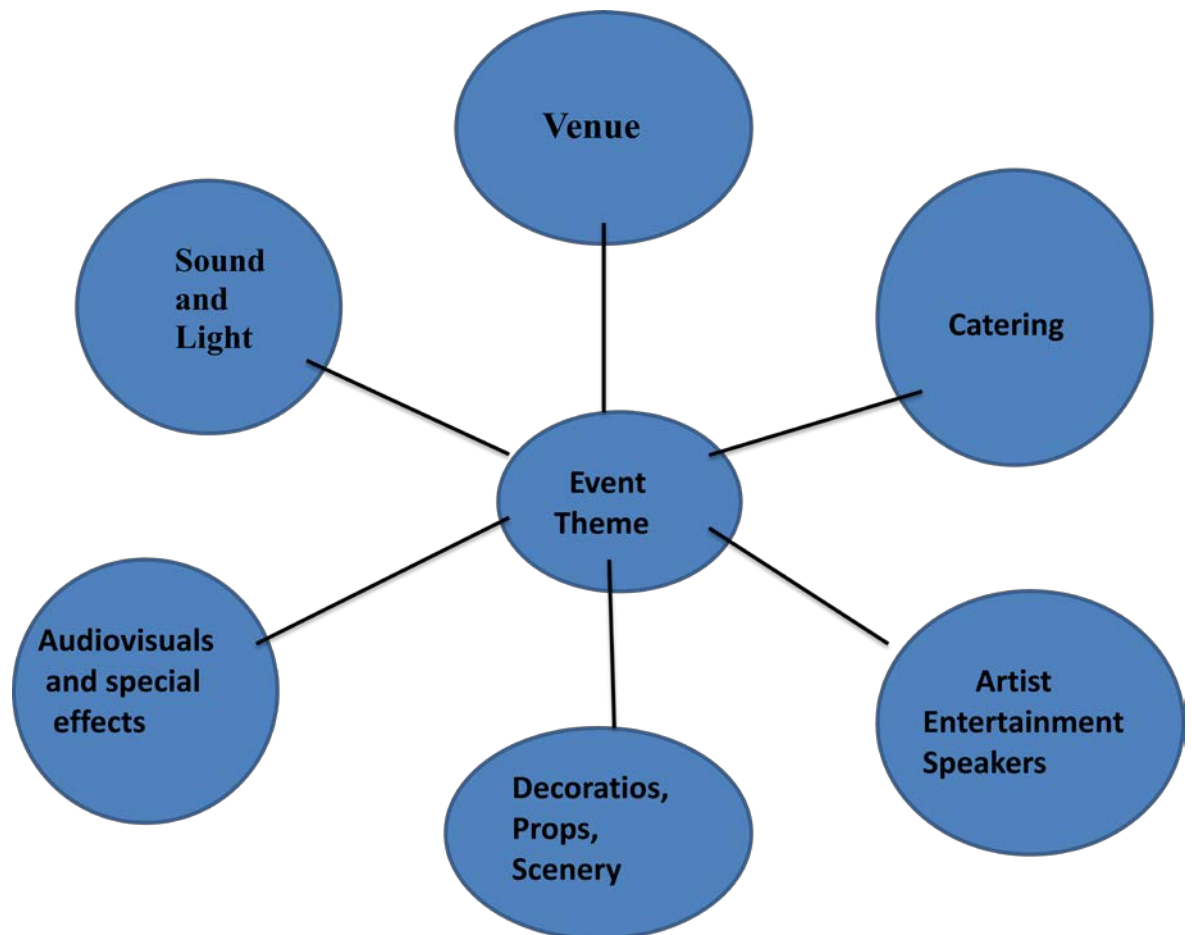
GRAPH 4. Organizational structure in events (adapted from Goldblatt 2002, 138-139)

It has been discovered that when there is no good communication between the manager and coordinators of an event as shown in graph 4 it hinders the performance of their workers. However, there should be a good communication flow between the different parties. There could be complexity in their way of performance, however, though it depends on the size of the event, amount of task and workers present. In that case, the workers should be made clear in the organizational structure so that they will know beforehand who to report to when time calls for it. (Goldblatt 2002, 112-113.)

