

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

EVENT PLANNING AND MANAGEMENT IN THE HOSPITALITY INDUSTRY:
A CASE STUDY OF SOME SELECTED HOTELS IN THE GREATER ACCRA
REGION



**A Dissertation in the Department of HOSPITALITY AND TOURISM
EDUCATION, Faculty of VOCATIONAL/TECHNICAL EDUCATION,
submitted to the School of Graduate Studies, University of Education, Winneba,
in partial fulfilment of the requirements for award of the Master of Technology
(Hospitality and Tourism) degree**

SEPTEMBER, 2016

DECLARATION

CANDIDATE'S DECLARATION

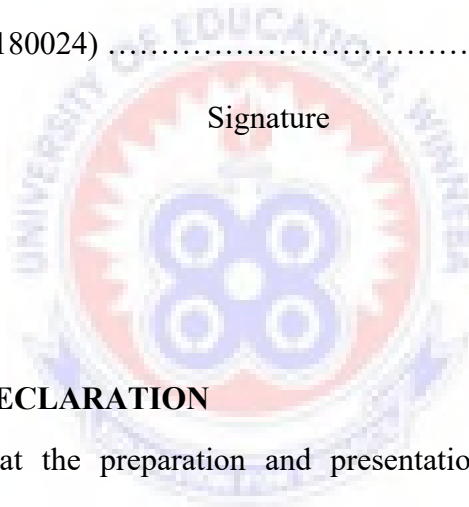
I hereby declare that apart from references to other people's work which have been duly acknowledged, this research work is of the result of my own original investigation and that no part of it has been presented for another degree in this university or elsewhere.

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Signature

Date



SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this dissertation were supervised by me in accordance with the guidelines for supervision of dissertations as laid down by the University of Education, Winneba.

PROF. S. B. OWUSU-MINTAH

SIGNATURE:.....

DATE:.....

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DEDICATION

This work is dedicated to my loving husband Mr. Isaac Van Abeifera Karbo and our children Nhyira, Adom and Aseda.



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ABSTRACT

This study examined event planning and management by hospitality facilities, using the African Regent and Mensvic Grand Hotels located in Accra, as a case study. The specific objectives were to identify events that are planned and undertaken by the hotels, examine the knowledge and awareness of event management techniques by managers of the hotels and examine the expectations and satisfaction levels of their clients. Using mixed research method, the case study design was adopted, with a sample of sixty respondents made up of 10 event planners selected purposively and 50 individuals or clients of two hotels. The clients were selected using convenient sampling. The study revealed that whilst religious and socialization activities dominated events organised by the two hotels, only a few of the events organized covered corporate conferences, meetings and workshops. Most of the respondents expressed satisfaction with the outcome of the events they have attended, intimating that the events organised at the hotels were found to be very convenient. However, some managers of the hotels were found to have received no training in the planning and management of events. Among the recommendations of the study are that there should be proper supervision and in-service training for the various departments within the hospitality facilities concerned with the execution of events and that both event planners and clients of such events should be cautioned on the importance of proper time management, to ensure that events commence and end on time to prevent frustrations and customer dissatisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Event management education has emerged as a formal area of study within the hospitality industry. Important and significant subsets of hospitality education are meetings, events, conventions, and expositions. For many years, competent individuals created and developed events for clients, customers, company leaders, and staff. According to Goldblatt (2002), these individuals relied on their various backgrounds and experiences to produce meetings or special events. As such, there is the need to study how events are managed in the country, especially by the hospitality industries.

Events bring people together to share experience and as such produce a measurable outcome. In the view of Allen, Harris, Jago & Veal (2000), the design and coordination of an event is a comprehensive process. Event professionals use a sequential process to consistently produce events that deliver the intended experiences. Firstly, they determine the expectations by determining basic information: who, what, when, where, and why. Secondly, they must put together an overall picture of the final event, to be able to incorporate the necessary elements, logistics, operations and practices into the plan. Next, an event professional must envision the experience from beginning to end from the guests' point of view. Finally, the event must be choreographed by arranging the elements and layers of detail that will provide a memorable event (Silvers, 2004).

Goldblatt (2005:6) also describes an event as a “unique moment in time celebrated with ceremony and at times rituals to satisfy specific needs”. He expands on this definition by explaining that there are four purposes behind hosting an event: to

celebrate human life; to educate; to market, and create awareness and to reunite people (Goldblatt, 2005). Event professionals lead and guide the planning process that includes the ceremony and ritual aspects along with key factors defined by Goldblatt (2005:6) as the “design, planning, management, and coordination of special events” Additionally, an event professional that has an understanding of the audience for the event can shape specific strategies and tactics that will bridge these traditional elements with the needs of the institution.

1.2 The Study Area

The Greater Accra Region is the smallest of the 10 administrative regions of Ghana. It occupies a total land surface of 3,245 km² or 1.4 per cent of the total land area of Ghana. In terms of population, however, it is the second most populated region, after the Ashanti Region, with a population of 4,010,054 in 2010, accounting for 15.4 per cent of Ghana’s total population. The major ethnic groups are the Akan (39.8%), Ga-Adangme (29.7%) and Ewe (18%). The Gas however form the largest single sub-ethnic grouping, accounting for 18.9 percent. Christians constitute the largest religious group (83.0%), followed by Moslems (10.2%), people who profess no religion (4.6%) and adherents of traditional religion (1.4%) (Government of Ghana, 2016).

The region has remained the most densely populated region in the country since 1960. Population density (measured as the number of persons per km²) has increased from 151.6 in 1960 to 895.5 in 2000. The occupational structure of the region shows that 42% of the economically active population are engaged in sales and service occupations, while professional, technical and related workers comprise 10.8%. The three largest occupational groups among males are production, transport operators and related workers (29.6%), sales workers (19.4%), and clerical and related

workers (14.4%), compared with 42.0 per cent of females in sales occupation, 19.5 per cent in production, transport and equipment, and 13.9 per cent in service occupations. The industrial sector is dominated by wholesale and retail trade (30.4%) and manufacturing (16.7%) (Government of Ghana, 2016). About 7.9% of economically active persons are engaged in agriculture, hunting, forestry and fishing industry. This proportion is far below the national average of 52.1 percent. 39.0 per cent of females are in wholesale and retail trade compared to 22.2 per cent of males. There is no sex differential as far as manufacturing is concerned. However, females are about three times more likely than males to be in hotels and restaurants industry (Government of Ghana, 2016).

1.2.1 African Regent Hotel

The African Regent Hotel is an integral part of Accra's most prestigious residential community and features exclusive accommodations which offer more than just a good night's sleep. It is boldly contemporary, yet inspired by elements of traditional African design. The African Regent stands right in the pulse of Airport West, Accra's most prestigious neighborhood conveniently situated 2.3km from Accra's Kotoka International Airport, 1.9km from Accra Shopping Mall, Silverbird Cinemas and the Tetteh Quarshie Art Market. At this advantageous crisscross point of Accra, you will find the city's ultimate landmarks close at hand and an interchange leading to harbours, financial, diplomatic, industrial districts, culture and nightlife (The Profile of African Regent Hotel, 2016).

1.2.2 Mission and Vision African Regent Hotel

The mission of African Regent Hotel is to consistently deliver high quality experience for every guest in an exceptional "Afropolitan" atmosphere by hiring, training, motivating and retaining high calibre staff, who deliver this experience with high end inputs resulting in efficiency and profitability. The vision of African Regent Hotel is to operate a boutique hotel which consistently exceeds the expectations of our cosmopolitan guest through the delivery of exceptional and efficient services in an African context.

1.2.3 Mensvic Grand Hotel

Mensvic Grand Hotel is Greater Accra's newest and finest hotel nestled in the swanky suburb of East Legon. It is ideally located a few miles from the University of Ghana, a few miles from the airport, and approximately 12 miles from Central Accra. This hotel has a perfect combination of comfort, elegance, leisure, and business facilities, and provides an exceptional hotel experience (Profile of Mensvic Hotel, 2016). The vision of the hotel is to be the best hotel providing accommodation, food and beverage to visitors in West Africa.

1.3 Statement of the Problem

The Ghana Tourist Board (GTB) (1999) stated that International tourist arrivals in Ghana had increased steadily from nearly 114,000 in 1988 to about 348,000 in 1998, an average annual growth rate of about 20% (Teye, 2000). This growth in the tourism industry has also enhanced the expansion of the hospitality industry within the country (Sirakaya et al, 2002). According to the GTB, the growth in tourism can also be seen in the expansion of activities in the hotel sector where the number of hotels they approved and licensed increased from only 273 in 1989 to 730 in 1998 (Teye,

2000). Similarly, the hospitality industry contributed GH¢20,196,000 in 2009 towards the country's Gross Domestic Product (GDP). Its contribution towards the Gross Domestic Product (GDP) increased to GH¢30,877,000 in 2013, according to the GSS (2014).

