

21653 - SERCIVESCAPE AND VENUE: DESIGN, OPERATIONS & MANAGEMENT

LECTURE 1:

History and Role of public assembly venues

Public Assembly Facilities

- Public Assembly Facilities
 - all public and private facilities designed to accommodate people that assemble for a common purpose.
 - Eg → Amphitheatre, Convention, Exhibitions, Arena, Complexes, Performing arts, Theatre, Conference Centres, Congress Centres, Specific Event Facilities, Stadium
- Types of Public Assembly Venues

Type of Event	Definition
Amphitheatre	An open air venue which usually includes a permanent stage. Eg. Concerts, community events
Arena / Coliseum	An indoor venue, with fixed/portable seats surrounding an open floor area. Eg. Basketball, hockey, circus
Auditorium	Multi purpose venue that may have a flat floor, a stage at one end and a balcony on one or both ends. Eg. Small events such as religious meetings, sporting events
Conference Centre	Primarily designed for small scale meetings and conferences. State of the art meeting rooms and sleeping rooms
Convention / Exhibition / Trade show centre	Indoor venue with large exhibit areas, various sized meeting rooms. Eg. Conventions, trade shows, consumer show receptions, meetings
Special Event Venue	An indoor/outdoor venue designed to accommodate a specific activity or event eg. Tennis, horse, speedway
Stadium	A large venue, either open aired or domed with fixed seats. Eg. Basketball, football, soccer, major concerts

- Services, Venue/Facilities, Events, Servicescape

	Definition
Events	“specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions or to achieve particular social, cultural or corporate objectives” (Allen et al. 2005)
Venues / Facilities	“Areas, structures, and fixtures essential to accommodate the program” (Sawyer 2005: glossary) and includes temporary facilities
Servicescape	“the environment in which the service is produced and delivered” (Bennett & McColl-Kennedy 2003)
Services	“Services may be defined as acts, performances and experiences” (Bennett & McColl-Kennedy 2003)

- The role of Public assembly venue in the community
 - The role that the venue takes in the overall quality of life is extremely important. How it is managed, the event it is able to host, the financial viability of the venue and the overall perception of that venue by locals is of the utmost importance.
 - Since the community has invested lots of public money it is good for them to see the investment is paying dividends for both the local economy and them as taxpayers.
- Functions common to public assembly venues
 - How a venue is organised is determined by factors such as ownership, purpose and mission and venue type.
 - Public assembly venues usually operate within the scope of a mission statement, which help governing boards, management, and staff maintain focus on the central goals and objectives
 - Mission statements often identify the purpose of the venue and provide a basis for making policy decisions regarding issues of scheduling, booking priorities, tenant oversights, reporting and budgeting development.

Core functions of a public assembly venue manager

Functions	Description
Admin / management	<ul style="list-style-type: none"> • Prepare reports / presentations for owners • Monitor the operating budget • Oversee daily building activities • Staff recruitment and training • Performance evaluation • Enforce employment policies and procedures
Business and financial management	<ul style="list-style-type: none"> • Prepare/monitor operating and capital budgets • Financial reporting

	<ul style="list-style-type: none"> • Bookkeeping/AP/AR • Payroll • HR • Risk management and insurance
Booking the venue	<ul style="list-style-type: none"> • Rental rate schedules • Negotiating leases • Booking events • Promoting and co promoting events
Marketing and sales	<ul style="list-style-type: none"> • Group ticket sales • Promotions/ PR/ Media relations/ Sponsorships/ Advertising • Market venue to tenants / public
Ticketing and access management	<ul style="list-style-type: none"> • Ticket inventory and distribution issues • Occupancy and seating configuration • Staffing, training and supervision
Management of event and ancillary revenue sources	<ul style="list-style-type: none"> • Food and beverage • Catering sales • Merchandise sales • Parking • Equipment rental • Inventory controls
Venue operations and event management	<ul style="list-style-type: none"> • Physical repair and maintenance • Venue equipment maintenance • Housekeeping • Utility management and control • Staging/lighting/sound • Shipping and receiving
Safety and security	<ul style="list-style-type: none"> • Crowd management • Event / building/ customer / employee safety and security • Emergency preparedness

Analytical and Critical Thinking

➤ Experience Economy (Pine and Gilmore 1998)

- An experience is not an amorphous construct; it is as real an offering as any service, good, or commodity. In today's service economy, many companies simply wrap experiences around their traditional offerings to sell them better. To realize the full benefit of staging experiences, however, businesses must deliberately design engaging experiences that command a fee. This transition from selling services to selling experiences will be no easier for established companies to undertake and weather than the last great economic shift, from the industrial to the service economy.