4.7 Ambiance creation in corporate events

In event management, the first impression that attracts the attention of the audience is the choice of venue. If the choice of the venue fits the event then it is a good start. In some cases, however, creating a good ambiance for events gets challenging when the venue does not suit the event theme and effort put together to transform it. In that case, creating an event theme ambiance is usually cost-intensive (Reefer, 2008.)

All the event elements should support the event theme and the event's target audience. For example, venue, catering, beverages, service personnel, entertainment and activities like possible welcoming and guest gifts (Shone and Parry 2004, 139-141).



GRAPH 5. Corporate event theme (adapted from Allen et al.2002,361)

Place is a very important strategy in marketing. It creates and destroys the good impression of a company. In corporate event management the environment of the venue should be convincing to the guests. This is why every manager should have at forehead everything about the event theme because it helps all through the event. To make a venue convincing there are lots of challenges and one might needs backdrops, props and personal artifacts as main elements of event décor (Shone & Parry 2004, 141).

A good experience of an event created by ambiance environment contributes a lot to the satisfaction of guests. It determines if a guest will come back after the particular event or

not. It is advised that the event theme should incorporate all five senses (Silver 2004, 209; Goldblatt 1997, 61-69).

Sight- color, fabric, décor, setting, props, lightening, food presentation, **sound-** music entertainment, ambiance noise, dialogues, **taste-** food and beverages, atmospheric aftertaste, **touch-** surfaces and fabric, furnishing, finger food texture, dishes, props, **smell-** food and beverages aroma, atmospheric scent etc

It is very important to note that the event personnel contribute a lot to the environment ambiance. The kind of service they give speaks so much about them. Customers are very demanding and have expectation of every service. In a situation whereby the service offered to them turns out to be lower than their expectation, it can ruin the whole event experience for them (Silver 2004, 209).

4.8 Event evaluation

Evaluation is very important in everything we do in life because the result determines for us whether we are growing or not. In corporate event management, the evaluation of an event has an immense power of development for its management. It is a key to constantly improving the work of event managers in a corporate event company. Moreover, the evaluation of an event is the process of measuring the effects and outcome of an event (Bowdin et al. 2006, 412-414).

According to the results gathered by researchers about evaluation of an event, it is said that it is done after the actual running of the event. The key periods in the evaluation is pre-event, event running and post-event (Bowdin et al. 2006, 413-415).

In pre-event, we experience the event itself and the objects similar event and their outcome. Monitoring an event during the implementation phase has the benefit for the manager to be able to respond to changes and complications in the process and arrange and arrange the necessary means to get the event back onto the right track (Bowdin et al. 2006, 413-415)

The most common form of event evaluation is the one done after an event. The evaluation in this phase measures the event outcome to the event objectives and goals set for the event

in the analysis phase. It is important to organize brief meetings that connect every department for feedback to know the strengths and weaknesses encountered in the event. Afterwards, the key results are reported and kept for future references. (Bowdin et al. 2006, 413-415.) It is very important to note that the method for evaluation can be qualitative or quantitative depending on the best described by the manager's own interpretation. It is good to gather the whole feedback and evaluation data from various sources.

5 EMPIRICAL STUDY

At this stage in the thesis the empirical study will be discussed. Firstly, the research method being used in this work will be discussed. After that, it will be followed by a description of the design of the questionnaire and a description of the implementation of the research. Thereafter, the results of the research are presented, followed by the research result and conclusion.

5.1 Research method

Choosing the proper research method is very important for planning and designing of a research project. All authors, maintain that the qualitative research method is best applicable in the area of social sciences and thus also within tourism (2005, 99). In between the two choices of research method- qualitative and quantitative, the qualitative has been chosen as the research method in this work.

5.1.1 Qualitative research and in-depth interview

Qualitative research is used in the gathering of a large amount of information from a relatively small amount of people, whereas the quantitative method is used in getting small amounts of information from a relatively large amount of people. The qualitative method is used for gathering information that can describe something and yield knowledge, understanding and learning of situation, behavior or attitudes. The complexity of reality can be examined with quality research, since questions can be raised that many not be possible in a quantitative research. (Finn, Elliott-White & Walton 2000, 8.).