The increase in the number of tourists coupled with the corresponding increase in the number of hostels, restaurants and other hospitality institutions engenders the need for professionalism and innovation within this ever growing industry. It has been noted that most of these tourists were those attending special events such as conferences and conventions. The questions that readily come to mind are: Are these tourists satisfied with the events they attend? Do event managers receive the necessary training in event management? Do the managers exhibit innovation and professionalism in their delivery of event planning and management in their hotels?

Moreover, the acquisition of knowledge of event management techniques will not only project a positive image of the country's hospitality industry, but the country at large. It will also enhance profitability and growth in the customer base of institutions that adapt and utilize these techniques as part of their business management strategies. A lot of special attention has been given to the event description, the marketing plan, management plan with corresponding timeline and financial plan. However, limited attention has been given to these important event management techniques in planning and management of events. Moreover, the events and festival management literature is inundated with discussion of impacts, downplaying the role of the hospitality industry. It was therefore necessary for this study to examine the utilization of event management techniques in these selected hospitality facilities in Accra, Ghana.

1.4 Objectives of the Study

The main objective of this study was to examine the utilization of event management techniques in some selected hospitality industries in Ghana, while the specific objectives were to:

1. identify events that are planned and undertaken by the hospitality industry in the Greater Accra Region;
2. examine the knowledge and awareness of event management techniques by managers of some selected hospitality industries in Ghana; and
3. examine the expectations of the general public from event planners and the hospitality industry in Ghana.

1.5 Research Questions

The study was guided by the following research questions:

1. What events are mostly planned and executed by the hospitality industry in Ghana?
2. How well do managers of hospitality facilities appreciate and use the event management's essential elements?
3. What are the expectations of the general public from event planners and the hospitality industries?

1.6 Significance of the Study

The findings of this study will be significant in three main areas. The first one is that the hospitality industries play a critical role in the development of the country. As such it is necessary for event planners to be abreast with the various management techniques within the industries which will help them satisfy their customers and also increase their profitability and market share. The study shall provide useful

information for the hospitality industry, event planners and managers and the general public in the Greater Accra Region and Ghana as a whole. This information shall help event planners to know the essence of the essential elements of event management in the hospitality industry. This will help event planners and managers to develop a positive attitude towards the usage of the event management essential elements and other tested strategies to be used in organizing events efficiently and effectively.

Next, the findings of this study aside contributing to practices shall also contribute to the growing literature in event planning and management. The interaction with hospitality managers, event planners within some selected hospitality industries as well as the general public shall provide valuable information from both the perspective of the organizers of the event as well as the people patronizing the services. This will further enrich the existing literature on event planning and management techniques. Similarly, this study shall serve as future reference for students who might like to undertake further studies in this area.

Finally, event planning and management is very important hence there is the need for regulators and policy makers to enact appropriate policies needed to enhance the smooth running of these hospitality industries. Findings of this study shall inform the appropriate agencies and governmental institutions who have oversight responsibilities to enact appropriate policies and regulation to help govern and standardize the activities of the hospitality and event planning industries towards sustainable development.

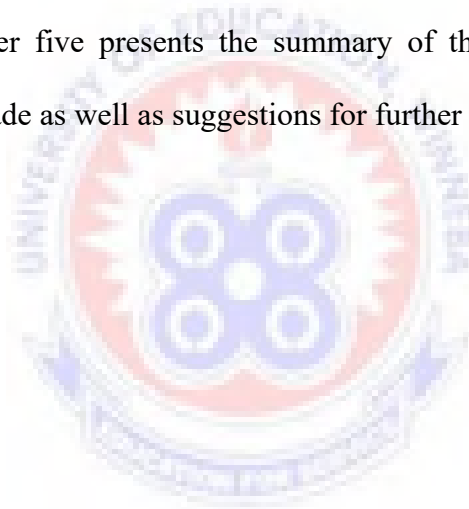
1.7 Scope of the Study

This research is focused on assessing event planning and management in some selected hotels in the Greater Accra region of Ghana. Thus, the study is geographically limited in scope to two selected hotels in the Greater Accra Region of Ghana, which

are the African Regent Hotel and the Mensvic Grand Hotel.

1.8 Organization of the Study

This thesis consists of five Chapters. Chapter one deals with the background of the study, the statement of the problem, research questions and objectives of the study. In Chapter two, are reviewed the relevant literature, whiles Chapter three deals with the research methodology used for the study. Other aspects of chapter three describe the research design, the target population, the sample size and sampling procedures used, data gathering instruments and data collection procedures of the study as well as methods of data analysis. Chapter four is a presentation and analysis of the data collected and Chapter five presents the summary of the findings, conclusions and recommendations made as well as suggestions for further research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the topic under investigation. The subtopics discussed include the concept of events, classification of events, event planning, essential elements in event management, common elements in events planning, factors for successful event, impacts of event management and benefits of events to stakeholders. A conceptual framework for understanding event planning and management was also discussed.

2.2 The Concept of Events

Events are an important motivator of tourism, and figure prominently in the development and marketing plans of most destinations. Events and festivals have become strong demand generators, play a significant role, and make a considerable contribution to the tourism, travel, leisure and hospitality industries. Events and festivals play a multiplicity of roles in enhancing the social fabric of a community and as generators of economic activity (Getz, 2005).

2.3 Classification of Events

Events can be classified under various names. The primary activities in events are generally related to the provision of entertainment for commercial gain and can be described by the following names: Mega-events; Major events; Hallmark events; Signature events and Special events (Getz, 1997).

2.3.1 Mega-event

Starting with a term that has broad application, Getz (1997) argues that a mega-event should be judged not only on its volume of visitors, cost or psychology, but also its ability to generate exposure through media coverage. He contends that some events might never attract large numbers, but still generate enormous exposure through media coverage. It would be certainly more appropriate when defining a mega-event to include factors that go beyond size (Getz, 1997). Consequently, the Olympic Games is clearly an example of a mega-event which has a strong impact on a community and generates global media interest. A major event differs only in scope from a mega-event in that its impact is on a smaller scale.

2.3.2 Special Events (Hallmark/Signature)

Increasingly special events are a feature of modern society, but as the following definitions suggest, writers are not always in agreement as to what constitutes a special event. Getz (1997) for example, suggests that a special event 'is a one-time or infrequently occurring event outside the normal program or activities of the sponsoring or organizing body'. While Goldblatt (1997) counters this definition with a unique moment in time celebrated with ceremony and ritual to satisfy specific needs.

2.4 Event Planning

Events bring people together to share and experience and produce a measurable outcome. The design and coordination of an event is a comprehensive process (Allen et al, 2000). Event professionals use a sequential process to consistently produce events that deliver the intended experiences. First, they determine the expectations by determining basic information: who, what, when, where, and why. Second, they must put together an overall picture of the final event, to be able to incorporate the

necessary elements, logistics, operations and practices into the plan. Next, an event professional must envision the experience from beginning to end from the guests' point of view. Finally, the event must be choreographed by arranging the elements and layers of detail that will provide a memorable event (Silvers, 2004).

Goldblatt (2005:6) describes an event as a “unique moment in time celebrated with ceremony and ritual to satisfy specific needs”. He expands on this definition by explaining that there are four purposes behind hosting an event: to celebrate human life; to educate; to market, and create awareness and to reunite people (Goldblatt, 2005). Event professionals lead and guide the planning process that includes the ceremony and ritual aspects along with key factors defined by Goldblatt (2005:6) as the “design, planning, management, and coordination of special events”. Additionally, an event professional that has an understanding of the audience for the event can shape specific strategies and tactics that will bridge these traditional elements with the needs of the institution.

2.4.1 Common Elements for Events planning

Kilkenny (2006) identified nine common event elements that event management companies consider when providing services. The first is the vision, which is the main reason and focus for having the event. The second element being the goals and objectives; which all events must have, in order to be successful. Larger events might have multiple goals and objectives with all needing to be discussed, defined, set and confirmed. The third is site selection. Location is an essential element of an event's success whether it ranges from an intimate venue to an arena. Fourth is promotion: The message about the event must be disseminated. It could be as simple as an invitation or as complicated as the material required for a weeklong convention

with numerous workshops, special events, outside excursions, banquets and required registration information.

