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**Master's degree dissertation
In Entrepreneurship and Project Management**

**THE CONDUCT OF EVENTS MANAGEMENT IN THE
HOSPITALITY SECTOR**

**“Hotel de la poste &
Hyatt regency “**

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Abstract:

In the hospitality sector, hotel is continuously changing environment. Many changes happened in the last several years. In this dynamic, events are a crucial in the hospitality sector. They are generating billions of revenue and changing the way businesses will be organized and operated. In this token, our research question focuses on how events are conducted, and if there is a specific events management system. For this purpose, our research field explores two sites. Firstly, the hotel de la Poste is a private business managed in a family environment. The second, Hyatt regency, is an international hotel chain. The gathering of data consists in interviewing the hotels' managers, especially events planners and marketing managers. As a result, both hotels have almost the same strategy in conducting events they adapt to the differences of events. Thus, it is managed case by case. Hence, for the mechanics of the events, there are multiple approaches for event's organization and their success. Events are essential drivers for the hospitality business. To sum up, there are some contrasts between hospitality and events, and there are also similarities. At the end we rejected the first hypothesis which is: hotels have a specific events management system and we confirmed the second hypothesis: If the employees are more prepared, then they will be more involved in the success of the event. And the third hypothesis: the event is the key to the hotel's success and a motivator for client.

Keywords: Event management, hospitality sector, event planning, promoting

Résumé

Dans le secteur de l'hôtellerie, l'environnement de l'hôtel est en constante évolution. De nombreux changements ont eu lieu au cours des dernières années. Dans cette dynamique, les événements sont essentiels dans ce secteur, notamment qu'ils génèrent des milliards de revenus et changent la façon dont les entreprises sont organisées et exploitées. Dans ce contexte, notre question de recherche se concentre sur la façon dont les événements sont menés, et s'il existe un système spécifique de gestion des événements. Pour ce faire, notre terrain de recherche explore deux sites. Le premier, l'hôtel de la Poste, est une entreprise privée gérée dans un cadre familial. Le second, Hayat regency, est une chaîne hôtelière internationale. La collecte de données consiste à interviewer les responsables des hôtels,

notamment les planificateurs d'événements et les responsables de marketing. Il en résulte que les deux hôtels ont presque la même stratégie dans la conduite des événements, ils s'adaptent aux différences des événements. Ainsi, la gestion se fait au cas par cas. Aussi, pour la mécanique des événements, il existe de multiples approches pour l'organisation des événements et leur réussite. Ces événements sont des moteurs essentiels pour l'industrie hôtelière. En résumé, il existe des contrastes entre l'hôtellerie et les événements, mais aussi des similitudes. À la fin, nous avons rejeté la première hypothèse, qui est que les hôtels ont un système de gestion des événements précis et nous avons confirmé la deuxième hypothèse : si les employés sont mieux préparés, ils seront plus impliqués dans le succès de l'événement. Et la troisième hypothèse : l'événement est la clé du succès de l'hôtel et un facteur de motivation pour le client.

Mots-clés : gestion d'événements, secteur hôtelier, organisation d'événements, promotion

ملخص

يتسم مجال الفندقية ببيئته المتغيرة باستمرار هذا ما لوحظ بكثرة في السنوات الأخيرة لأنه يؤثر ويتأثر بعدة عوامل خارجية. ومن بين النشاطات المتنوعة التي تديرها وتنظمها الفنادق: الحدث إذ توليه هذه الأخيرة أهمية بالغة، لما يدر من أرباح وما يحدثه من تأثير على المؤسسة وتنظيمها. وفي هذا السياق، يركز سؤال بحثنا على كيفية تنظيم الحفلات والأحداث وتسييرها، وما إذا كان هناك أسلوب معين تنتهجه الفنادق لإدارتها. لقد اتخذنا فندق البريد، و هو شركة خاصة تسيير في بيئة عائلية، وفندق حياة ريجنسي و هو سلسلة فنادق دولية. اتخذناهم كموقعين ميدانيين لدراستنا. كما تجسدت مرحلة جمع البيانات في إجراء مقابلات مع مديري الفنادق، و المخططين ومديري التسويق وبعد تحليل البيانات استخلصنا أن للفندقين إستراتيجية مماثلة في إدارة الأحداث، حيث يتكيفان مع طبيعة كل حدث و مميزاته. وبالتالي تسيير كل حالة على حدة. ضف إلى ذلك وجود مناهج متعددة لتنظيم الأحداث ونجاحها. كما تعتبر الأحداث من المحركات الناهضة بمجال الفندقية و إن وجدت اختلافات بينهما و في الأخير يمكننا إسقاط الفرضية الأولى و هي كالتالي تملك الفنادق نظام خاص لتسيير الأحداث و تأكيد الفرضية الثانية و هي كالتالي إذا كان الموظفون أكثر استعدادا ، فإنهم سيكونون أكثر مشاركة في نجاح الحدث. أما الفرضية الثالثة: الأحدث هي مفتاح نجاح الفندق.

الكلمات المفتاحية: إدارة الفعاليات، قطاع الضيافة، التخطيط للمناسبات، الترويج

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Abbreviation list

Abbreviation	Concept
KPIs	key performance indicateur
VIPs	Very important person
PM	Project management
PR	Project management
WIFI	Wireless Fidelity
IDD	International direct dialing
TV	Television
S,Q,C	Statement, quotation, comment

INTRODUCTION

The hotel industry participates in economic life. The imperatives of the hotel's management are in variable aspects. Besides, the different requirements are depending on the occupational branches of the types of establishments and locations. The hotel companies specialize based on their high-quality location targeted and other things. In this sense, the high-quality hotel makes profits in the business market of groups and other such as events: parties, receptions, conferences, etc., furthermore, these thanks have assets such as the location of spacious and numerous rooms, the professionalism of the staff, etc.

Consequently, hotel companies have to think about their sales management. The sales arguments and their implementation required, on the one hand, a high level of efficiency to the requirements of their customers, and increase their performance in terms of image and profitability on the other hand and new services(Braam, 2009).

The service of parties, marinades, meetings, exhibitions and festivals is an idea. The success has grown in high demand by the organizers of parties and conferences. Hotel establishments and restaurants have been involved in the creation of special rooms for the party estate, conferences and meetings, and necessary facilities and services.

Additionally, the hospitality sector's main responsibilities include greeting guests, providing accommodations, and providing entertainment. Meetings, conferences, banquets, conventions, and transportation arrangements, on the other hand, have lately become key functions of the hospitality sector (Yankholmes, Akyeampong, & De, 2009). Some hospitality sector executives, such as hotels, have planned and produced events for their clients and other businesses or groups over the years. According to (Getz, 2007) events bring people from various backgrounds to share experience and produce memorable outcomes. Besides, their organization and execution should be undertaken with much professionalism.

In the same token, and according to (Allen J. , 2009), event planning and coordination are a multi-step process. He mentioned that event planners and producers follow a set of steps while planning and executing events. There are different department to conduct events in the hospitality sector: event's department, marketing departments, etc., and at the same time there are many steps to achieve and make the event successful. Our present research aims to disclose the whole process of event's management. It focuses on how hotels conduct events from the training of the employees to the last step of event. In addition, it tries to figure out if there is any specific events management system.

To this purpose we divided our dissertation to three chapters:

The first chapter deals with the research question, and presents our qualitative method. The second chapter is more theoretical. It is dedicated to the literature review, and where main works are presented sequentially. The third and last chapter deals with the data analysis and their discussion. We finish our dissertation with a conclusion and recommendations.

CHAPTER II
RESEARCH QUESTION AND
METHODOLOGICAL FRAME

II.1 Object

Our research was built on some previous researches gaps, including some leaders and events manager in the hospitality sector, articles and experiences in addition to some other thesis and dissertation where we inspired our methodology.

The research's major focus and notion are on events management as a trend in the hospitality sector. Other objectives the research will cover in this work are:

- The main steps for preparing events and how we manage events perfectly.
- The crucial role of events on the profitability of hotels, and how they are motivators for travel and tourism.
- The profitability of hotels through events.

The hospitality industry's main responsibilities include greeting guests, providing accommodations, and providing entertainment. However, the hospitality industry's management of meetings, conferences, banquets, and conventions, as well as the supply of transportation, has recently become important functions (Yankholmes, Akyeampong, & De, 2009). Some hospitality sector executives, such as hoteliers, have planned and produced events for their clients and other businesses or groups over the years.

Hotel event managers need to be creative with a broad toolkit of skills and knowledge that draws on other professions and disciplines, financial management, leadership, logistics, human resources management, sales, marketing, public relations and communication (malhotra, 2020).