According to them, the characteristics of qualitative research are the emergent design; the usage of words rather than numbers; the natural, interactive and personal setting; the intuitive process of research; and the fact that qualitative research develops theory rather than confirm it. (Finn et al 2000, 8) It is believed that letting people who are personally involved in a certain situation describe it and give details in their own words, is better than having them explain it under the constraint of a research framework, as in the form of a

structured questionnaire. Qualitative research may potentially be used for developing hypotheses about behavior and attitudes for a larger scale qualitative research or facilitate quantitative research projects. (Veal 2006, 193,195.)

It might be of interest to understand here that the different methods of qualitative research are all about in-depth interviews, group interviews, participant observation, text analysis, biographical methods, and ethnography. Sequel to the semi-structured in-depth interview all will be used through to be able to get a group view about event management in Nigeria.

Moreover, in-depth interviews can either be semi-structured, unstructured, qualitative or exploratory. The In-depth interview is characterized by the number of respondents involved, its structure, depth, and length. In this case, the subjects of the interview are typically quite few, and the information acquired from each interview is a different story. In in-depth interviews, mostly the interviewer has a checklist of topics to bring up and let the interviewee speak around it. The topics of the checklist should be based on the theoretical framework of the research project. For a better follow up in the interview, the interviewee is encouraged to be very open and express his/her own view on the subject matter and the interviewer seeks to investigate the matters on a deeper level than is common for an interview based on a structured questionnaire. (Finn et al. 2000, 75.)

During the interview, it is necessary that the interviewer should not lead the respondent, but instead allow him/her to speak as freely as possible around the topics; keeping up a friendly conversation atmosphere but not influencing the subject at the same time, by agreeing or disagreeing for instance. Commonly, the in-depth interview lasts at least half an hour up to several hours, and there might be several interview occasions. (Veal 2006,. 197-200.)

Tape-recording could be important in in-depth interviews but always has to be done with the full consent of the interviewee. In the same way, the verbatim transcript of interview will be more helpful for a methodical analysis of the interviews than notes will. Transcripts and tapes ought to be confidential and secured. (Veal 2006, 200.)

The main aim of this project research is to find out the place of event management in Nigeria and to see the best way to make it more standard since customers' desire is becoming extensively high. With this we are going to make use of the qualitative method since we have few numbers of interviewees within the groups- Nigeria event firms, tourists and a few Nigerian. Moreover, the research needs to obtain such deep-leveled information that cannot be acquired by structured and predetermined questions, as is the standard for quantitative research.

5.1.2 Thematizing

In this stage of research methodology, it is important to clarify the purpose of this interview to the ongoing project. This interview was conducted with the single intention of treating the question mark attached to the event management in Nigeria. To this effect, it was possible to deduce from the interviewees what they knew about event management in Nigeria, the expectation of the customers, service delivery structure by event companies and in all how best to improve the standard to meet up with the sister companies' in other countries of the developed world.

The members of this interview session were some managers of event management, selected marketers from different companies and in all the tourists to Nigeria within the period of the research. The essence of including the tourists was to hear their comparison between event management in Nigeria and in their own countries.

5.1.3 Questionnaire design

In designing a questionnaire for a qualitative research especially for in-depth interview, the challenge is to create a checklist of themes or topics to let the respondent speak around. It is also very important that the themes should not be further elaborated, but be a list of key words for reminding the interviewer of which topics to speak around. To get the good result from the research, there should be now formulated questions since the intention is to let the interviewees freely speak their minds about the topic.

In the questionnaire for this study there was a checklist containing questions already prepared and those questions centered on "managing events", which is the central quest in

this work. Therefore, the first theme of the interview checklist is the start-off, which was broken up into the subtopics of team, idea and feasibility study. The planning is the second theme and it is subdivided into the topics of vision, objectives, and SWOT-analysis. The last of all is the work force theme, which was subdivided into skills, experience and qualification.

5.1.4 Interviewing

The interviews were conducted in Nigeria between the 9th January – 15th March, 2012, and each interview was conducted in one of the interviewed companies. The interviewees for the research consisted of ten people who are managers of three event companies in Nigeria and individual marketers from different companies and tourists. The interviewees were listed as follows: Event company managers; A, B and C, D, Marketers from different companies in Nigeria; E, F G, H and tourists as; I and J. Four among them were women and six were men.

Just like the guide for in-depth interview stated, an introduction was made before this interview. It carried in a manner that both the author and interviewees were able to be at home with each and at last the whole thing went well. The interviewees were well guided by the author in such a way that the central topic was able to be maintained.