The fifth element in event planning is the participants or attendees: Without them, there would not be an event. They may be invited guests, paying participants or individuals required to attend. The sixth is the agenda for the event. A detailed outline with times of all activities is required. It logs what is happening from hours before the participant's arrival to the follow-up when the event is complete. There are two types of agendas: one for the participants and one for the people who work behind the scenes of the event.

The seventh element is food and beverages to be consumed. Essential for every event's success is the appropriateness and quality of the food and beverages whether it is water and mints for a short seminar or a sit-down dinner for 10,000 guests. The eighth important element is transportation. The requirements can range from transporting 800 people to and from 10 hotels to the meeting site, or simply getting the planner to the event. It may involve travel needs for entertainment, speakers, and VIPs along with airfare and rental cars. Finally is staffing. Each event has its own requirements for staffing from volunteers, caterers, musicians, florist, clean-up crew, valets, ticket takers, emcees, speakers, or a balloon clown.

The responsibility of an event manager is to "create the conditions in which these events will occur under the client's event budget guidelines" (Allen et al, 2000). It is about "the creation of a step-by-step program to get you from where you are to where you want to be" (Harris, 2007:9). High probability of success can be attributed to "meticulous preparation, a pursuit of flawless execution, and an ability to respond as a cohesive team when the unexpected inevitability surfaces" (Wolf & Wolf, 2005:3).

2.4.2 Factors for Having a Successful Event

Cunningham (2007) addressed the fundamentals that breed successful events, saying, “Whatever the sizes of an event, the same principles apply. There must be meticulous planning and careful management” (2007:4). Silvers (2004) characterized the successful process that managers use to develop and deliver the desired event experience regardless of scope.

The first factor is to conduct the necessary research to determine expectations and create a customer profile of the event attendees or participants. The next point is to conceptualize the event, assessing the scope of the event required to meet expectations. Then determine which event elements and components will provide the features of the desired experience. Visualize how all these event components will and must fit together, and design the strategy for implementation and finally, monitor the delivery of the experience.

2.5 Essential Elements in Event Management

Event management writings have adopted the essential elements of establishing *who, what, when, where, why, and how* from the journalism profession. Event management considers these working fundamentals as event elements (Silvers, 2004; Turner, 2006; Wolf & Wolf, 2005). Also in 2005, Wolf and Wolf state that the “5 W’s” and the *how* must be considered from the point of conceptualization, throughout the event, to its conclusion.

The event element *who* encompasses the examination of the guests and the creation of a customer profile (Silvers, 2004). The necessary part of “knowing who your guests are plays a part in how you will design your event” (Wolf & Wolf, 2005:4). Kilkenny (2006) asserts, “Identifying and reaching the right people or group

is crucial. It is about identifying those groups who will want to come to your event. It is about identifying those whom you want to come to your event!” (p. 45).

After identifying the right groups, it is vital to develop “a customer profile for each consistency you will need to serve, including demographics, lifestyle and life stage, purchase stimulus, and benefits sought. The profile of each of these customer groups will reveal needs and desires that should be factored into the event analysis and plan” (Silvers, 2004:30).

The event element *what* component helps define the type of event by considering the target audience and examining their needs (Allen et al, 2000). The end result may identify three common types of events; (a) social, including weddings, showers, birthday parties, and bar and bat mitzvahs; (b) corporate, which can range from board meeting to a large convention with after-hour entertainment, transportation and lodging; and (c) fund-raising, which provides a unique set of requirements where the event needs to be enjoyable and entertaining, but will not cause the participants to believe that money is being spent too lavishly and unwisely (Wolf & Wolf, 2005). Consequently, the event type defines the structure for planning and design.

The event element *when* includes not only the specifics of the date and season of the year, but also the details of time of day and length of the affair (Wolf & Wolf, 2005). The authors went on to emphasize the timing of the event as essential to its success, noting that a group can produce the best event of the social season, fashion it to the exact tastes of the target audience, and have lots of money and people to pull it off, but still fail if it isn't properly scheduled.

The event element *where* focuses on the location. The site is intimately related to the event style with its selection being “both a science and an art – part investigation and part intuition” (Silvers, 2004:65). Allen et al, (2000:37) states that the location

decision “can make or break your event” he goes on to say that, location sets the overall tone and is communicated to the guests”. Furthermore, the site sets many of the parameters of the event such as the number of guests, the style of décor, other required amenities (i.e. power, restrooms, wheelchair access, etc.), and important budget considerations (Turner, 2006).

The event element *why* or the event purpose needs to be clearly defined before planning can begin. Goals and objectives of large or small events clearly articulate the ultimate vision (Kilkenny, 2006). Silvers (2004) states that with the help of the event manager, the goals and objectives are outlined; with each being specific, measurable, assignable, realistic and time-related (SMART). Wendroff (2004) presented the seven goals for a successful special event:

The first is fund raising, that is obtaining part or non-deductible fee for tangible items (e.g., food, auction bids, and green fees) and partly pure gift items to other people to benefit from the event. The second goal is updating the mission statement to educate beneficiaries of the event. The mission statement is interpreted and translated from words in the nonprofit’s annual report to concrete examples of the organization’s work in the community. The third point is to motivate board members and major donors of the organisation. This requires board members to raise funds including selling tickets as an excellent way to train reluctant volunteers. Supporting “their” nonprofit is easier with the interaction of peers.

Other goals include recruiting volunteers and future board members: Volunteers are the fuel that drives the engine of all nonprofit programs; recruitment can expand the quantity and quality of the pool of volunteers. Next, is to market the organization: Bring together prospects, current and past supporters, and people who are new to the special world of philanthropy. Allow these people to see firsthand the

work of the agency, by letting them observe situation where the agency is shown to its best advantage and finally, solicit endorsements of prominent community citizens or celebrities by receiving awards from the agency.

The event element *how* can be determined when the “5 Ws” are answered. However, they are all subject to the budget and its restriction. “A well-created and maintained budget is an essential tool to allow you to project and supervise income and expenses, track cash flow and verify how well you are doing at any given point” (Kilkenny, 2006:61). Incorporated in the event element *how* are the numerous services and techniques essential to make an event a success.

Every event is distinctive and has its own necessities. Nevertheless, the most timeline and production schedule. Timelines, “serve as important tools in nearly every step in the event planning process” (Kilkenny, 2006:26). Event managers outline every step of the event, from the months prior to the actual event to its actual implementation and evaluation. The timeline serves as the flowchart illustrating not only the series of events, but also how the many elements will interact (Silvers, 2004). A production schedule “is a detailed list of task with specific start and stop times from setup through load-out of an event” (Goldblatt, 2005:204). Collectively they form what Goldblatt describes as a time-line production schedule.

2.6 Impacts of Event Management

Robertson (2009), identifies the possible event impacts as increased visitation during the shoulder or off season; enhancing the overall tourism experience; being a catalyst for development; promoting economic benefits; and finally as a means of promoting the long term impacts within destinations. However, according to Getz (2000), the majority of event stakeholders still select economic performance as the leading indicator of event success. Additional impact factors that should be evaluated

in addition to the short term economic performance include capital, ecological, media, political and stakeholder benefits (Jago, et al., 2000).

2.6.1 Capital Impacts

Most major hallmark events are now designed first and foremost with the concept of reuse. Lisbon, Portugal's former Expo site is now a major tourism attraction with exhibit space, an aquarium, and other valuable assets to provide ongoing benefits to the local economy long after the event has ended.

2.6.2 Economic Impacts

Historically, event economic impact measurement has focused on visitor spending and multipliers that extend this spending to other sectors of the economy. Multipliers may be linked to income or job creation; however, due to the inconsistency in formulas event organisations have faced difficulties in comparing their event's performance against those of others. Due to this inconsistency in reporting and collection of data this information has been flawed often resulting in under or over reporting, which may produce future problems for those assessing the suitability of developing or bidding for a future event. Hotels projected high occupancy rates based upon studies of previous World Cups held in other destinations and were sorely disappointed and economically distressed when demand did not meet the expectations projected by flawed studies.

Events are economically very important for many cities and regions. Although there is some debate about the way these impacts are measured, the following will give an indication of a selection of events, their economic impact and the government's contribution. Although the potential for positive economic impact is often a major factor in pursuing events, other reasons are evident. For example more employment,

increase in the number of businesses involved, increase in business turnover, and an increased opportunity and exposure by locals to events which they would not otherwise experience.

2.6.3 Ecological Impacts

Tourism destinations always seek to mitigate the negative environmental impacts resulting from visitors such as waste creation and maximise the positive ecological outcomes through leaving the destination's ecosystems in better condition than before the event occurred.