The reality of the economy discerns the sector of tourism, and hospitality. It is extremely beneficial to the economy as it generates a lot of revenue. Simultaneously, it has to be regulated to make it sustainable and feasible for possibilities in the future, and that's why we need to focus more on how we organize events in the hospitality sector.

II.2 Research statement

The World hotel industry is continuously changing in the last several years. The management has to adapt itself in a proactive approach to the created changes and on the way of management Manager's Capacity to adaptation on the turbulences of complex and dynamic environment conditioned the future of the Organization. In this situation, the managers must possess the wiseness of noticing the facts and their changes. Moreover, they lead audaciously organization in environment that is continuously developing and grows.

(Greger & Withiam, 1991)state that the managers of hotel companies take care of the creation of the company's vision, and that is the most important to create that favorable climate inside the company, which will stimulate the effective work of all employees. This fact proves the statement that because of the nature of the hotel business and turbulent conditions in the environment, transformation management became necessary for long-term success of the company.

Modern managers in hotels have to be designers, build their common vision, and help the employees to see all system. They also work with them in horizontal organizational structure, in initiating the changes. Such efforts will widen the possibility for people to form the future. According to that, there are at least three key roles of a modern Manager in the hotel industry:

- (1) Creational common vision.
- (2) (Re) designing of organizational structure
- (3) Serving the employees. (Greger & Withiam, 1991)

From this perspective of (Greger & Withiam, 1991) and as (Nicola & Paul, 2012) said: *“Events play a key role in the strategic positioning and profitability of hospitality organizations”*.

To our knowledge, there are not much Algerian researches have been interested in events management in the hospitality sector. for this reason, our research focuses on events in the considered sector.

In this present research, we want to pay attention to existing the perfect management of event like a motor of the profitability of hotels sector. By pointing out the management of events, we want to focus on the steps for representing and structuring event.

To narrow down our research into a feasible research question, we propose to answer the main question:

How is the conduct of the events management in the hospitality sector?

For a better tackling, we decline our main question to the three sub-questions:

- *What are the important steps for preparing event in hotels?*
- *What is the important role of events on the success of hotels?*
- *How the events are motivators for travel and tourism?*

II.3 Hypothesis:

In this step, we will examine variables their contribution or influencing in explaining our research question. Hence, a tentative testable statement is presented below, which anticipates what we expect to find out in our empirical data.

- **H1:** Hotels have a specific events management system.
- **H2:** If the employees are more prepared, then they will be more involved in the success of the event
- **H3:** The event is the key to the hotel's success and a motivator for client.

II.4 Methodological aspects

II.4.1 Epistemological stance:

Epistemologically, pragmatism is premised on the idea that research can steer clear of metaphysical debates about the nature of truth and reality and focus instead on 'practical understandings' of concrete, real-world issues (Patton, 2005). Accordingly, our epistemological posture of research influences the path we will have to take to produce reliable and scientifically valid knowledge. Our research object however cannot be specific to an epistemological paradigm. It is the mode of access to the object that characterizes our

epistemological positioning and not the object of research itself. The choice of a paradigmatic posture can thus not be explained solely by the interest in a social construct, but in large part, by the way in which we wish to create knowledge (MABROUKI, 2015).

The present research is part of the pragmatism epistemological posture, because we adopted and created new events inside the hotel as some hotels in the over world did.

Indeed, pragmatic research, on objective, observable and subjective meanings can produce useful knowledge, depending on our research question. As a pragmatist, we emphasize the socially constructed nature of our research. Although there are many different views in explaining what happen around us, these differences help us to gain understanding and endorse eclecticism and pluralism. The complexity of the event leads us to understand how the events are viewed? And how management implements and uses the rules to make sense of the event. We look to understand what happens before, during, and after the event.

We emphasize how employees and staff management, and even clients construct knowledge around event management. We study the account of the participants and how they get to these accounts.

Methodologically, the implication is that as a researcher it is better for us to be equipped to deal objectively with complex, dynamic organizational processes where action, even if carefully planned, we can have varied spatial or temporal qualities. Pragmatic inquiry recognizes that individuals within social settings (including organizations) can experience action and change differently, and this encourages us to be flexible in our investigative techniques (Kelly, 2020).

II.4.2 Research design and frame analysis

In order to clarify our research statement and to find the right answers to the sub-questions and the hypothesis, we have adopted the qualitative method, which is the more adequate to our field of study. Moreover, using a pragmatic reasoning approach in order to observe, analyze and explain the results obtained through an interview (unstructured and structured) as a tool of collecting data this ultimately leads to a better description and interpretation in order to confirm or a reject of the hypotheses.

Firstly, our research method is qualitative. In this vein, we started our journey by an unstructured interview, as an exploratory inquiry, which allows us relying on the gathered

data to propose a structured interview to collect rich data-oriented to the contextual uniqueness of the hotel and the events as the field being studied.

II.4.3 Sampling

Indeed, we are here concerned to understand our specific case that will make sense from the viewpoint of employees, staff management of clients. At this level, we need to design the research in such a way that the requisite data can be gathered and analyzed to understand how the event is managed. Thus, the research design is a blueprint for the collection, measurement, and analysis of data based on the research question of our present study. The quality of a research study depends on how carefully we choose the appropriate design. Hence, it is not useless to recall that the structured interview and semi-structured interviews in the collecting data offer a considerable amount of leeway to us as researchers. These tools allow us to probe the respondents along with maintaining basic interview structure. Even if it is a guided conversation between us as researchers and interviewees (hotel staff)

Indeed, our research strategy is case study. We focus on collecting data about event in hotel and how it is managed. Hence, the case is related to the hotel, as a whole picture, which includes staff management, employees and clients. The idea behind our case is that in order to obtain a clear picture of event management in the hotel

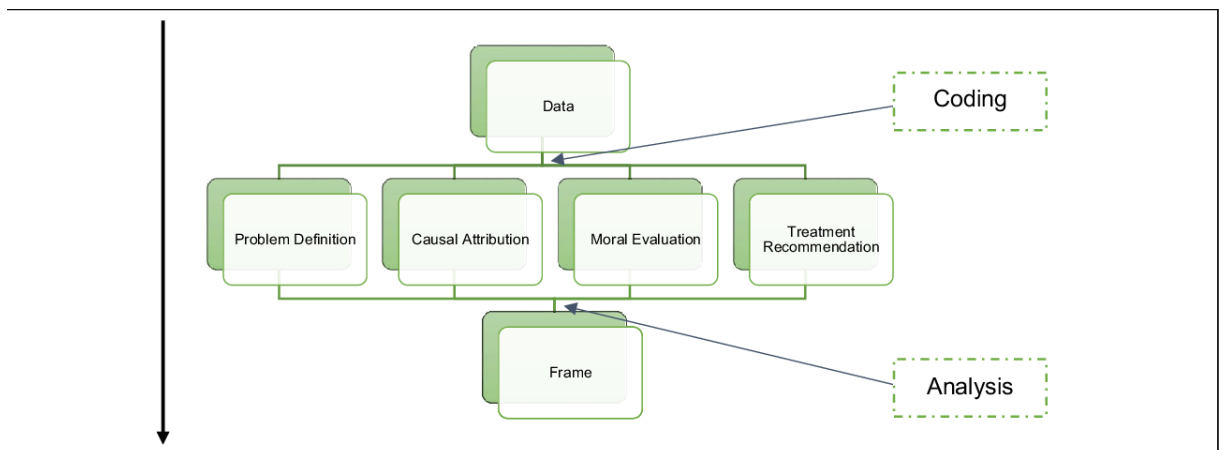
II.4.4 Frame analysis

According to (Goffman, 1974). A frame is defined “the principles of organization, which govern events – at least social ones – and our subjective involvement in them.” This “schemata of interpretation” helps people to “locate, perceive, identify, and label” everyday events.

Journalists use “frames (to) organize strips of the everyday world, a strip being an arbitrary slice or cut from the stream of ongoing activity” (Goffman, 1974). Similarly (Tuchman, 1978) elucidates: “An occurrence is transformed into an event, and an event is transformed into a news story. The news frame organizes everyday reality and the news frame is part and parcel of everyday reality, for the public character of news is an essential feature of news.”

As (Connolly-Ahern & Broadway, 2008) explain the concept of qualitative frame analysis as follows: “*Qualitative framing analysis involves repeated and extensive engagement with a text and looks holistically at the material to identify frames*”. They state that this approach to frame analysis examines the key words and metaphors in the text, identifying what was included in the frame, as well as what was left out; recognizing “that the words repeated most often in the text may not be the most important.” And from all what researchers said about frame analysis, we made the interviews of the study with a camera (voice + image) then we write the transcripts (verbatim), and then we analyzed them with the qualitative frame analysis.