During the interview, the author was taking notes, using an audio set and the room was well organized in such a way that both groups were able to see each other and read meaning into their individual responses. Another very important thing was that the author took formal permission before he was able to use the audio set.

5.2 Transcribing/presenting of the interview

In the presentation of the interview carried out with the above mentioned individuals, it will be transcribed verbatim just like the interviewee responded to it. During the interview, the questions were asked according to theme 1, theme 2 and theme 3 as mentioned above. We want to once more outline the themes according to the way they were listed above in the subtopic questionnaire design. In the theme 1, is start off; theme 2 is planning while the

last theme 3 is work force. All these themes have been geared towards finding out the state of event management in Nigeria, its set back and how best to upgrade its standard.

5.2.1 Presenting the event managers` interview

In this part of interviews we are going to present the discussions with the managers from different event companies in Nigeria. As experienced personnel they were able to attain to the author's questions with their numerous years of experience they possessed in the sector.

Theme 1: This theme explains the first and for most question that needs to be answered before starting off an event. A good answer to the question will form bearing and focus towards realizing a maximum profit in the event. Therefore, this question was asked to know their general understanding of team, idea and feasibility study in managing events, especially on the Nigerian market.

Interviewee A:

I personally will answer this question of theme 1 from the experience I gathered in my six of managerial career in Event Company. Even before I was employed as manager to this company, even as ordinary staff I came to understand that the most important management point in corporate event is start off. Whenever a company set aside their objective and idea in any event, it is running a risk of not losing her customers.

Interviewee B added:

For any event to be carried out successfully there is need that the organizers should have a thorough check to know if it is a kind of event they can go into. Operation managers should be able to protect his company from their competitors by staying away from event that will destroy their image

Interviewee C said that:

Ever since I became the manager of my company, I have always believed so much in team work. For any event to work out smoothly, the organizing team must be ready to prove their expertise.

Theme 2: In order to know the level of event planning in Nigeria, the author required from the managers to air their general view of what they have encountered in their career as event managers. According to the author, this will go a long way in knowing how to best apply some correction that will appeal the mind of eagerly waiting customers out there.

Thus, how could you articulate the planning effort of Nigerian event planning in the areas of vision, objective and SWOT-analysis?

Interviewee C:

Permit me to say that Nigeria is a place the most surprising things happen. The worst being that it goes beyond limit towards affecting their business life. Many local companies today find it extremely difficult to define their strength and weakness. Being able to do this helps the company to know where attention is mostly needed. In summary, we are yet to develop that patience of knowing how best to scale through our competitors by working on our SWOT analysis.

Interviewee A went further:

Just like she has pointed out, we managers still need virtue of patience. In the same way, it is a companies` responsibility to state in writing to a newly employed staff the vision and objective that guide the company. This will describe to the staff the boundary that should or should not be crossed.

Theme 3: In this theme, the striking point is workforce, or better explained as human resources in event management. The author here wished to know the level of expertise Nigeria employed into their event industry. This is because it is another way of identifying the state of things while working towards improvement.

Interviewee B:

As a manager in my company, I made it compulsory that the first step in employing any staff will be based on experience. Personal skills added with work experience can move mountain in management environment. I wish to say here that Nigeria should learn how to employ depending on experience the person has instead of who- I-know. When a company does not have quality human resource then the effort of the company is limited.

5.2.2 Presenting the marketers' interview

Just like the company managers were able to air their individual views on the interview questions, in the same vein did the invited company marketers unveil their individual experiences. These marketers were invited by the author with the single reason of hearing

their marketing strategies to be used in the selling of event products and services. The questions were also from the themes as seen in the theory framework.

Theme 1: As professionals in marketing from different companies what do you say about start off step in event management in Nigeria?

Interviewee D

It is true that I have been the profession of marketing for a long time and here I have a lot to say event start off in Nigeria because it applies to all corporate industries. Nigeria has really many experienced managers from my own observation but they lack the contemporary marketing strategies need in the competitive market. The idea of an event is damn enough to draw reasonable client but the supposed marketing strategy is in lack. I suggest that their marketing department should be up-to-date with the reigning market strategy.