2.6.4 Media Impacts

By identifying the powerbrokers and decision makers the event organizers may assess the challenges that will confront the approval process and determine how to re-distribute the power to incorporate the inputs of all event stakeholders. Additionally, it is important for the organizers to determine what political outcomes the stakeholders desire as a result of the event activity. For example, perhaps the power has historically been concentrated around the event founder and one goal of the event is to democratize the event planning and operations process. Moving towards this outcome could improve the impact of the event.

2.7 Benefits of Events to Stakeholders

The multitude of stakeholders who comprise the event organisation may range from politicians (see political impacts), to volunteers, vendors, regulatory officials, government officials, representatives of the media and a host of others too numerous to name. Therefore, it is essential that event organizers determine early in the process how to produce more stakeholder benefits rather than deficits. In order to achieve this, the event organizer must invest time in research to determine the key benefits each

stakeholder expects from their involvement in the event. According to Jago et al. (2000) most event volunteers participate due to three primary motivations. First they wish to make a contribution to the cause or event organisation. Second, they desire to be recognised for their contribution. Third, they want to be part of a community, albeit perhaps temporary, to work toward a mutual goal. To achieve positive impacts the event organizer must assess the stakeholder's motivations and then meet or exceed these desires during the event process.

2.8 The Conceptual Framework for Event Planning

For the purposes of this study, the conceptual framework for understanding and creating knowledge about events planning is proposed. This framework was propounded by Getz (2007) in his book on event studies as shown in Figure 2.1.

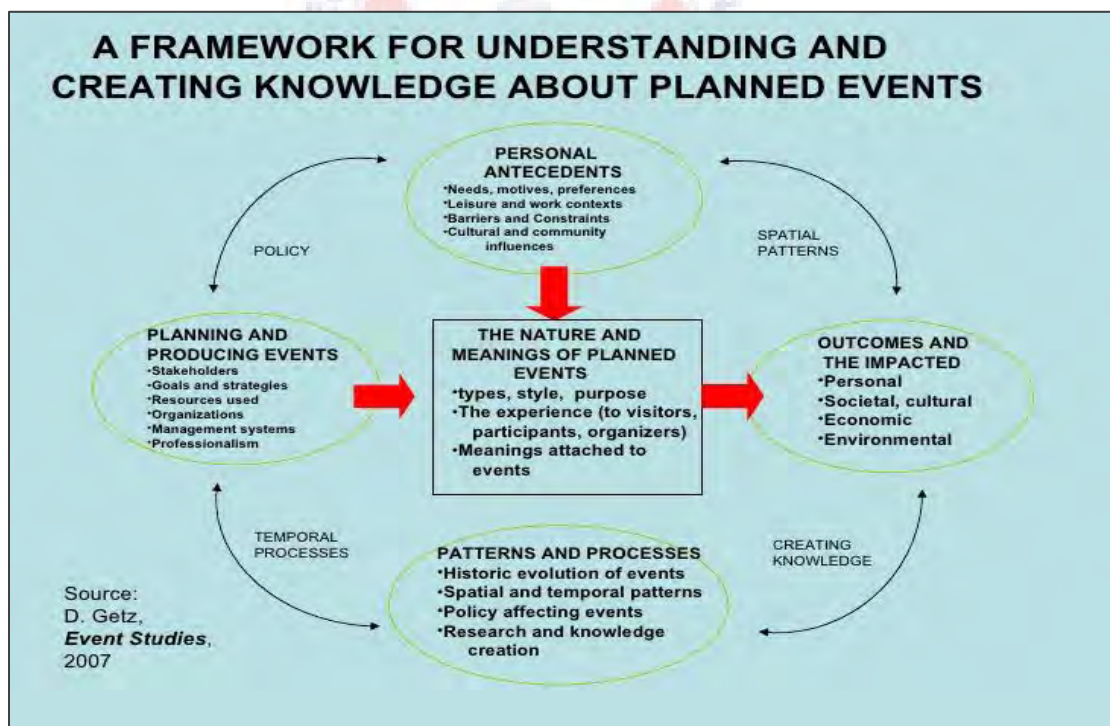


Figure 2.1: The Conceptual Framework for Events Planning

Source: Getz (2007)

The framework attempts to explain how events are planned by interrelating five components, namely: antecedents; planning and management; the planned event

experience and meanings attached; outcomes and the impacted; and dynamic patterns and processes. The principle implication of employing such a comprehensive and integrative framework is that the scope of festival management studies is extended far beyond the generic management functions (Getz, Andersson & Carlsen, 2010; Getz, 2007).

This framework was used by Getz et al. (2010) in a comparative and cross-cultural festival management studies, based on literature review and results of a four-country study. Contextualizing the framework by Getz (2007), it can be assumed that in planning an event, environmental forces must be considered, as well as unintended outcomes and externalities. The place of event in their communities and management of stakeholder networks becomes a critical management concern (Getz et al., 2010). According to them, measures of demand have to be complemented by knowledge of personal, social and cultural influences on the meanings and desirability of attending festivals. The effective utilization of the five element identified by Getz (2007) in any event planning and execution activity is likely to yield positive result, hence its application to study event planning and management by hospitalities.

2.9 Hospitality facilities and event management

Events that last for more than a day require hospitality facilities to host the attendees. Hospitality facilities such as hotels or guesthouses are needed to accommodate such people who have travelled from far away to attend the event. This reason necessitates the organization of some events and conferences in hotels with adequate facilities. Using econometric models, Brannas and Nordstrom (2006) found out that the cities of Stockholm and Gothenburg in Sweden benefit immensely from festivals or special events organised there annually, as they have very good hotels. These benefits include increased income for management of these hotels. Asiedu (1997) reported that in

order to accommodate the numerous international and domestic visitors participating in the celebration of Ghana's independence in Accra in March 1957, the government constructed the first class Ambassador Hotel. This memorable event was successful largely, because the hotel could host most of the important dignitaries, who had come from the United Kingdom and the Diaspora, to grace this important event.

Some countries such as the USA and UK have convention centres, where events such as conferences and conventions are held. However, even in such countries, some events are held in hotels. Commenting on advantages in hosting events in hotels, Allen (2009:93) noted that "Holding your event at a hotel will mean that your guests will be able to walk easily to the meeting rooms, eliminating costs for additional transportation if they were staying at a hotel and attending meetings at the convention center that is not within walking distance". This makes hotels convenient for hosting events.

2.10 Conclusion

This chapter reviewed relevant literature for the study. Among the sub topics discussed in the chapter were event planning, essential elements in event management, impacts of event management, and benefits of events to stakeholders. The framework for understanding and creating knowledge about planned events propounded by Getz (2007) was used as the conceptual framework for the study. The chapter ended on a discussion of the role of hospitality facilities in event management.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This third chapter highlights the methodological procedures used for collecting data for the study. Items presented include the research design, the sources of data, the population and sample size determination, sampling techniques, and the tools for data collection-questionnaires and interview guide. It also presents ethical issues taken care of and the tools for the analysis of the data collected from the field.

3.2 The Research Design

The research was conducted using a mixed method approach, combining quantitative and some qualitative methods. This helped the researcher to gain insight and explore the depth and complexity inherent in any phenomenon (Smith & Firth, 2011). The use of the quantitative method was facilitated by administration of questionnaires whilst the qualitative research was adopted by interviewing of some of the respondents so as to gain understanding of the phenomenon under investigation. With the case study design, the data were collected in a natural setting sensitive to the people and places under study and the data analysis was inductive involving patterns or themes. The case study is a kind of descriptive research in which an in-depth investigation of an individual, group, event, or community is conducted to describe real-life context (Saeidi, 2002). The strength of the case study approach is its depth, rather than its breadth. According to Singh (2006), the case study method has no scope for constructing hypotheses because it is a developmental type of study.

The study attempted to assess thoughts, opinions and feelings of the general public, clients of the hotels, event planners and managers on events executed by the

hotels. The survey method was also found to be most appropriate for this exercise. Similarly, this approach enhanced flexibility of the data analysis and interpretation.

3.3 Sources of Data

The data for the study were obtained from primary and secondary sources. The primary data were collected using structured questionnaires and personal in-depth interviews of a few of the respondents at the hotels and their clients. The secondary data sources included but were not limited to published articles, books, reports related to the subject area as well as internet sources and information from the HR department of the hotels.

3.4 The Target Population

All items under consideration in any field of inquiry constitute the population. Forza (2002) reported that a population refers to the entire group of people, events or things of interest that are to be investigated. The target population was made up of general fifty five (55) identified clients who patronised the hotels during the time of the research as well as fifteen (15) managers of the hotels involved in event planning and management. This added up to seventy (70) people in all.