A qualitative news frame analysis can be done to achieve various media research purposes. These include defining problems, diagnosing courses, making value judgments, and suggesting remedies(Entman, 1993). In addition, it can describe communication content, test hypotheses of message characteristics, compare media content to the “real world”, assess the image of particular groups in society, and establish a point from which media effects can be studied(Wimmer & Dominick, 2006).



Frame analysis (Foley, Ward, & McNaughton, 2019)

Keywords: Event management, hospitality sector, event planning, promoting

CHAPTER III

LITERATURE REVIEW

AND THEORITICAL FRAME

THE EVENTS MANAGEMENT IN THE HOSPITALITY SECTOR

III.1 Preamble

In this chapter, we discuss the management process of successful events in the hotel sector. We focus primarily on the main previous study cases. Hence, we pin down the organizing of events on the hospitality sector. And then, we display the principle and feasible phases in the organization of the events. Besides, building a more diverse workforce, related to “events management o the hospitality sector”.

III.2 Event

The term "event tourism" was first used in the context of tourist research around the end of the 1980s Getz (2008). Event management is a relatively new academic field it is relatively easy to trace the formation of the many features and definitions of events (Berridge).

Mainly, an event is defined as “something that happens, or a planned occasion or activity such as a social gathering”. It is also described as “an opportunity for leisure, social or cultural experience outside the normal range of choices, beyond everyday experience Getz (2008:6). Getz further classified events into three groups. In the first group contains events such as cultural celebrations, political events and art and entertainment events. The second group consists of commercial, educational and scientific events. The third group concerns sports, recreational activities and special events (Getz,N 2008:403). According to Goldblatt, an event is “A unique moment in time celebrated with ceremony and rituals to satisfy specific needs”. He goes on to explain that there are four purposes for hosting events: These are for “The celebration of human life, for education, for marketing and awareness creation and for reuniting people” (Goldblatt, 2005:6-8). Events are thus, an important part of the lives and activities of people.

In the same vein, according to Fenich (2015), an event is an organized occasion such as a meeting, convention, exhibition, special event, gala dinner, and so on. An event is often composed of several different, yet related, functions. Special Event: One-time event staged for the purpose of celebration; unique activity.

Mining an event model has a significant impact on how event patterns can be discovered in event streams or within historical event traces. For many statistical analyses, it is necessary to capture sample sets for events that have specific characteristics. Thereby,

many events mining approaches require event types for classifying, ranking or analyzing temporal sequence patterns (Rozsnyai, Schiefer and Schatten).

III.3 Event organization and hospitality facilities

Every event is distinctive and has its own necessities. Nevertheless, most events have timeline and production schedules. Timelines “*serve as important tools in every step in the event planning process*” (Kilkenny, 2006).

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 and near to attend the event (Owusu-Mintah, 2017, p. 4).

As (Allen J. , 2009) noted that “*Holding an event at a hotel will mean that the 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 more convenient for hosting events.

Over the years, some managers of the hospitality industry such as hotels have created and developed events for their clients and other businesses or groups. According to (Goldblatt, 2002), these individuals rely on their background and experience to produce these events, which attract many tourists to the destination of the event. As these events bring people from various backgrounds together to share experience and produce memorable outcomes, their organization and execution should be undertaken with much professionalism (Getz, 2007).

According to (Owusu-Mintah, 2017), the specific roles of event organizers in the hospitality industry in event organization must be understood. However, as event organization is not a very simple process, the question to be asked is: “*Do managers and supervisors of hospitality industries such as hotels have the necessary knowledge and skills for effective and successful event organization?*” This is a major concern of this study (Owusu-Mintah, 2017, pp. 4-5).

III.4 Event organization as a field of research

Researchers in event field used mixed research methods. They combined both quantitative and qualitative techniques. This research method ensured that the issues of concern were not explored through one lens, but rather a variety of lenses, which allowed for multiple facets of the phenomena to be understood (Baxter & Jack, 2008).

As known, for the quantitative method, they used a questionnaire. The instruments were pilot tested to establish their validity and suitability for the study. This was done by administering the questionnaires to some employees and guests in a hotel outside the study. This led to minor changes in the questionnaires. A trained research assistant helped in the administration of the questionnaires, which were all retrieved and used for the study

For the qualitative, the interviews lasted between 25 and 30 minutes each. These people controlled a large number of the staff and had spent considerable number of years (5-10 years), with the hotels. With regard to event management essential elements, they were asked, among other things, to express their opinions on their awareness and usage. Finally, they were also asked about how their clients evaluated their service to them (Owusu-Mintah, 2017, p. 5).

Hospitality facilities must have well-trained event managers, who will take charge of events organization and execution, professionally. Next, there should be proper supervision and in-service training for management and staff of the various departments within the hospitality industry that are concerned with planning and organizing events. The in-service training to be given to management and staff of the hospitality industry should include training on the application of event management essential techniques. This will ensure that the expectations of both the guests and clients of events are met (Owusu-Mintah, 2017).

In Hashimoto perspective, there are four (4) key steps for the planning and the management of the events: (creating a strategic plan for events)

1. Where are we now? Analysis of the situation and feasibility study
2. Where we want to get to? Determining your future direction
3. How are we going to get there? Determining your future direction
4. How will we know when we have gotten there? Strategy development

Chapter II LITERATURE REVIEW AND THEORITICAL FRAME THE EVENTS MANAGEMENT IN THE HOSPITALITY SECTOR

For Hashimoto, there are multiple reasons that strategic planning is important for any organization, business, or event professional. Critical decisions have to be made based on a sound rationale, credible data, and logic. The strategic plan should aid organizational leaders when daily or difficult decisions need to be made. The plan should be widely distributed, reviewed, and discussed often.

The strategic plan should steer everyone toward a common end goal and build consensus and understanding. The process can take one day, several months, or even longer. Like any process, an organization needs to answer:

- Who they want to be involved in the strategic planning process?
- What they want to accomplish?
- Where this strategic planning session will take place?
- When should the process begin and end?
- Why is this important now?
- How are we going to allocate resources to the strategic planning process?

The event or meeting's target market, or the individuals or groups that the marketing efforts are directed to attract attendees, must be clearly defined. There may need to be multiple marketing strategies and channels identified based on the complexity of the target markets' demographics (characteristics) and psychographics.

For organizations with multiple events however, it is also important to detail each event's requirements based on its purpose, size, and/or importance to the organization yet. Again, it is imperative to do a detailed review of the following elements to clearly understand the meeting or event's individual needs:

- Potential risks
- Resource needs and allocation
- The planning cycle with key milestones
- Marketing plan

At the end, for Hashimoto, strategic planning is a necessary, methodical, and continuous process.

Through meetings and events, an organization can achieve its visions, missions, goals, and SMART objectives. Most organizations are going through steps of formal situational and feasibility analysis, declaration of future direction, and critical path development. As changes continue on the economic, political, social, technologically, environmental, legal, and industry fronts, events and meeting programmatic and operational plans may have to change course. The success of an organization's meetings and events is dependent on constant monitoring and evaluation of its strategic direction (Fenich G. G., 2012).

Regarding to conceptualization of an event, Goldblatt (2008) suggests asking the "5 Ws." They can be interpreted and adapted in the following ways, and they should assist event planners in minimizing risks when planning event content. During the briefing session with the customer, the answers to these and many more questions about the event idea will be gathered.

What is the purpose of the event?

What is the event's main audience?

What are the best times and place for the event?

What is the most effective order for the event content?

What are the relevance, interest, and usefulness of the event content?

In the planning of events and according to (Fenich, 2015) during planning programs and activities for stakeholders with varied interests and goals, he considers the following questions:

- (1) What is the importance of each stakeholder to our event?
- (2) What is the stake or investment of each stakeholder in our event or organization?
- (3) What is the interest of each stakeholder in our event or organization?
- (4) What opportunities and challenges does each stakeholder present?
- (5) What kind of programs or activities will satisfy each stakeholder?

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The answers to the five following questions will aid event planners in developing programs and activities for a variety of stakeholders with varying interests and objectives. Clearly, creating programs and activities for stakeholders with a wide range of interests and objectives is difficult. Indeed, certain stakeholders may be happier or gain greater benefits from the events than others. What event planners should worry about is their capacity to engage each of the concerned stakeholders in one or more events and activities that will pique their interest (Fenich, 2015). In the same token, (Fenich, 2015) stands that events can and should be seen as projects that should be planned, managed, and evaluated.