Interviewee E:

I have to add something on what the first marketer said on event idea. Irrespective of the poor know-how apply in Nigerian event industry, still they have good idea that can pull crowd and generate funds. They should try to apply the 7Ps of marketing that have been researched as the ultimate in marketing. In most case, people do not turn up even when the entrance fee is cheap. This is because they the publicity is not well planned.

Theme 2: Judging from your past experienced event planning, what do you think that we should work on in order to create good standard in Nigerian event industry especially now when customers` desire is too high?

Interviewee F:

I know too well that planning is very much important in anything we because failure to, plan to fail. In other words, event of any types needs planning for maximum outcome. For instance in the area of vision, any company should have it as its bearing in any event it is planning to host. It should be careful not to go beyond what they can handle otherwise it becomes an opportunity to lose their customers in competitive market. This has been the order of the day in Nigerian event industry because they claim to be professionals in all event type of event hosting when the case is reverse.

Interview G:

There is no doubt that Nigerian event industry is growing. My experience in marketing for six years has shown me that if little opportunity is given that this industry will boost that of America. There are lots of event going on in Nigeria each minute of the day but planning has much to make it yield good profit. Event companies should try as much as they can to have thorough study of their SWOT analysis. It will be of good help to them especially in knowing where to make up and where to market the company from.

5.2.3 Presenting the of visitors` interview

It will be of great interest to register the responses given by some of the visitors invited for the interview section. The major essence why the author conducted this interview with the visitors was to have a general overview of how things are done elsewhere round the world. Hearing from the individuals helped in the judgment of customers' satisfaction of services in event management. During the interview, the author had the time to ask them some questions that needed direct input into what is being created.

Theme 3: Can you please tell us according to human resources policies in your country, the qualification that best describes a manager in an event management company?

Interviewee H said that:

Human resources management is the same everywhere especially when it is aimed toward realizing maximum profit in an event firm. A potential manager must have possessed good academic qualification in business administration added with some years of experience in management career. Unfortunately, I discovered from what one of the managers said and what I experienced these few day in Nigeria, that the system is not obtainable. Employment here is based on who you know and not what you which should have been the point. Once any company is ready to go for the quality, it means that they are working towards competitive victory.

Interviewee I:

I suggest that if Nigeria wants to upgrade the standard of event management in the country that they should first of all insist of quality development in all angles. In the same way, such certificate program should be inculcated in the educational curriculum so that people will have the access of equipping oneself academically. After that,

companies should be ready to go into practical training with such people.

5.3 Analyses of the research result

Below, the research results will be analyzed theme by theme, following the same order of themes as the results presentation above.

5.3.1 Theme 1: starting off

Judging from the above result of the research, there is quite a loose organization for a team; the people who make up the team are not really the best of it. They lack focus and creativity and also the number should be increased. For a better understanding among the team, personnel with the same view and focus should be members of the team.

Nevertheless, the people on the team work within different fields on a normal basis and thus they can complement each others' skills, knowledge, and experience, as well as strengths and weaknesses. A problem seems however to be the team members' lack of spare time for the project and motivation for working with the event. It also seems problematic that the organization appears to have no clear leader.

New ideas for event companies in Nigeria seem to be brought up by both team members and the general public, and some ideas are born out of brainstorming sessions. The problem with ideas does not seem to be that there is any shortage of them, but that many of them actually never get realized, as there is a lack of motivation to do so. There are many times not enough people or associations who are committed and take an active interest in realizing the ideas they suggest to the team, which means that the multitude of support activities of the event may become short.

A feasibility study has not been done, nor has any ever been done in the case of Nigerian event firms. Surely, each idea is discussed in terms of its affordability and whether it can

be practically realized or not, but no proper study has been carried out for deeper investigation. There seems to be no problem with the extent to which ideas are feasibility tested at the moment, since the wish is for the event not to grow very rapidly.

5.3.2 Planning

Planning is an important part of the organizing of special events, and in order to arrange events that are successful in both short-term and long-term perspectives, strategic and operational plans will be necessary. Strategic planning involves creating and formulating vision, mission, and objectives. A SWOT-analysis examines the internal and external environment and could prove useful to event management (Getz 1997; McDonnell et al 1999; Shone & Parry 1998.)