3.5 Sample Size Determination

Determining the sample size was a very important issue because samples that are too large may waste time, resources and money while the samples that are too small may lead to inaccurate results. However, in a study that used some qualitative technique, a larger sample size was not needed. In the view of Nwana (1992), certain definite practices among social researchers can be adopted. One such a practice had to do with the relationship between population of a study and the sample that will be representative of that population. Krejcie & Morgan (1970) observed that the use of

random sample size table, helps the researcher determine (with 95% certainty) what the results would be if the entire population has been surveyed. Based on the sample frame to be obtained the appropriate sample size was determined using the Table 3.1.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	258	2600	335	100000	384

Table 3.1: A Table for Sample Size Determination

N is the population size; S is the sample size

Source: Krejcie and Morgan (1970)

As mentioned earlier, the study population was seventy (70) people comprising event planners or managers of the hotels and a considerable number of the general public who were clients of the two hotels at the time of the survey. For the purposes of this study, a sample size of fifty nine respondents (59), according to Table 3.1, was considered enough. This was rounded up to sixty (60) respondents consisting of ten (10) managers or event planners of the hotels and fifty (50) respondents who were clients, who have had the opportunity of attending any event organized by the hotels under investigation and who were available during the time of the research.

3.6 Sampling Technique Used

Trochim (2006) defines sampling as the process of selecting units from a population of interest so that by studying the sample one may fairly generalize the results back to the population from which they were chosen. Purposive sampling technique was used to select the management and event planners in the hotels. The purposive sampling technique was used because only management and employees of the selected hotels who were willing and ready to take part in the study were used. Convenient sampling, another non-probability sampling technique was used for the fifty (50) clients who patronised events at the two hotels. It was useful in this case as it enabled key informants who were involved in the daily operations to provide the needed data (Creswell et al, 2007).

3.7 Instruments for Collecting Data

The researcher used an interview guide and self-administered questionnaires for gathering data from the respondents. The questionnaires were an important instrument used for the data collection. They were semi-structured questionnaire with both closed and open-ended items. The main instruments for the data collection were the questionnaire and an interview guide. The personal interviews were conducted with the functional heads and the lower level employees as well as auxiliary staff using the semi-structured questionnaire with both closed and open-ended questions.

Among other variables, the questionnaire elicited responses on the respondents' awareness of event planners in the hospitality industry and how they access their services. The respondents were further asked to show how often they accessed their services or not. Demographic information collected included the age, educational level and sex of respondents. With regards to event management essential elements, the

event planners were asked, among other things, to express their opinions on their awareness and usage.

3.8 Validity and Reliability of the instruments

The instruments were pre-tested to establish and improve their validity and relevance to the objectives of the study. The questionnaires were administered to the event planners and guests of the other hotels for pre-testing. My research supervisor assisted to scrutinize for errors and omissions, ambiguity, legibility and relevance of instruments to the study.

3.9 Ethical Consideration

In every social research, ethical consideration forms an important aspect especially in data collection. The study therefore paid attention to ethical concerns involving, informed consent, anonymity and confidentiality. Informed consent was an important issue in research involving human interventions. It was necessary for the respondents to fully understand what they were being asked to do. They were also informed of any potentially negative consequence of such study. The respondents were briefed on the survey that their participation in this study was voluntary. The participants were then consulted in their respective homes. The responses were handled with due confidentiality and the respondents were also assured that the information given will not be disclosed to any their party.

3.10 Data Analysis

The data collected using the interview guide were recorded and transcribed. Themes were identified from the transcribed data which were used for as the basis for the data analysis. The quantitative data collected from the questionnaires were inputted in the computer and the Statistical Package for Social Solutions (SPSS) Version 20

was used to facilitate the analysis. Descriptive statistical tools such as graphs, frequency tables and percentages were constructed and used to illustrate the results of the data collected.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter covers a presentation of the results and discussion of the data collected including their interpretations. It begins with the analysis of the socio-demographic characteristics of the respondents, their duration of service and types of events they have organised. The section also covers a discussion of the qualitative data collected representing the direct views about events planning and management by the respondents.

4.2. Socio-Demographic Background of the Respondents

This section presents and analyses data on the respondents for the study involving a total of sixty (60) respondents made up of ten (10) event organizers and hotel managers and fifty (50) individuals or clients who have had the opportunity to attend any event organized at the hospitality facilities in Accra. the analysis begins with that of the managers used for the study.

4.2.1 Gender Distribution of the managers

The results of the distribution of managers according to gender are presented in Figure 4.1.

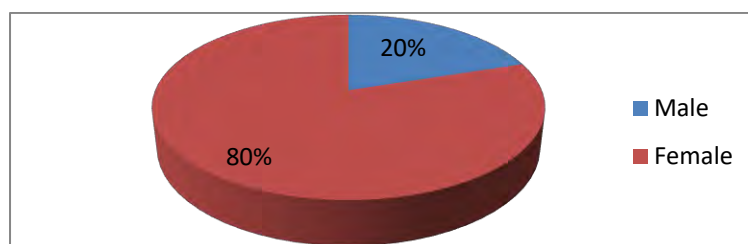


Figure 4.1: Gender Distribution of the Managers

Source: Field data, June 2016

From Figure 4.1, it could be noted that out of the ten managers, eight (80%) of them were females and two (20%) were males. From the findings of the study, it was evident that all the ten (10) respondents had tertiary education. Among the positions occupied by these respondents at their respective hotels are Human Resource Manager, Reservation/sales executive, conference and banqueting officer and conference executive.

4.2.2 Duration of Service of the Managers

With regards to the duration of services, it was revealed that one (1) respondent had been working in the industry for less than a year, one (1) has been working between a year and two (2) years (Figure 4.2).

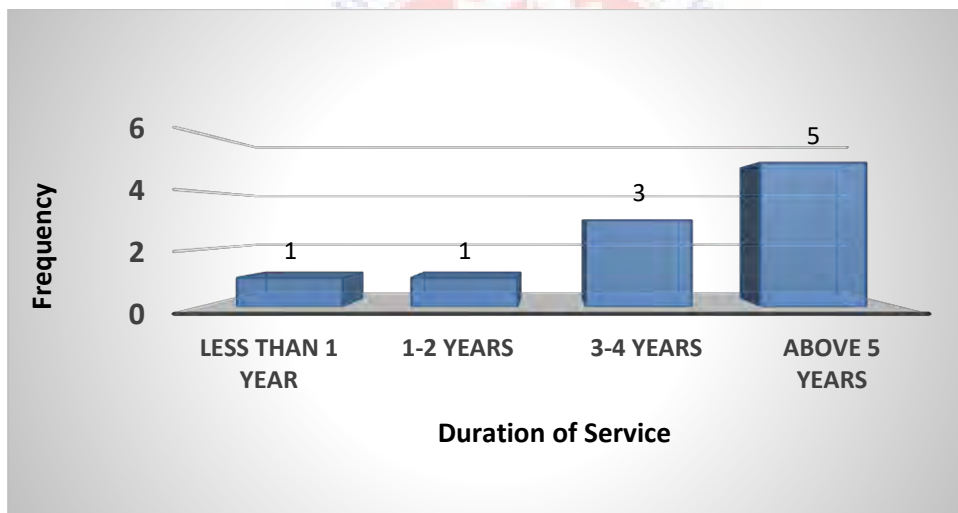


Figure 4.2: Duration of Service of the Managers

Source: field data, June 2016

Three (3) of the respondents had been working within the industry between 3 to 4 years whereas the remaining five (5) respondents have been working within the industry for over five (5) years. This shows that most of the managers of the hotels had worked for long periods at their hotels, so were able to contribute to the study.

4.2.2 Age Distribution of the Managers

With regards to the age range of the respondents, the findings from the study revealed that, six (6) of the respondents were between the ages of 20-30 years, two (2) of the respondents were between the ages of 31-40 years whilst the remaining two (2) respondents were between the ages of 41-50 years as seen in Figure 4.3.