Projects, thus, have specific characteristics and are often one-time endeavors, besides they are limited in time and resources that aim at achieving specific goals and meeting specific needs. An event project focuses not only on what happens during the event, but also on the process of creating the event in the first place. With the use of events becoming a more popular tool within the marketing plan of many different organizations (whether profit or none), there are also wider possibilities to incorporate other marketing activities within an event itself. Being able to attract large numbers of people together, often with similar interests, provides an opportunity to derive greater commercial or financial gain (Fenich G. G., 2012)

Fenich stresses on the importance of the preplanning the event in its strategic and operational aspects; and he considers understanding the event goals and objectives of both the event itself, and that of delegates is of the utmost importance to increase the chances of success. Events are highly risky projects, both commercially and safety-related. But, event risks can be minimized and sometimes completely avoided through detailed pre-event research and planning. When planning an event, professionals must consider the event's key performance indicators (KPIs) and use post-event evaluation tools to measure whether, and if possible how, the event objectives have been achieved. As far as commercial risks are concerned, careful consideration of suppliers, venue, and the event program is crucial and will determine the event's successful achievement of objectives. Marketing activities included in the event program should tie in with the Overall event marketing objectives and can greatly impact on a delegate's experiences and positive feedback of the event. As far as safety risks go, a detailed risk assessment must be carried out and contingency plans put in place whenever possible. All of these activities must be done in an innovative and creative way, and this is arguably the biggest challenge for event professionals (Fenich, 2015).

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The Algerian Marriott hotel Outstanding catering capabilities to enhance weddings, social events and theme parties. Also, they have skilled planners to coordinate events from start to finish, they planning an Inspired Event through:

Attendee Booking Tools:

They can provide clients with a unique complimentary reservation link that makes it easy for guests to reserve their rooms.

- Shared in an email
- Embed in a website
- Personalized with your group name, event dates, hotel, and special rates
- Displayed in multiple languages on Marriott domains worldwide

For the management of events they have some steps:

Group Lists: if you have a list of your guests, they can make reservations for all of you.

Rooming Lists: They can send you a report, showing which of your guests have reserved rooms and when they plan to arrive.

Mobile Check-In: Guests can check in before their stay, receive instant alerts when their room is ready and check out by skipping the front desk. (Algiers Marriott Hotel Bab Ezzouar, 2021).

Hotels are popular sites for events, such as weddings and conferences, according to sales and marketing. In addition to meeting and event facilities, major hotels also provide hotel rooms, lounges, and even activities all in one location.

Many catering halls and meeting facilities provide comparable services and conveniences, which hotels cannot overlook. A competent hotel sales manager recognizes that there is competition and will use creative marketing techniques to entice leisure and business travelers to their establishment.

There are a few techniques that hotel salespeople use to attract their target consumers. For starters, they only work with qualified clientele. A qualified lead is one that involves a client that is able to afford the event's fee and is prepared to commit. There are a

Chapter II LITERATURE REVIEW AND THEORITICAL FRAME THE EVENTS MANAGEMENT IN THE HOSPITALITY SECTOR

few options for locating this customer. Additionally, conferences and seminars are scheduled by the corporate customer. These events are distinct from leisure activities in that they typically include prolonged stays in rooms and a wide range of food services, such as breakfast, break snacks, lunch, and supper. Marketing to this demographic is a little different and necessitates a different strategy. Referrals from existing clients, event planner incentive programs, and cold contacting corporate planners are just a few methods to entice the business client (Kadian-Baumeier, 2020).

After analyzing reading different articles and cases studies of the previous researchers, we conclude that as event organization is not very simple process. In addition before organizing an event, events managers and supervisors of the hotel are required the necessary knowledge and skills, what's the special days are coming can benefit and convert them as an events, these event organizer skills are necessary to take event planning up a notch and leads us to an effective and successful event organization (Owusu-Mintah, 2017).

As (Fenich G. G., 2012) said: "every event is a project because it should be planned, managed and evaluated as a project."

III.4.1 Event management:

The event management is the application of project management to the creation and development of large scale's events such as festivals, conferences, ceremonies, formal parties, concerts, or conventions. It involves studying the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually launching the event. The hospitality industry is a broad category of fields within the service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. Event planners coordinate and manage conferences, meetings and parties. Some planners exclusively organize a specific type of event, such as those who specialize in wedding planning (Oden, 2021).

Most hotel establishments consist of a General Manager, who serves as the chief executive (Often referred to as the "Hotel Manager") from heads department, who oversee various departments within a hotel, middle managers, administrative staff, and line-level of supervision. The organizational chart and volume of job positions and hierarchy varies by

hotel size, function, and is often determined by hotel ownership and managing companies (Walker, 2017).

III.4.2 Hotel and hospitality industry:

Hotel is an establishment that provides lodging paid on a short-term basis. Facilities provided may range from a modest-quality mattress in a small room to large suites with Bigger, higher-quality beds, a dresser, a fridge and other kitchen facilities, upholstered chairs, a flat screen television and en-suite bathrooms. Small, lower-priced hotels may offer only the most basic guest services and facilities. Larger, higher-priced hotels may provide additional guest facilities such as a swimming pool, business centre (with computers, printers and other office equipment), childcare, conference and event facilities, tennis and/or basketball courts, gymnasium, restaurants, day spa and social function services. Hotel rooms are usually numbered (or named rooms in some smaller hotels and B&Bs) to allow guests to identify their room (Walker, 2017, p. 200).

On the other hand the concept of hospitality exchange, also known as “accommodation sharing”, “hospitality Services” (short “hospex”), and “home stay networks”, “home hospitality” (“hoho”), refers to centrally organized social networks of individuals, generally travelers, who offer or seek accommodation without monetary exchange. These services generally connect users via the internet (Walker, 2017, p. 197).

The major roles of the hospitality industry include reception of guests for refreshment accommodation and entertainment. However, the organization of meetings, conferences, banquets, conventions and provision of transportation, have recently become important functions of the hospitality industry (Yankholmes, Akyeampong, & De, 2009) Over the years, some managers of the hospitality industry such as hotels have created and developed events for their clients and other businesses or groups. According to (Goldblatt, 2002), these individuals rely on their background and experience to produce these events, which attract many tourists to the destination of the event. As these events bring people from various backgrounds together to share experience and produce memorable outcomes, their organization and execution should be undertaken with much professionalism (Getz, 2007).

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The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The hospitality industry is a multibillion-dollar industry that depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or an amusement park consists of multiple groups such as facility maintenance and direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources etc.) (Walker, 2017).

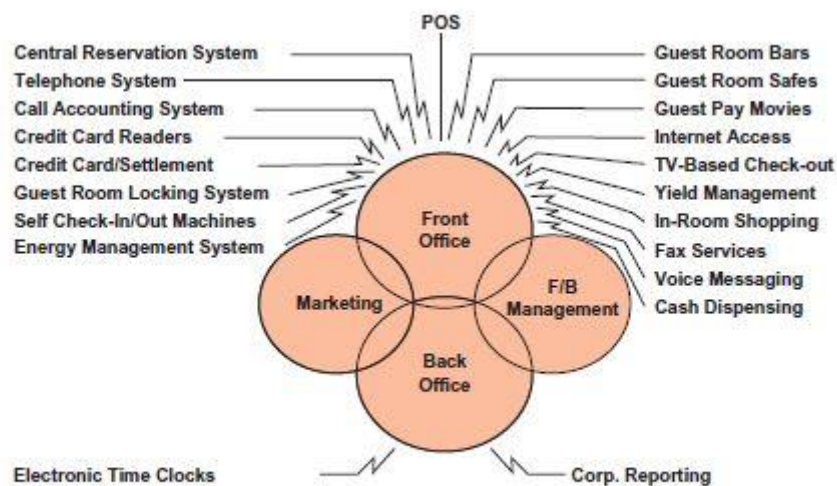


Figure 10.6

Hotel property management system interfaces. (Source: Chervenak, Keane and Company.)

Hotel property management system(Chervenak, Keane and company)

III.5 The most important steps for conceptualization events

III.5.1 Event program:

Events can and should be seen as projects that should be planned, managed, and evaluated. Projects have specific characteristics and are often one-time endeavors, limited by time and resources that aim at achieving specific goals and meeting specific needs.

An event project considers not only what happens during the event, but also how the event was created in the first place. A structured procedure is established to describe, analyze, and enhance the event. However, unlike continuous management processes such as manufacturing, the end result of an event project, the event itself, cannot be improved once it has occurred (Fenich, 2015).