Nigerian event managers do not apply a good strategy in the organization of event when the customers' desires increase. It is a typical implication that they lack vision, and a mission statement. The reason for this is allegedly the fact that it is difficult to have a vision due to economic grounds. The fact that the organizers are content with the present size and scope of the event also prevent them from making any vision statement. This could become a problem in the future, because if the future is not taken into consideration the event industry could eventually deteriorate. A clearly defined pathway towards the goals would keep the work focused and workers motivated.

The work force of any organization goes a long way in determining the quality of their products or services. Nevertheless, the standard customers and demands in Nigeria can only be achieved when their workers are skilled, experienced and qualified to do the job. It was deduced from the interview that many workers at event firms in Nigeria lack these criteria are supposed to be the moving forces. It is so because Nigeria is a country that overlooks many things. Otherwise, procedures should be taken before any company is registered.

5.4 Reliability

Reliability represents how consistent the research results are. A repeated research performed later and with a different sample would lead to the same results as the first research, if it were reliable. The outcomes of both researches would be identical if the conditions of the experiments are under proper control. Researches in the social sciences are not nearly as reliable as researches in natural sciences, as the subjects of study typically are human beings in different social and physical environments. Findings will relate to the subjects only, and at the location and time of the conducted interviews. (Veal 2006,. 41; Finn et al. 2000, 28.)

In this research, we have taken time to find out the situational report about event management among event firms in Nigeria. The subjects of the study were interviewed in a particular sense that cannot be enacted. The result of the interview is not expected to be perfectly accurate due to some inconsistency and as a matter of fact, it is common in social sciences such as tourism.

5.5 Validity

Validity represents how truly and reality-like the information gathered reflects the subject studied, and if the research studies reveal they are supposed to study. According to Veal, validity of research in tourism is difficult to reach, as this type of research is often concerned with behavioral, attitudinal and opinion matters, and can never be as certain as researches within natural sciences. The researcher needs to rely on peoples' statements and descriptions in the responses gathered during interviews. (Veal 2006, 41; Finn et al. 2000, 28)

The findings of this study reflect real people's own experiences and knowledge about the subject that is being studied in this research, namely how events are managed in Nigeria and the need to upgrade the standard to meet up with customers' demands. However, some of the interviewees have more experience and knowledge of managing the event than others, which is a fact that makes the validity questionable.

6 CONCLUSIONS

The amount of increase in the growth of corporate firms today is impressive. This new innovation is positively contributing to its environment especially in the area of economic stability. In the above chapters, we have listed different kind of corporate events, planning of event and the strategies used to maximize profit in it. Now, our next question should be on how to know the extent and impact of events hosted. In other words, how do we evaluate our corporate event with the intention of knowing the outcome on profit and satisfaction of our clients.

Post-event evaluation is majorly concerned with measuring the success of an event in terms of its objective by collecting and analyzing relevant data from the event. In the same vein, it includes the evaluation process of event organization, and feedback lesson and observations learnt from this into the ongoing event management process.

It might be of interest also to know that this post-event evaluation can sketch a picture of the event, facilitating the communication of its outcomes to key stakeholders (Allen, O'Toole, Harry & McDonnell 2011, 493-494).

Here are some of the important functions of post-event evaluation: measuring of event outcomes, creation of a demographic profile of the event audience, identification of how the event can be improved, enhancement of event reputation, and evaluation of event management process (Wagen 2001; Shone & Parry, 2004; Silvers, 2004).

6.1 Event evaluation process

For any event to have thorough and successful evaluation, it must adhere to the lay-down processes that could give reliable result. In the event evaluation, here are the lay-down processes: planning and identification of event data required, data collection, data analysis, reporting and dissemination.

These processes must be planned from the outset of the event and will involve the commitment of resources including staff, time and budget. Most times, the collection of

data can be expensive due to budget but much effort should be put to imply for a good result.

6.1.1 Planning and identification of event data required

This is the first step in the event evaluation process. Without this step no amount of evaluation energy put in can yield a good result. The need for this evaluation arises when all the stakeholders who contribute to the event organization require for the outcome of the event. It may be with the intention to assess the outcome of their individual input in the event. (a).The host organization will want to know what the event achieved. Did the event come in on budget and on time? Did it achieve its objective? How many people attended and were their expectations met?

(b)The event sponsor may have other measure. Was the level of awareness of the product or service increased? What penetration did the event advertising achieve? What media coverage was generated? What was the demographic profile of the people who attended?