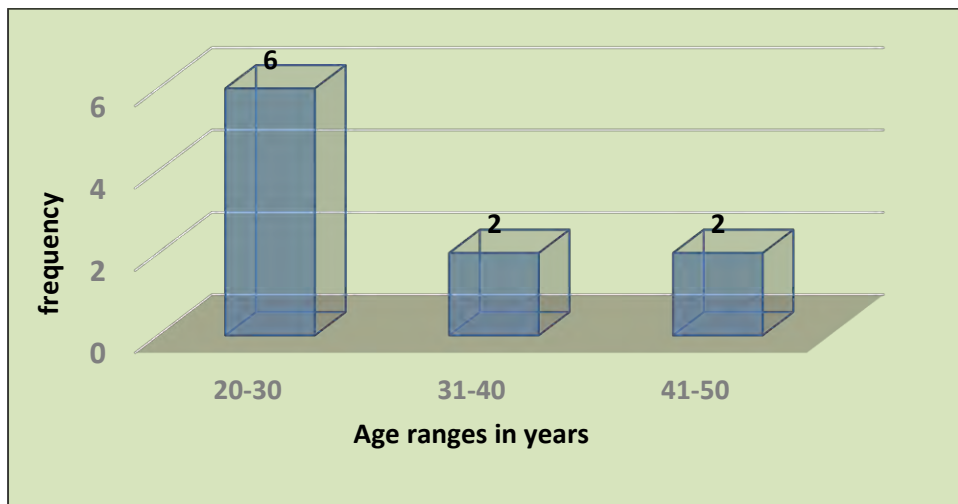


Figure 1.3: Age Range of the Managers

Source: Field data, June 2016

This information indicates that most of the respondents were matured. From the background of the respondents for the study, it is evident that the respondents selected for the study had the necessary information relevant to the study.

4.3. Events mostly planned and executed by the Hospitality Facilities

Events are an important motivator of tourism, and figure prominently in the development and marketing plans of most destinations. Events and festivals have become strong demand generators, play a significant role, and make a considerable contribution to the tourism, travel, leisure and hospitality industries. Events and festivals play a multiplicity of roles in enhancing the social fabric of a community and as generators of economic activity. This objective sought to find out the type of event

which are planned and executed by the hospitality industry in Ghana with specific emphasis on the two hospitality industry in Accra.

From the findings, it was identified that both the African Regent and the Mensvic Grand Hotels undertake some event planning and execution. Table 4.1 highlights the type of activities which are planned and organized by the African Regent and the Mensvic Grand Hotels.

Table 4.1: Types of Events Undertaken by the Hotels

Type of Event	Frequency
Conference and Corporate meeting	6
Wedding reception	7
Socialization (birthday Parties, pool parties etc.)	8
Business meetings and training	10
Church activities (fellowship meetings)	8

Source: Field data, June 2016

According to one of the respondents from African Regent Hotel, individuals and corporate bodies engage their services and facilities with regards to the organisations of such programmes. She indicated that:

“For instance, when a school or church or even a company wants to organize a training programme, seminar or even workshop, they will approach us to find out whether we have the facility to host such activity. Because we do not allow people to bring in their own food, stationeries and other things such as projectors, we organize the programme for them and provide them with everything they need for a successful programme. We take care of their

breakfast, lunch and supper and certainly all these things come at a cost; but trust me it's always very affordable”.

Another respondent from the Mensvic Grand Hotel also had this to say:

The youth today really like entertainment, they like to organize their party day parties among other here. Sometime we also host contestants of beauty pageant here, and whilst they are here we do organize some socialization activities for them. We always make sure that on occasions such as weddings, parties, conferences, we are responsible for providing the refreshment for the guest. So always caution our customers on that.

Following from the discussion on the type of events organized, the respondents were asked to identify the various individuals or departments that were involved in the planning of events. The respondents indicated that they had the in-house and external clients, conference and banqueting department and the food and beverage department. These were the major stake holders whose were responsible for the planning of events. For instance the In-House and external client departments were responsible for ensuring that the clients have everything they need to make their programmer successful. They also ensure that the environment is serene and properly kept. The conference and banqueting department has oversight responsibility over the venue for the programmes. The staff within that department were tasked to ensure that all the facilities within the venue for the programme are in good shape and condition. For example in case of a workshop or training programme, the staff from this department were to ensure that the projectors, lighting systems, and sound systems are working to expectations. They also see to the provision of all materials such as stationeries needed for the programme.

The final department which is the food and beverage department ensures that the clients are provided with nutritious and health meals and desserts. These three departments work together to ensure the success of any event organized by the hotel. Judging from the successful role undertaken by these three departments, the 10 respondents cited that their clients are almost always satisfied each time they undertake an event with them.

The responsibility of an event manager is to “create the conditions in which these events will occur under the client’s event budget guidelines” (Allen et al, 2000). It is about “the creation of a step-by-step program to get you from where you are to where you want to be” (Harris, 2007:9). High probability of success can be attributed to “meticulous preparation, a pursuit of flawless execution, and an ability to respond as a cohesive team when the unexpected inevitability surfaces” (Wolf & Wolf, 2005:3). The above assertion by Allen, (2002); Harris (2007) and Wolf & Wolf (2005) is what the management of Mensvic Grand Hotel and the African Regent Hotel seeks to achieve by bringing the three departments at any event planning activity.

It was therefore, important to assess how customer satisfaction was measured by these industries. Findings from the study revealed that the management of these hospitality facilities measure customer satisfaction in two ways. First, through feedback and comments of the clients and secondly, through the number of referrals they get from their previously satisfied customers. The conference executive at one of the hotels had this to say

“Most of customers are satisfied with our services. I am saying this because sometime we have people coming to us based on the recommendations made by their friends or business partners who had already undertaken an event at our hotel and were very satisfied with our

services. I believe they will not have refereed anyone to us if they were not satisfied with the services we provided them”.

The respondent further identified some stakeholders who had patronized their services, such as individuals, Non-Governmental Organisations (NGOs), parliamentarians, politicians, banks and among other profit and Non-Profit-Organisations.

4.4. Knowledge and awareness of Event Management Essential Elements

Event management writings have adopted the essential elements of establishing *who, what, when, where, why, and how* from the journalism profession. Event management considers these working fundamentals as event elements (Silvers, 2004; Turner, 2006; Wolf & Wolf, 2005). Wolf and Wolf (2005) also stated that the “5 W’s” and the *how* must be considered from the point of conceptualization, throughout the event, to its conclusion. Though all the ten respondents identified event management as very important and critical towards the planning and execution of a successful event, it was very unfortunate that none of these respondents had any idea on the essential elements needed.

However, they were quick to add that in planning an event within their various hotels they took into account the following: the number of people attending the event; the name of the organization and areas of expertise; the date of the event; the materials and other things needed for the event; the time the event will take place and the type of guest attending the event. The time, type, the number of people attending the event as well as the type of guests determined the sort of arrangements to be put in place, for instance the type of drinks, foods and even decorations to be used. These elements identified by the respondents are not too far from the nine event management element

identified by Kilkenny (2006). He identified the vision for the event, which is the main reason and focus for having the event.

The second element is the goals and objectives of the event. Larger events might have multiple goals and objectives with all needing to be discussed, defined, set and confirmed. The third is site selection. Location is an essential element of an event's success whether it ranges from an intimate venue to an arena. The fourth is promotion: The message about the event must be disseminated. It could be as simple as an invitation or as complicated as the material required for a weeklong convention with numerous workshops, special events, outside excursions, banquets and required registration information.

The fifth element in event planning is the participants or attendees: Without them, there would not be an event. They may be invited guests, paying participants or individuals required to attend. The sixth is the agenda for the event. A detailed outline with times of all activities is required. It logs what is happening from hours before the participant's arrival to the follow-up when the event is complete. There are two types of agendas: one for the participants and one for the people who work behind the scenes of the event.

The seventh element is food and beverages to be consumed. Essential for every event's success is the appropriateness and quality of the food and beverages whether it is water and mints for a short seminar or a sit-down dinner for 10,000 guests. The eighth important element is transportation. The requirements can range from transporting 800 people to and from 10 hotels to the meeting site, or simply getting the planner to the event. It may involve travel needs for entertainment, speakers, and VIPs along with airfare and rental cars. Finally is staffing. Each event has its own requirements for staffing from volunteers, caterers, musicians, florist, clean-up crew,

valets, ticket takers, emcees, speakers, or a balloon clown.

The respondents also added that in their quest to provide a successful programme they are sometimes faced with some challenges. First, there are sometimes very poor communication from the client with regards to the timing, type of guest, time of arrival and departure and the menu. This sometimes makes it quite difficult for them to undertake effective planning. Secondly, there are issues of poor internet connectivity in our part of the world which greatly affect the satisfaction of especially international clients.

4.5: Expectations of Individuals and Clients from Event Planners

The final objective for this study was to examine the expectations of the general public and clients from event planners and the hospitality industries in Ghana. To achieve this study, fifty (50) respondents who were clients of the hotels who had ever had the opportunity to attend events organized by the two hospitality facilities involved in the study, were asked about their expectations for attending the events.