III.5.2 Pre-planning

The significance of pre-planning the event from a strategic and operational standpoint Understanding the event's aims and objectives, as well as those of the delegates, is critical to increasing the event's chances of success. Events are high-risk undertakings on both a commercial and a safety level, but event risks may be reduced, if not entirely avoided, by conducting thorough pre-event study and preparation (Fenich, 2015).

Professionals must examine the event's key performance indicators (KPIs) and utilize post-event assessment tools to determine whether, and if feasible, how, the event's objectives were met while preparing an event (Walker, 2017).

III.5.3 Events planned and executed by the hotels

The respondents were asked to identify the various persons or departments engaged in planning and arranging their events based on the sort of events held by the hotels. They had in-house and external clients, a conference and banqueting department, and a food and beverage department, according to the responses. These were the key players that were in charge of event planning.

Event organizers in the hotels need to recognize the worth of all stakeholders involved in executing the events in their facilities. In addition, they should ensure that clients provide reliable and updated information regarding the number and demographics of participants expected to attend any event (Allen J. , 2009). They should also take feedback from the event attendees, so as to help mitigate the incidence of resource wastage and improve upon subsequent events. Finally, both event organizers and clients should be aware of the importance of proper time management; as this will ensure that events commenced and ended on time to prevent frustrations and customer dissatisfaction with some of the events planned and executed by the Management of hospitality industries, such as the hotels in this study (Owusu-Mintah, 2017).

III.5.4 Knowledge and awareness of essential elements of event management

Event management research works have covered the essential elements of establishing who, what, when, where, why, and how from the journalism perspective. Event management considers these working fundamentals as essential event elements (Silvers, 2004)(Turner, 2006; Wolf, 2005; Silvers, 2004). Wolf and Wolf further stated that the “5 ‘w’s” and the how must be considered from the point of conceptualization, throughout the event, to its conclusion.

Though as much as twenty of the event organizers identified event management as very important and critical towards the planning and execution of a successful event, it was unfortunate that only a few of them had some idea of the essential events management elements needed. However, some of the departmental managers were quick to add that in planning an event within their various hotels they took into account 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 of the event and the type of guests attending the event.

III.5.4.1 The first element:

The time, type, the number of people attending the event as well as the type of guests determined the arrangement to be put in place, for instance the type of drinks, food and even decorations to be used. These elements identified by the respondents were not different from the nine events management elements identified by (Kilkenny, 2006) who identified the vision for the event as the main reason and focus for having an event.

III.5.4.2 The second element identified was the goal and objectives

Which all events must have in order to be successful? Larger and long-lasting events might have multiple goals and objectives, which all needed to be discussed defined, set and confirmed. The third was site selection, as location is an essential element of an event’s success whether it ranges from an intimate venue to an arena.

III.5.4.3 The fourth element is promotion:

The message about the event must be well disseminated long in advance. It could be as simple as an invitation or as complicated as the material required for a week a long

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

III.5.4.4 The fifth element in event planning

Is the information about participants or attendees: Without them, there would be no event. They may be invited guests, paying participants or individuals required to attend the event.

III.5.4.5 The sixth element 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 participants' arrival to the follow-up when the event is complete. There are two types of agenda: one for the participants and one for the people who work behind the scenes of the event.

III.5.4.6 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 a number of guests.

III.5.4.7 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.

Each event has its own requirements for staffing; from volunteers, caterers, musicians, florist, cleanup crew, valets, ticket takers, speakers, or a balloon clown. The respondents also added that in their quest to provide a successful program they sometimes faced some challenges.

Recently, attendance different types of events has become very important (Getz,2016a), among which are those associated to culture, more concretely concerts, theatrical works or, even, performances in public roads.

The meeting/event must be planned. Since a complex meeting/event will require several discrete activities, across functional boundaries, and those activities are subject to

tight constraints within a dynamic environment, PM techniques would help the enterprise realize a successful meeting/ event (Fenich, 2015).

III.5.5 Stakeholders' interest in event planning

The concept of stakeholder is not limited to shareholders or owners of big companies alone. It includes managers, employees, clients, sponsors, vendors, suppliers, special interest groups, participants, the press/media, the local community, and the government who are directly or indirectly associated with event planning. Each stakeholder has at least one interest in the organization or a specific event. For instance, the sponsors of an event will be concerned with the return on their investment and/or the impact that sponsorship will have on their image. Similarly, clients will be concerned about the quality of the products and services provided by the event organizers. Exhibit 1 displays various stakeholders and some of their specific interests in regard to event planning (Fenich, 2015).

Plan Sequence and Flow of Stakeholder Activities Event professionals could satisfy various stakeholders' interest by planning stakeholders' programs and activities that follow an organized sequence and flow. Organized stakeholders' programs and activities with a planned sequence and flow could prevent event professionals from unintentionally excluding some stakeholders in the programs and activities set aside for stakeholders. When planning stakeholders' programs and activities that follow an organized sequence and flow, event professionals should consider including the following in the plans:

- (1) The interest of each stakeholder
- (2) The programs or activities that could satisfy each stakeholder
- (3) An organized schedule that provides stakeholders the opportunity to be involved
- (4) Avoid conflicting scheduling of activities that are of interest to a stakeholder
- (5) Develop an itinerary for each stakeholder, highlighting some of the activities that might be of interest to them (Fenich G. G., 2015).

Plan Activities that meet the needs of Stakeholders: What is the benefit to your stakeholders if you plan programs and activities that do not meet their needs? Event professionals must do everything possible to consider the interests of each stakeholder when planning programs and activities for the stakeholders. Some of the programs and activities

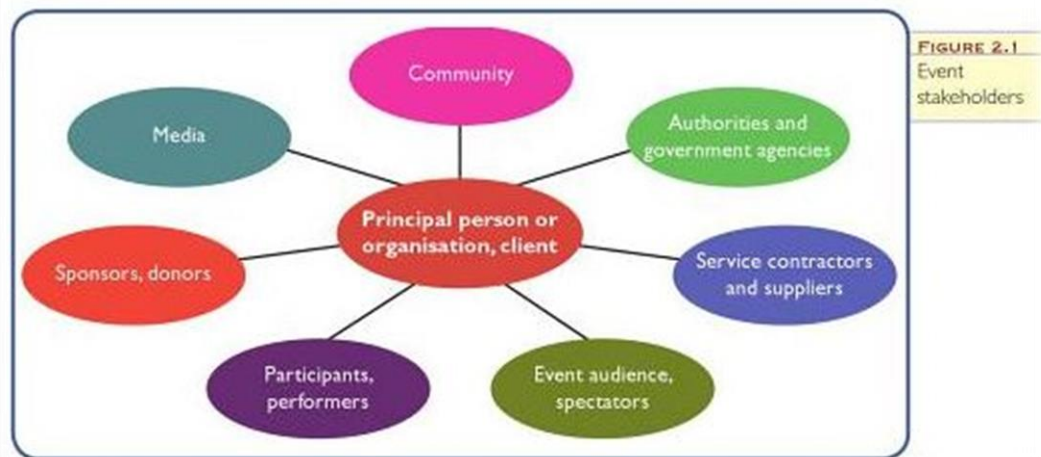
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event professionals should consider when planning activities to meet the needs of their stakeholders include the following:

1. Invitation to committee meetings
2. Invitation to site tours
3. Recognition of stakeholders at pre-event programs
4. Verbal and visual recognition at programs and activities (Fenich G. G., 2015)

Stakeholders	Interests
Event managers (planners or coordinators)	Income Salary Safety and security Successful event
Employees	Wage/Salary Safety and security Successful event Fair treatment
Clients	Relative value of the event for the cost Quality of the event Safety and security Successful event
Participants	Safety and security Successful event

Source (Fenich, 2015)



Event stakeholders (lynn, wagen, & lauren, 2010)

Most importantly, the event professionals should make sure that all that was promoted via the marketing campaign are readily available for the attendees as promised. They should also take advantage of various marketing channels and communications mix in order to reach most of their target market and/or attendees (Fenich, 2015).

III.6 Marketing on social networks (hotel social marketing)

The most costly mistake in event management is not having an audience. No amount of lavish decorations, fine food, effective room design, despite all efforts to coordinate and manage a well-run event, if the intended audience does not attend or if the attendance numbers are too low, the event will not be deemed as success. It is impossible to underestimate the importance of event marketing and event Communications.

There are some organizations when an event professional has the sole responsibility for all of the event marketing efforts. In either case, it makes sense for the event professional to be involved in the marketing and public relations (PR) efforts to ensure that the event objectives are clearly represented and that there is a consistency in the meeting or event look, design, and theme concepts (Fenich G. G., 2015).