(c) Funding bodies will have grant acquittal procedures to observe and will usually require audited financial statements of income and expenditure, along with a report on the social, cultural or sporting outcomes of the event. (d)Councils and government departments may want to know what the impact was on their local or state economies. (e) Tourism bodies may want to know the number of visitors attracted to the area and what they spent, not only on the event, but also on travel, shopping and accommodation.

These complement and overlapping agendas must have been taken into account and considered before the need for event evaluation arises. Once the purpose of the evaluation has been defined, the data that need to be collected can be identified and listed. These can be grouped into matching areas or subsets like one group of data may relate to attendance and demographic profile, another to audience response and satisfaction levels, another to media coverage and another to sponsor outcome (Allen et al 2011, 502- 503).

6.1.2 Data collection

For a successful collection of data required for the event evaluation, many departments should be ready to supply their study and comparison results. Silvers (2004) and Veal (2006) suggest several main sources of data on events and these are discussed as follows:

Financial performance- the event budget and final balance sheet will provide detailed information on income and expenditure, profit or loss of the event. The result of this could be used to compare with the previous cost of staging the same event and may require interpretation with regards to variance like downturn in the economy.

Paid attendance- for a ticket event, box office report of participants' registration list will generally provide information with regards to the event attendance.

Crowd size- In a situation whereby the event is free entrance, police crowd estimates, public transport and car park figures can be helpful in calculating attendance number. In the same way, tools like judging the percentage of the venue filled in relation to its known capacity photographic surveys taken at intervals can help to estimate attendance.

Demographic information- In a situation the participant are required to fill in a registration form, such could be an interesting way of getting accurate information for the event evaluation.

Media monitoring- At this juncture, we have come to understand that media coverage is damn very important in event hosting. Media coverage in an event could be positive or negative depending on the event outcome but the most important thing is being able to monitor and record the information as part of documentation. If the event is local, it may be possible to do this by keeping a file of newspaper articles and by listening and looking for radio and television interview and new coverage. For large event, it will be necessary to employ a professional media-monitoring organization that tract media coverage from variety of sources.

Event observation- Another means of collecting data for evaluation process in corporate event management is through proper observation of the event by different departments in the event. During an ongoing of event hosting, many departments are on the set to give lasting judgment on the outcome the event will take. This may involve the event manager as well as staff, attendees and key stakeholders in the event.

De-briefing meeting- A valuable opportunity for feedback on the event management process is provided by the de-briefing meeting. This should be done as practical immediately after the event, while memory and impressions of the event are still fresh. Staff members, contractors, public authorities such as police and ambulance and other key stakeholders, could be invited to the de-briefing meeting. For a large event, the process might even be conducted as a series of meeting devoted to individual aspects of the event such as operations and marketing.

Survey-It would be ideal to seek the opinion and responses of all attendees of an event, but for most large event this task would be too costly and impractical. Survey techniques involve seeking the opinions and responses of a representative sample of total attendees in order to obtain vital and accurate data on the event.

6.1.3 Data analysis

This is another important aspect of the event evaluation process that cannot be overlooked. The data from the sources like event documentation and observation listed above, can be analyzed manually in order to identify key event outcomes such as attendance and financial results. These data may need some degree of interpretation; for example, by comparing them with stated event objectives or with similar data from previous events. Moreover, data from surveys will need to be analyzed in order to reveal useful statistics and trend. This can be done using a spreadsheet package such as Microsoft Excel or the statistical package for the social sciences (SPSS) software package used widely by event and tourism academic researchers (Allen et al 2002, 502- 503).

6.1.4 Reporting

Evaluation report is very important when it comes to the event reporting. When the relevant data in the process of evaluation are gathered and analyzed, then comes the task of writing and preparing the event report. In doing this, the first step to be considered is to whom the report is intended. In some cases, a number of versions of the report may have to

be prepared for different audiences such the host organization, government, sponsor and media, though the core of the report will remain constant.

It may be argued that all evaluation report is to some extent subjective, but nonetheless the writer should try to reflect the event as accurately as possible, quoting relevant data to support conclusion and assumption. At the same time, the quotations from attendees, media reports, photographs and copies of flyers, posters and programs may also help to communicate the flavor and atmosphere of the event.