4.5.1 Sex Distribution of the Clients and the General Public

The fifty respondents or clients selected for the study were made up of thirty females (60%) and twenty males (40%), as shown in Fig. 4.4.

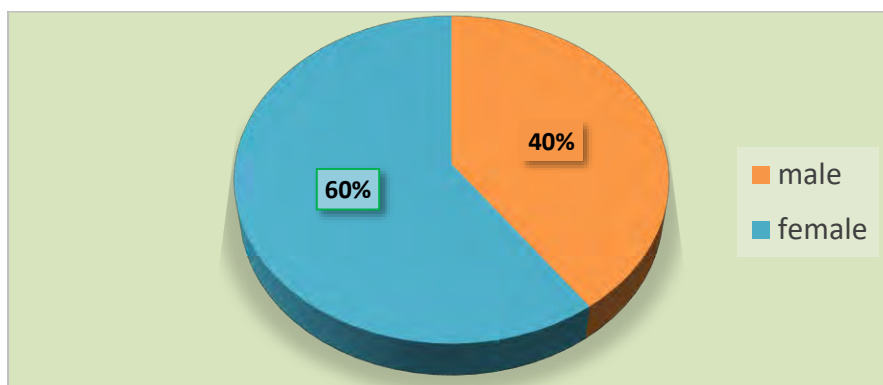


Figure 4.4: Gender Distribution of the Respondents

Source: Field work, June 2016

From Figure 4.4, it could be noted that females dominated the study. This shows that more females attended events there than males. This was true because in Ghana, most of the churches that organised events such as wedding ceremonies have more women than men.

4.5.2 Educational Background of the Respondents

The educational background of the respondents is presented in Figure 4.5.

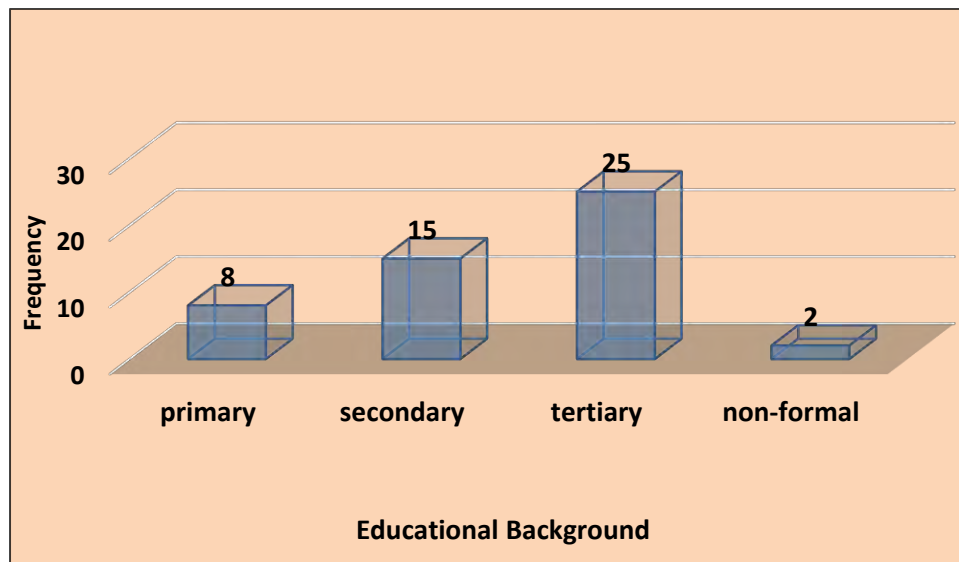


Figure 4.5: Educational Background of the Respondents

Field work, June 2016

It could be noted from Figure 4.5 that only 8 of the respondents had primary education, 15 had secondary education, 25 had tertiary education and 2 had non formal education. These figures show that majority of the respondents (40 out of 50) have had formal education, so they could make informed decision about the topic under study.

4.5.3 Age Distribution of the Respondents

The age ranges of the respondents who were clients of the hotels are presented on Figure 4.6.

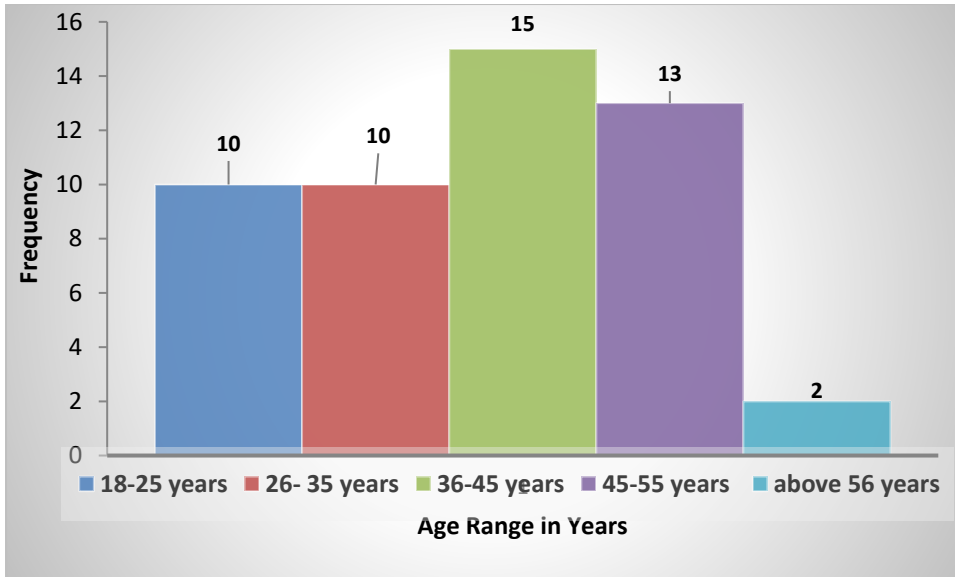


Figure 4.6: Age Range of Respondents

Source: Field work, June 2016

From Figure 4.6, it could also be realised that 10 of the respondents were between the ages of 18-25 years, 10 were between the ages of 26-35 years, 15 were between the ages of 36-45, 13 were between the ages of 45-55 years and 2 were above age 56. Among the occupations of the respondents were students, software engineer, nursing, beautician, travel consultant, bankers, traders, etc. Based on the educational background of the respondents, it can be concluded that they possessed considerable knowledge of the topic under investigation.

4.6 Expectations of the Respondents

To assess the expectations of the respondents from the event planners and hospitality industry, the respondents were asked whether they had ever attended any event organized by the industry under investigation. This is presented in Figure 4.7. All the respondents stated they had attended events organized by such industries before. The respondents were further asked to identify the type of events they have attended.

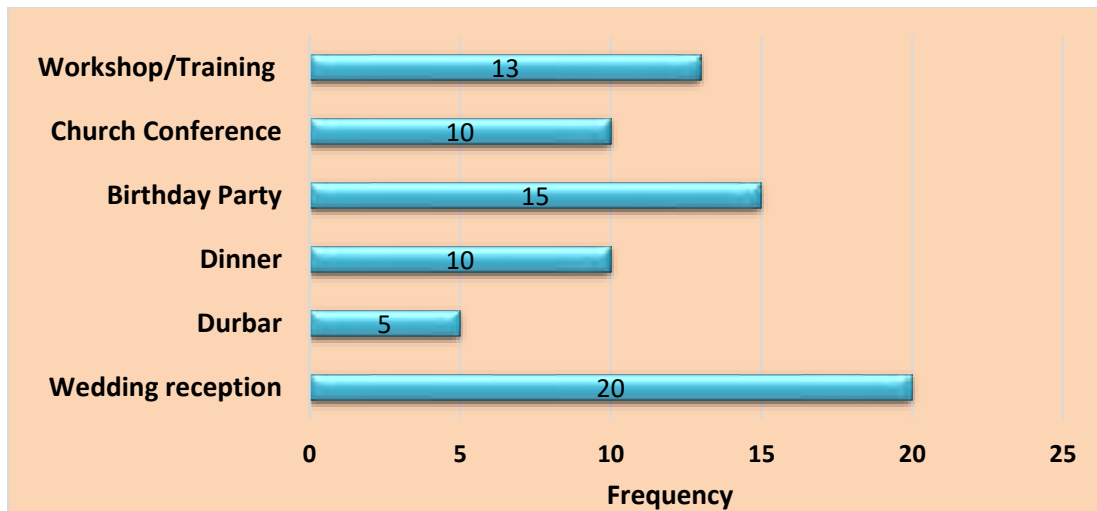


Figure 4.7: Events Attended by Respondents

Source: Field work, 2016

The respondents were further asked of their general comments and observations concerning the events they attended. Twenty (20) of the respondents indicated that the events they attended were well planned. Twenty (20) of the respondents indicated that were satisfied with how the programme was organized whereas ten (10) of the respondents indicated they were not satisfied with the event. The satisfied clients indicated that the event started and closed on time. Furthermore the guests were well catered for in terms for the provision of food and drinks. However, the unsatisfied customers cited the reverse as to have occurred at the events they attended.