Social networks are now an integral part of consumer life and offer hotels a real opportunity to capture the attention of potential customers.

Wherever they are and whatever they do, consumers have generally become accustomed to checking their social networks on a daily basis. Although not all publications necessarily resonate with them, travel-related content often elicits their interest by arousing their imagination. This type of creative content can have a powerful impact on the audience, inspiring them to organize and book a trip.

An effective marketing strategy allows hotels to reach their audience more broadly with specific methods to encourage bookings.

The overall goal of marketing is to build relationships with customers and increase brand recognition so that the first instinct of travelers is to search or book your hotel (Minder, 2021).

III.6.1 Types of Marketing for Events

III.6.1.1 Direct marketing

Is defined as marketing that involves direct contact with customers. The phrase "consumers" refers to your potential event attendance while discussing events. The following are some of the most frequent types of event direct marketing:

III.6.1.1.1 Email

Email marketing has become the more predominant technique for direct marketing of events. The cost-effectiveness and ability to reach a wide audience makes email marketing very appealing. There are several good software programs that can help an event professional with bulk email distribution.

III.6.1.1.2 Telephone

For a telephone calling campaign to be successful, event professionals create phone script for those who will call the target audience. A phone script helps callers use compelling language that will resonate with the potential guests. This phone script also functions as a

sales pitch to help those making phone calls to remember all of theoretical details such as date, location, time, and how to get tickets (Fenich G. G., 2015).

III.6.1.1.3 Advertising

An advertisement is a public notice. In most cases, advertising refers to paid forms of commercial advertisements (also called “ads”).

III.6.1.2 Indirect Marketing

Also known as word-of-mouth marketing, indirect marketing is promotion using non traditional and innovative means. Whereas direct marketing is marketing directly to our target audience, indirect marketing involves indirect communication about the event to create a “**marketing buzz**” about the event. Marketing buzz expresses the idea of people passing along the word from one person to another about a brand, product, or, in the case of event marketing, an event.

III.6.1.2.1 Social media

Refers to all types of Internet communications. Interactive discussions on online news sites, blogging, online discussion communities, micro blogging, mobile technologies for communication, and social networking sites are all forms of social media. In prior decades, marketing for events meant one person calling their friends and telling them about something they were planning to attend. These days, word-of-mouth marketing tends to also involve social media.

Marketing tactics evolve as audiences adapt. An event planner must know what resources are available. For a successful event marketing campaign, utilize this template. Event planners should continually be learning and exploring new components and innovative ideas to assist them enhance their marketing efforts (Fenich G. G., 2015).

III.7 Events types and their importance role to the hospitality sector

III.7.1 Meetings

These are generally categorized by their size with most hospitality companies simply listing them as small or large meetings. Seminars can also be categorized under this section as hotels are often used as venues for training purposes by companies and their size can vary greatly. The definition of a small meeting could vary between companies and could be anything up to 16 people for some, whilst others will suggest that anything more than 12 is a large size meeting. While these events have been traditionally profitable for the industry, the emergence of dedicated meeting and conference venues, which often may offer better technology or food and beverages, have made hotel operators rethink their pricing models. Often hotels will feature a day delegate rate and some may charge room hire, especially for small meetings.

III.7.2 Banquets

The idea of banquets (large meals or feasts) goes back to the Elizabethan era, although these types of events have found their use in the modern era. Business banquets are often used by companies as a way to say thanks to current employees or to entertain prospective customers. This type of business is so important to many hotel operators that traditionally the events department of a hotel is known as the 'Conference and banqueting department. Often hotel companies or contract caterers will be required to organize such events in locations that may or may not have food-production facilities and this can place an extra burden on the logistics of such an operation, which can be very complicated (Ferdinand & Kitchin, 2012).

III.7.3 Conferences

The conferences can be categorized depending on their type of conference, but the main categories found in hotels are business, academic or sports conferences. News conferences also occur but these tend to be smaller scale, press release types of events. Conference can vary in length from 1 to 5 days. They are a great source of revenue for hotel

as they utilizes every single department of the hotel, generating both room revenue and food and beverage revenue.

III.7.4 Weddings

The wedding market is very large and highly contested. Some hotel chains have dedicated directors whose sole focus is the weddings trade. The market is so large that it can often be found in literature referred to as the 'wedding industry' (see Terrell, 2004) and although there is a large number of dedicated professional consultants and event managers, the hotel sector is still capitalizing on it, both on related room stays and the actual hosting of the post-wedding reception. In some cases, resorts in idyllic locations have created a segment whereby customers can have their whole wedding organized and catered by the hotel from the actual ceremony to the honeymoon (Nicola & Paul, 2012).

III.7.5 Special Celebrations

Other types of events, catered by hotels, are special celebrations such as parties, private functions and receptions. Many may have a religious theme (such as christenings or B'nai Mitzvahs), whilst others may simply be a private function celebrating a birthday or a momentous occasion. These events can vary greatly in size and their organization may require the hiring of extra-specialized services, adding to the complexity of the organization. Most hotels however have developed contacts with suppliers over the years that allow them to cater for any needs the party organizer may have (Ferdinand & Kitchin, 2012).

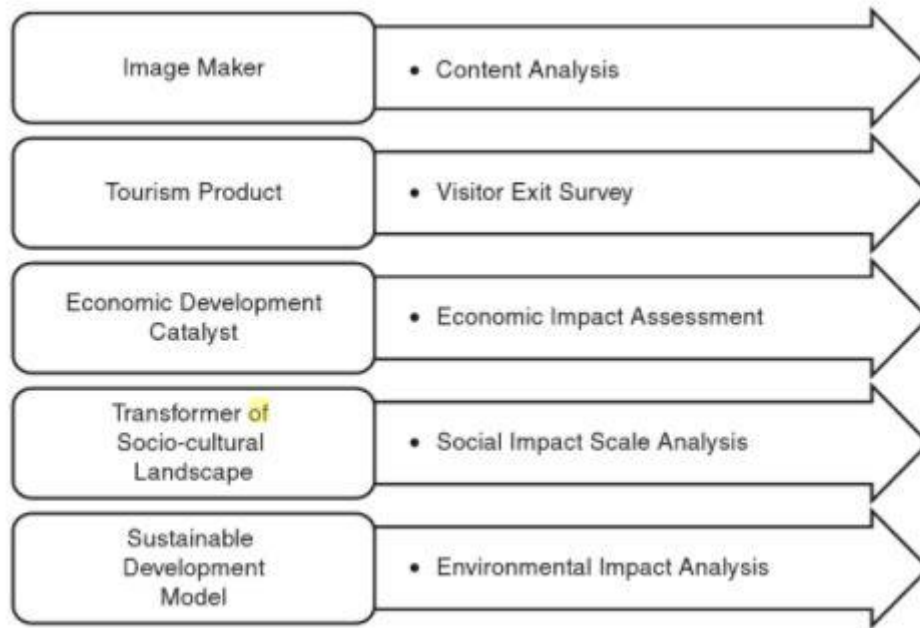
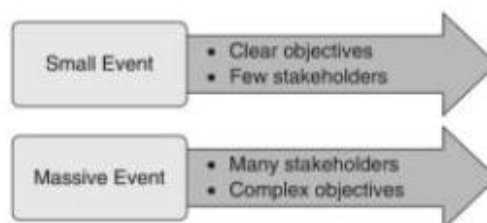


Figure 9.1 Event types and evaluation tools

Events type and evaluation tool (Ferdinand & Kitchin, 2012)

III.8 Size of events

Modern events vary enormously in terms of their scale and complexity and the number of stakeholders involved, ranging from community festivals to major sporting events. The larger the event, the more objective components it will have, due to the numerous sub-events and stakeholder events which make the whole. This is particularly true, for example, of events such as the Olympic Games.



Size of events (Raj, Walters, & Rashid, 2013)

III.9 Why events are so important to the hospitality industry?