➤ 4 Realms of an Experience (Pine and Gilmore 1998)

The *best* experiences involve elements of *all four* realms.

Entertainment	Are when people actively absorb the experiences through their senses, as generally occurs with viewers watching TV, a performance, listening to music or reading for pleasure.
Educational	Guests absorb the event as it unfolds. It involves active participation of the individual. To truly inform a person and increase his knowledge and/or skills, educational events must actively engage the mind and/or the body.
Esthetic	In such experiences, individual immerse themselves in an event or environment but they have little or no effect on it, leaving the environment (but not themselves) essentially untouched.
Escapist	Memorable encounters. Escapist experiences involve much greater immersion than entertainment or education experiences. The guest is completely immersed in it, and actively involved participant.

Active Participation	customers personally affect the performance or event that yields the experience. These participants include skiers who actively participate in creating their own experience.
Passive Participation	where customers do not directly affect or influence the performance. Such participants include people who experience the event as pure observers or listeners.
Absorption	occupying a person's attention by bringing the experience into the mind
Immersion	becoming physically (or virtually) a part of the experience itself.

LECTURE 2:

Venue Ownership and Management

<i>Ownership</i>	<i>Description</i>
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Public Ownership	<ul style="list-style-type: none"> • government entities finance, construct, and manage the majority of public assembly venues. The cost of venue construction, combined with infrastructure costs has made it extremely difficult for private ownership to finance it without assistance. • Management and governance of a public assembly venue varies from city to city but usually is assigned to a city manager, CEO or mayor.
Private Ownership	<ul style="list-style-type: none"> • Public assembly venues can be owned by private organisations. The venue owners are also known as a professional franchise that is the major tenant. Even when privately owned, these venues often receive some form of financial assistance from local government sources eg. Reduced tax • Example: Theatres
Ownership by Academic Institutions	<ul style="list-style-type: none"> • Academic institutions such as colleges and universities whether public or private, own and operate on campus venues such as performing arts centres, stadium, arenas ad conference centres.
Ownership by NFP	<ul style="list-style-type: none"> • Some public assembly venues, particularly performing arts may be owned and operate by NFP organisations. With this type of ownership, management is determined by the organisations membership. It is important to remember that NFP is only a tax status. The true nature of many venue NFP is to serve in improving the quality of life of a community • Eg. Broadway dramas, Orchestras • NFP organisations find way to close the financial gap by generating revenue through donations and sponsorships

Venue Management Management

	Description
Government Department Authorities, Commissions or NFP Organisations	<ul style="list-style-type: none"> • A publicly owned venue might be organised as a governmental department on a level with city services eg. Public health / transport • <u>Authority</u>: An independent board charged with the operations and oversight of a public assembly venue, usually appointed by more than 1 elected body or appointed officials • <u>Commission</u>: An independent entity charged with the operation and oversight of a public assembly venue, members of which may be appointed by a single governmental body or official • <u>NFP</u>: An independent authority established to manage a public assembly venue, usually having an operating agreement with the owner or public body
Academic Institutions	<ul style="list-style-type: none"> • Academic institutions such as colleges and universities whether public or private, own and operate on campus venues such as performing arts centres, stadium, arenas ad conference centres.
Private Companies	<ul style="list-style-type: none"> • Some public assembly venues, particularly performing arts may be owned and operate by NFP organisations. With this type of ownership, management is determined by the organisations membership. It is important to remember that NFP is only a tax status. The true nature of many venue NFP is to serve in improving the quality of life of a community • Eg. Broadway dramas, Orchestras • NFP organisations find way to close the financial gap by generating revenue through donations and sponsorships
Public vs. Private Management	<ul style="list-style-type: none"> • The governing body has to make a decision on how much control they are willing to delegate to another entity. The public body has to determine if the return for the expenditure to have private management for the venue is cost effective • Communities that chose to manage their public assembly venue with some form of public management must understand that the operation of their venue must be run in a business like manner. • Why privatise ? <ul style="list-style-type: none"> – Bureaucratic controls over the budget – Need for investment – Need experienced/professional direction – Unwillingness by ownership to undertake substantial effort
Professional Sports teams	<ul style="list-style-type: none"> • A growing trend has been for professional sports teams to manage sports arenas and stadiums in which they are the prime tenants.

Key Skills of the Venue Manager Skills

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