With regard to the specific things the customers expected at any given event, the respondents stated that they expect that firstly, invitations for the programme must be send early enough so their potential guest can have ample time to prepare. The time and venue for the event should be stated clearly on the invitation card. Secondly, the clients expected that there were enough food and drinks at the programme. Therefore questions were asked with regard to their expectations from the events. The responses on the expectations of the respondents are presented on Table 4.2.

Table 4.2: Expectations of the Public and Clients from Event Organizers

Results of Expectations	Frequency	Percentage
Expectations were met	30	60
Expectations were not met	10	20
Expectations were partially met	10	20
Total	50	100

Source: field work, 2016

Another expectation of the clients was the availability of a good source of entertainment. That is there should be good music, the lighting, sound and decorations should be done accurately. It could be noted from Table 4.2 that majority of the clients the hotels (i.e. 40 out of 50) were therefore satisfied with the performance of the event planners as their expectations were partially or fully met.

4.7 Conclusion

The analyses in this chapter so far have covered the planning and execution of special events by the hospitality facilities. The analyses were from a sample of ten managers of the hospitality facilities and fifty clients who had attended or benefitted from events organised by two hotels. The analyses covered the types of events organized by the hotels including conferences, wedding receptions, anniversaries, parties, business meetings and church activities including conventions. The chapter ended on the analysis of expectations of the general public from event planners in the hospitality industries.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings and the conclusions which have been drawn from the study based on the findings. Finally, the study draws conclusions and makes specific recommendations based on the findings.

5.2 Summary of key findings

Based on the objectives of the study and the analysis of the data collected, the study identified the following: First, the African Regent and the Mensvic Grand Hotels do plan and execute some events for individuals and corporate bodies. These events included but not limited to wedding receptions, business meetings and training, conferences and corporate meeting as well as birthday parties. In organizing these programmes three departments play very central roles. These are the in-house and external clients, conference and banqueting department and the food and beverage department. These departments ensure that customer satisfaction was always on top of their priority list.

Secondly, it was also evident from the study that both hospitality facilities undertake event planning; however the knowledge of some of their event managers was quite deficient in the areas of the essential event management techniques. In addition, all the event managers indicated that they took into consideration the number of people attending the event, the type of organization requesting to organize the event, the date as well as the type of guest expected to attend into consideration when planning any event.

Finally, it was also evident that the intended participants of such events also had expectations which they expected event planners to meet. These expectations include early delivery of invitation, effective communication on the time, date and venue and finally there should be enough food, drinks and a good source of entertainment at these events. To them most of these expectations were met.

5.3 Conclusions

It is evident from the findings that the following conclusion had been reached. First, event planners in hospitality facilities in the country undertake different types of events for their clients and the general public; however, they are sometimes faced with challenges such as ineffective communication of the customers makes planning sometimes challenging. Secondly, though the event planners in hospitality facilities are professionals in their respective specific fields, they were sometimes deficient in certain basic principles of event planning; hence there is the need for management to have in-service training for some of their supervisors and staff of the hotels involved in event planning and management. Finally, though some of their clients were satisfied with events organised by the hotels, some of the general public had some expectations from event planners, which were sometimes not met due to problems such as inadequate preparation for the number of guests expected to attend the events.

5.4 Recommendations

Based on the findings and conclusions, the following recommendations are made:

- First, there should be proper supervision and in-service training for the various departments within the hospitality facilities involved in event planning. The in-service training should include training on the event management essential

techniques. This will ensure that the expectations of the customers and clients are met.

- Furthermore, hospitality institutions should ensure that clients provide and update the information provided with regards to the number of participants expected to attend any even this will help mitigate the incidence of food shortages and other unforeseen eventualities.
- Finally, both event planners and clients of such events should be advised and cautioned on the importance of proper time management. This will ensure that events commence and end in time to prevent frustrations and customer dissatisfaction

5.5 Directions for Further Research

This work was based on a study of two hospitality facilities in Accra, Ghana. Since it involved a three and four star hotels, the findings of the study cannot be generalized especially to low star or budget hotels located outside Accra, which do not organise events. Also, the study involved the use of mixed research method with a limited sample size; hence further studies can adopt a larger sample size using wholly the quantitative research approach only. This will aid an in-depth analyses taking into consideration macroeconomic indicators such as cost, inflation and interest and its implications on event planning and execution by event planners in the hospitality industry.

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APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA COLLEGE OF TECHNOLOGY EDUCATION, KUMASI DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION

QUESTIONNAIRE FOR THE CLIENTS OF THE HOTELS

This Questionnaire is to solicit information on the topic “Event Planning and Management in the Hospitality Industry: A Case Study of some selected hotels in the Greater Accra Region”. This is purely for academic purposes. You are kindly request to provide responses to the questions as candidly as possible. All information given will be treated with strict confidentiality. I will take not more than 10 minutes of your time. Thank you for your co-operation.

Gender: a) Male [] b) Female []
Location.....
Hotel visited.....

Section A: Socio-demographic Characteristics

1. Gender: i). Male [] ii). Female []
2. Age in years: i). Under 20 years [] ii) 21-30 [] iii). 31-40 [] iv). 41-50 []
v) 51+ []
3. Level of education: i) Non formal [] ii). Sec/Tech/Voc [] iii) Post Sec []
iv). Tertiary [] v). Postgraduate []
4. Occupation i). Civil/Public Servant [] ii). Self employed [] iii) Retired []
iv). Unemployed [] v). Student []
5. Nationality i) Ghanaian [] ii). Non Ghanaian []

Section B: Expectations event planners and the hospitality industry in Ghana.

6. Have you attended any event at any hospitality industry within Accra before?
i. [] ii [].
7. What event was it?
8. What was your general impression about the event?

.....
.....

9. What was your impression about the management of the programme?

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.....
.....
.....

10. Can you please identify 3 things you consider in order to rate an event as successful?

- i.....
- ii.....
- iii.....

11. Can you please identify 3 things you expected from the event organizers?

- i.....
- ii.....
- iii.....

12. Were your expectations met?

- i Expectations were met []
- ii Expectations were not met []
- iii Expectations were partially met []

13. What do you think can be done by event planners and managers of hospitality industries to improve upon their events?

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Thank you for your cooperation

APPENDIX B

**UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI
DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION**

INTERVIEW GUIDE FOR EVENT ORGANISERS AND HOTEL MANAGERS

This Interview Guide is to solicit information on the topic “Event Planning and Management in the Hospitality Industry: A Case Study of some selected hotels in the Greater Accra Region”. This is purely for academic purposes only. You are kindly request to provide responses to the questions as candidly as possible. All information given will be treated with strict confidentiality. I will take not more than 20 minutes of your time. Thank you for your co-operation.

Gender: a) Male[] b)Female []
Hotel.....
Location.....

Section A: Socio-demographic Characteristics

1. How old are you.....
2. Your highest educational qualification.....
3. Your position in the organisation.....
4. Number of years of service.....

Section B: Identification of Events planned

5. Does your hotel organize events?

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6. Which are some of the events are mostly organised by your hotel?

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7. Which people plan such events?

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8. If you are involved, how do you go about its planning?

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9. Do think your customers are satisfied which how events are planned and managed by your firm?

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10. How do you know that your customers are satisfied?

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11. Can you identify some stakeholders within the hospitality industry who enjoy your events?

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.....
.....
12. Do you think event management is beneficial?

.....
13. How do the various stake holders benefit from event management?

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Section C: Knowledge and Awareness of Event Management

14 Have you heard about even management technique? Yes/ No

15. Can you mention some of these techniques?

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16. How were you made aware of these techniques?

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17. What are some of the essential elements of event planning and management?

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18. Can you please identify five factors that can contribute in making an event successful?

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Section D: Adoption and usage of Essential Elements of Event Management

19. Do you utilize these techniques in the management of your events?

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20. Can you briefly explain how any of the event management techniques identified are used within your company?

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21. Are there any challenges faced in usage of any of the techniques identified above?

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22. If yes, what can be done to address these challenges?

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Thank you for your cooperation