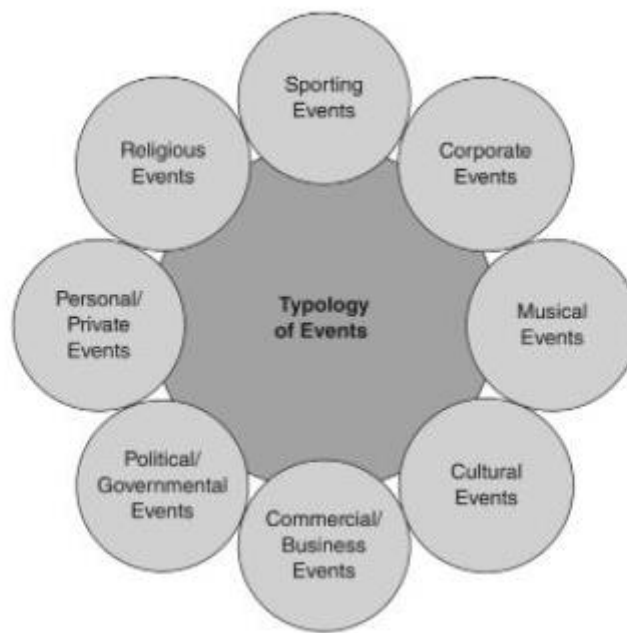
Events and conferences are a big part of the hospitality business, and they're only becoming bigger. Whether centered on music, sport, education, or luxury, events all over the world are generating billions of dollars and altering the way businesses, hospitality groups, and resorts function.

A company conference, a trade exhibition, a product launch, a music festival, a sporting event, a wedding, and a fashion show are all examples of commercial possibilities that the sector is capitalizing on.

Customer service and VIP hospitality are becoming increasingly important to key stakeholders in the sport event industry, such as the International Olympic Committee, with the goal of improving customer happiness, revenue, and profitability. Resorts and destinations, on the other hand, are organizing new events or luring ones that they believe will bring in more money.

“It is very interesting to make the contrast between hospitality and events. When you get to the mechanics of the events themselves, there are multiple approaches by which to organize them and make them successful. Events are very important drivers for the hospitality business.” (Glion, 2020).

Events play a key role in the strategic positioning and profitability of hospitality organizations (Pantelidis, 2012).



Typology of events (Raj, Walters, & Rashid, 2013)

Every researcher has a method for the conduct of the management of hotels and how she/he builds an event. Accordingly I adhere to (Owusu-Mintah, 2017) perspective from one point, before an event it is important to know the staff's qualifications, skill and knowledge to lead a successful event. Besides, investing in training our employees will make event management a lot easier for the hotel to achieve the objectives that they set. Nonetheless, in our view, we believe that we always need a brainstorming to get smart ideas to reach the fill rate of the hotel. In our sight, we believe that is the missing link in Algeria's hotels. It is obvious that reconsideration is needed in hospitality businesses management in today's world. Traditional methods of doing things, particularly training, are not efficient. Satisfying customers is not enough anymore; we need to make them love us.

CHAPTER IV

THE CASE STUDY AND DATA ANALYSIS

HOTEL DE LA POSTE

IV.1 Preamble

The present chapter concerns our case study design, and gives an overview of the data analysis process. It covers supervision of data collection, provided with the findings we could get along the interviews with the hotel staff. It introduces our research approach, the gathering data collection tools. Besides, it presents our findings, and data interpretations. In this vein enhances the understanding of our topic and answering our thesis research question. Later, it summarizes the main findings and lists the contexts in which the implemented mechanisms.

IV.2 Hotel de la Poste presentation

Hotel “de la Poste” is a family private business located on standing along Algiers bay, Named Port Said. The hotel was built at the beginning of the XX^e century (the 1900s), and renovated in 2019. Its modern style offers an agreeable experience, with friendly and attentive modern style service. Hotel “de la Poste” consists of four (4) luxurious room categories to suit all, a gorgeous cafeteria/ restaurant, a panoramic view from the balconies and small meeting rooms.

In the heart of Algiers, the centenary hotel is ideally located between the Zirout Youcef and Abane Ramdane Boulevards. Its emplacement favors the city's discovery with its colonial architecture and many historical and cultural sites like the national theatre, the Casbah of Algiers, Etc.

The proximity of the hotel with the train station, the metro, the bus and taxi stations ensures greater mobility. It allows enjoying the attractions of Algiers and the surrounding municipalities.

IV.2.1 Rooms categories of the hotel:

IV.2.1.1 Standard room:

Standard Room is inclusive of a balcony and comes with a King Size bed along with normalizing, facilities and amenities such as; a shower room, a cable TV, an IDD telephone, a safety box and a complimentary in-room Wi-Fi.

IV.2.1.2 Superior Room (double room)

A Larger Superior room features either double beds. It comes with a balcony, a shower room, cable TV, an IDD telephone, a safety box, and complimentary in-room Wi-Fi.

IV.2.1.3 Family Room

Family Room consists of a bed-room with separate another bed-room. Comes with a sharing shower room, cable TV, an IDD telephone, a safety box and a complimentary in room Wi-Fi.

IV.2.1.4 The Single room

The Single room consists of one bed with a shower room, cable TV, an IDD telephone, a safety box, and complimentary in room Wi-Fi.

IV.2.2 Facilities and Services

IV.2.2.1 Cafeteria:

The cafeteria offers Breakfast for the clients from 6 am to 10.30 am. Besides itsdaily long supplies juices, coffee and water.

IV.2.2.2 Restaurant:

The restaurant supplies lunch and dinner. The dishes can be “traditional and modern” depending on the menu.

IV.2.2.3 Guided Tour:

The hotel is frequently organizing guided tours. Hence, the group is picked up in visiting the Palace's luxurious (Casbah, museum, .etc..) with a knowledgeable guide.

IV.2.2.4 Taxis services:

The taxi service is provided at the customer's request.

IV.2.2.5 Meeting room:

A renting room equipped with Wi-Fi is dedicated to meeting. Its holding capacity is around 20 persons.

IV.3 Hotel's frame organization analysis

According to our observation, related to management organization and communication, all the staff is involved in the company's life. The head manager, with an open mind, is receiving all suggestions and solutions. Thus, each proposal is seriously considered and analyzed. Such politics can be regarded as a participatory management.

Indeed, Participatory management encourages staff involvement in the decision-making process. The Team Leader encourages employees to set team goals and make decisions to achieve them.

Participatory management is based on the development of communication within the company and the establishment of favorable working conditions. Stimulating the listening, sharing and collaboration of the company's staff in the context of the company's project makes it possible to develop individual confidence initially, then collective which ultimately strengthens the group spirit and improves the functioning of the company (petite entreprise, 2017).

In our viewpoint, such orientation is considered as the lever that enables changing implementation. The participatory management approach is constantly changing and may be applied to any industry. Many small businesses have already implemented this type of management. Consequently, many successes have been completed with the professional engagement of their staff.

IV.4 Doctorates Event:

The Ministry of Higher Education and Scientific Research (MESRS) has announced, in fact, the new dates of the entrance examination to the doctorate 2021 in Algiers. Accordingly, the hotel's manager and its staff have decided to host the doctorate event. To this end, we focused on the attendees in the Algiers 'area.

IV.4.1 Steps of the doctorates event:

IV.4.1.1 Brainstorming:

A meeting between the marketing department and the hotel's director about what they can do in this period, after sharing ideas, the meeting is concluded with the event for doctorates candidates.

IV.4.1.2 Competitive intelligence:

The staff's marketing; they had one market research about the prices of other competitor hotels.

Hotels competitor:

1. Arrago
2. Terminus
3. G.national
4. Sofiane
5. Regina
6. Malik
7. Faiz
8. Hydra
9. Samir
10. Abc

The table N(01): the prices of the hotels competitors:

Hotel	Single	Double	Triple	Suite	Petit dejeuner	Sale de Bain	WC
Arrago	2120/3350D A	5000DA	5820DA	/	None included	Individual	Individual
Terminus	3000DA	4500DA	/	/	None included	/	collective
G.national	3800 DA	4500DA	5500/650 0 DA	/	Included	Individual	Individual
Sofiane	2400/3200 DA	4200/470 0 DA	5200 DA	/	Included	Individual	Individual
Regina	4000 DA	4000 DA	6000 DA	/	None included	Individual	Individual
Malik	4100 DA	5300 DA	5900 DA	/	Included	individual	Individual
Faiz	5000 DA	6000 DA	7500 DA	/	Included +dinner	individual	Individual
Hydra	7500 DA	8500 DA	10000 DA	/	Included	individual	Individual
Samir	8800 DA	8500/980 0 DA	10960 DA	/	Included	Individual	Individual
ABC	9500 DA	15000 DA	/	16000 DA	Included	Individual	Individual

Source: the present research

IV.4.1.3 Fixing prices:

The second step was to fix the prices for the rooms. Hence, the hotel's manager and the marketing department have organized a meeting for this purpose. They consequently offered a promotion of 25 % for all rooms with breakfast included.