6.1.5 Dissemination

Here comes the last step in the post-event evaluation process which is to disseminate the event report to relevant stakeholder groups. They can be done by face-to-face meeting with key stakeholders such as the host organization, government and sponsors. In this meeting, the report can be communicated and discussed verbally to these individual groups. For the host organization, this may represent an important closure and for sponsors it may give rise to a discussion on continued involvement with such events.

In disseminating the report of evaluation, the team in-charge can do it with the format of PowerPoint amidst the gathering of the invitees. It will give a clear understanding view of the details by the groups. If the event report is carefully written and communicated, it could form a powerful marketing strategy for the host company and also big reputation and future prospect for the event.

Nevertheless, the important of corporate event management cannot be over-emphasized especially in this modern time when all companies, organizations, the government etc are looking for opportunities to maximize their profit through organizing event. This thesis has unveiled the basic of strategy in organizing corporate events. A critical study of this work will understand that no stone was left untouched in the research, evaluation and report. As a matter of fact, in the appendices there will be time to present the practical lesson that can lead Nigerian event firms to an enviable point. It might be of interest to you to know that with this work, the sky is their starting point in event management.

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This brain behind this research work was brought to light by the author who hails from Nigeria. Different sectors in Nigeria have been working unceasingly to re brand Nigeria as a country. Following the lay-down material by Nigeria for Vision 2020 these was concluded about the state of economy in Nigeria;

During the Vision period, it is envisaged that the GDP growth rate will average about 10 per cent per annum and that a less than 5 per cent rate of inflation will prevail as from the later years of the Vision period. By 2010, the exchange rate of the Naira would have improved tremendously, whilst the Naira would have become a convertible currency. Manufacturing would be accounting for about 24 per cent of the GDP, whilst the relative contribution of oil to the GDP would have declined to less than 20 per cent. Finally, the per capita income would have risen to about \$1,600. In summary, by 2010, Nigeria would have returned to the rank of middle income countries.

In order to attain the Vision targets, the private sector should become a lot more active, within a market-oriented, highly competitive, broad-based, private sector-driven development process. Consequently, privatisation, liberalisation and rapid technological advancement should be among the critical elements of Nigeria's economic development strategy during the Vision period. It is on these notes that we have worked hard to put up this work as guide that will contribute to the tourism development in Nigeria via the Event industry. We will now look into some concluded strategies to apply in Nigeria for the success of this plan.

Strategy I-

PLANNING-

- Vision
- Objective
- SWOT analysis

The major show-down Nigeria is having in her Event industry is the in ability for the managers to make a proper plan that will guide their service delivery within their individual companies. There is need for board meeting that attract the attention of both staff and management team. In this meeting, there should be a lay-down draft of vision,

objective and SWOT analysis for the company. It should be the major need for new staff training after any recruitment.

Strategy II

STARTING OFF

- Idea
- Team
- Feasibility

According to the result gathered during the interview, the company managers made it clear that one of the problems in the Nigeria Event industry is the inability of managers to start off in their business. Nigeria Event managers should be the best planner of this strategy II. In the real sense it, it is exactly here they should show their managerial skills.

Strategy III

WORK FORCE

- Skills
- Experience
- Qualification

Nigeria event industry will boom up and the clients' standard will be met if only the managers of different event companies will pay attention to the kind of staff they recruit. In most cases, managers' recruitment depends on their interior motives. In recruitment process, the above should be the watch-words that recruiting department should adhere to.

In this appendix II we are going to outline all the questions asked during the interview process with the interviewees. The questions will be stated according to themes.

Research: Basic Strategy in Corporate Event Management: *Guide for Nigerian Event Firms*

Interview Type: Semi-structured Interview

THEME 1. – Planning

- In planning event what are the necessary things?
- Do you think that Nigerian event firms pay attention to vision statement?
- What are the essences of SWOT analysis to companies?
- Do you think Nigeria event managers pay attention to event objective?

Theme 2- Start off

- What do you think are the set back behind Nigerian event firms under planning?
- Who are who should form the team in event companies?
- How does this team work within Nigeria event firms?
- What is the motivating idea in planning events in Nigeria?
- Why do Nigeria event companies fail in their feasibility study?

Theme 3 – Work force

- What are the necessary criteria for recruitment?
- What are your advices to Nigerian event manager on this recruitment process?
- What is the need for skills under event management
- What are the problems Nigerian event industry get for not paying attention to recruitment procedures?