IV.4.1.4 The promotion of the event:

Community manager:

They designed a post for sharing it on Facebook and Instagram. After the posting on Facebook, they received a lot of reservations via Facebook and phone

IV.4.1.5 Room's preparation and stock checking:

After the confirmation of the reservation, the procurement manager checks the stock of Detergent, food, etc.; thereby, the rooms' preparation must be in time. The employee's manager organizes a meeting for attributing the tasks for each one. In addition during the meeting, the manager was stressing about the room cleanup.

Reception of candidates:

The hotel had received 80% of candidates before the day of the doctorates exam, for the "D" day of the exam, the hotel is 100% full, and all the candidates were in the hotel. After the exam, some of them remained at the hotel.

IV.4.2 Results:

For the first time the hotel announced that it is complete. It reached 100% of the fill rate (occupancy rate), and all the rooms were full.

To understand more how the staffs work in such events we interviewed with the three (3) managers in the hotel: (1) The Hotel's director, (2) the front office manager, and (3) the employee's manager.

IV.5 The Interview Questions: Interview questions (hotel staff)

First theme's question:

What is your status in the hotel (Hotel de la poste)? Can you describe your different tasks (the main and secondary tasks)?

How do you deem these tasks (stiffs/flexible in which way regarding the everyday work and the different clients you have to deal with them?)

Second theme's question:

Nowadays, hotels are more and more used for whatever reasons: meeting, conferences, business deals, etc. On the other side, hotels can also explore these opportunities, as events, to improve their income. Is there any specification between events (as an opportunity) and clients?

How do you link clients and events? Is there any distinction?

Indeed there are many events; it might be some of them are effortless to hold than others; at this point, what are your criteria for holding event and dealing with it?

To my knowledge, the hotel had already dealt with different events, in which way do you think you succeeded in dealing with their differences?

For more explanation: I would like to know about the different phases, their sequences and the way your staff handled them (the pre-event, during the event, and the post-event)?

Third theme's question:

For more explanation: can you give us more details related to the different phases, their sequences and in which way your staff handled them (the pre-event, during the event and the post-event)?

Fourth theme's question:

The event preparation is regarded as the most crucial step. How do you prepare your staff for the event?

Is it possible to provide us with the details regarding the preparation, especially as a briefing in day-to-day or as a short training?

In this vein, is it necessary to train sufficiently the staff or rather to know how to deal with the Situation?

Fifth theme's question:

At which level do you think it is relevant to involve the employees in choosing and preparing the event? How do you discuss the event with them?

Sixth theme's question:

How would be your strategy for organizing an event in the hotel? (Question for director)

Seventh theme's question:

Can you describe a situation that marked you and how you managed it to succeed in the event as a (manager, director, receptionist, etc.)?

Eighth theme's question:

Recently, you had organized a doctorates' event. It was a premiere; would you give us more detail about this event: from the beginning to the end. And how do you assess the experience?

Ninth theme's question:

How did you react to the complaint from a client(s), if there is one, during the event or even after?

Tenth theme's question:

What kind of problems you had experimented with in different organized events on the hotel, and how did you deal with it?

Eleventh theme's question

In your view, is there any method more pertinent than to an efficacious management of the events in the hotel?

IV.6 Analysis mode:

Frame Analysis (S.Q.C)

In our frame analysis, we adopted an S.Q.C. system. This demarche, mainly used in the anthropological field, is analyses through them categories or analysis' categories. Of course, the categories are extracted from the interviews and the verbatim. Then, each category will be presented consequently in three steps. The first step is the statement. Depending on the theme, we provide our statement to pin down our category. Accordingly, a quotation pins the statement up. As a second step, the quotation is considered the testimony from the verbatim justifying the category. We end with the third step, which is our comment. The comment is a development of our analysis and relate to statements and quotations.

Relying on our interviewees, and after the transcription, we could pin down two main dimensions related to event management. Hence, we have similar dimensions, and dissimilar dimensions. We present them in the following table.

Table N(2): Similar and dissimilar dimension of the interviews

Dissimilar dimension	Similar dimension
Type of the event	Make the hotel known
ignition of each event	The conduct of the event
The customer budget	Training of the employees
Arrival of customers	

Source : the present research elaborated by the student

IV.6.1 Dissimilar dimension:

According to our participant 'the director', it is decisive to focus on different events (corporate or private) because they are the motor of the hotel's success. There are however plenty of types of events we are ready to deal with them, such as tourist events, wedding events, conferences, etc. Besides, they are dealing with different companies, travel agencies, Government, schools, etc.

In the interview, the respondent stressed the event as a project. Hence, the hotel's staff always deals with events as so.

Quotation:

The hotel's director“ Un événement c'est un projet, et la gestion de projet elle se différencier pas, elle reste la même, les mêmes étapes. Après chaque projet différent à un autre projet, un événement touristique, offre promotionnel [...].”(Real Quotation)

“An event is a project, and project management is not differentiated. It remains the same, and with the same steps. After each project differs from one to another. A tourist event, promotional offer [...]. ” (free translation)

Comment:

Although, in the hospitality sector, there are different ways to handle an event, and managers have different view of dealing with events, however, there are always similarities, especially in the steps. At this point, by the step, we aim the preparation steps (to get ready,) till the closing of the event.

In the same token, Event types can be separated into corporate, private, or charity. Corporate events focus on businesses and customers, whereas private events are more recreational and charity events are for philanthropy. (socialtables)

Also we can catch the management of events on their steps. An event must be considered as a project because the preparation for an event, according to Fenich (2012), needs three (3) steps: Pre-preparation (pre-planning), executing, and evaluation. And this is what is happening in the preparation of the project,

Events can and should be seen as projects that should be planned, managed, and evaluated. Events can generate billions of revenue and changing the way businesses, hospitality organizations, and resorts operate(Glion).

Second indicator: Ignition of events

According to our respondents, the point from where we can start the event depends on a number of factors. Dealing with a special event, such as a doctorates event starts from brainstorming, and then a competitive intelligence to know the level of the competitors and their prices.

Quotation:

The hotel's director : "L'événement de concours de doctorat c'est déclencher à travers une veille concurrentiel, pour voir les tarifs des autres hôtels concurrents." (Real Quotation)

"The doctorate competition event is triggered through competitive intelligence to see the prices of other competitors' hotels" (Free translation)

Comment:

To start an event is crucial to have a brainstorm with the hotel's staff. The brainstorming will focus on current society festivities, special days, ceremonies, etc. It is also possible to anticipate with an investigation on what people need.

Thus the hotel's management has to identify the clients needs and work on their attraction.

According to the GLION site, the growth of the events has been fuelled by several factors (Glion),. There are many occasions to pin down an event, but it is required awareness and look carefully around to find a lot. The opportunities are there, and the hotels have just to pick them up.

Third indicator: The customer budget:

Every client has a specific budget to rent a room. According to our interviewee, the hostel 'de la Poste' is categorized as 3rd stars hotel. However, for special events, the Hotel offers its clients special prices.

Quotation:

The hotel's director : "Peutimporte le budget de clients. tout le monde essaye de gratté donc il faut faire des économies donc on va ça une opportunité, on essaye d'offrir les services et les qualités d'un 3 étoiles à prix moins cher " (real Quotation)

"No matter the customer budget, everyone is trying to scratch. So you have to save money. So we see it as an opportunity. We are trying to offer the services and qualities of a 3 star at a cheaper price" (Free translation)

Comment:

The competitive context pushes the owner of a hotel to risk. Indeed, the positive side of the risk is the possibility to increase the attraction of the clients, which means more revenue. On the other side, knowing that every hotel has its room price, the manager can thoroughly consider its prices to be more competitive. Of course, such action needs more considerations as location, size, market demographics, level of competition, type of service offered.

Nowadays, more than ever, revenue management is the cornerstone of running a successful, gainful hotel. The increase in available data and ways to track and analyze it may seem like it has complicated the industry; however, it also provides a wealth of new opportunities for your business to turn a profit(minder).

As a pricing manager, you need to know the most efficient tactics, and strategies to sell the rooms for the right guests at the right time. And that's why we need to focus on what's happening around us.

Especially in private hotels, you need to focus the best strategies for this purpose. These strategies are based on the understanding that hotel pricing is fluid. That means that you can change the price from one day to the next. You need to vary the prices based on demand.

Fourth indicator: Arrival of customer:

As the director's hotel has testified, the arrival of customers varies from one client to another. Some clients arrive before the event and others on the day of the event. They encountered the same scenario in the doctorates event.

Quotation:

The hotel'sdirector : "Ya des candidats de doctorat qui arrivent le jour avant le concours pour reposés et d'autre non, elles sont venus le jour de concours et sont restés une nuit de plus" (Real Quotation)

"There are Doctorate candidates who arrive the day before the competition to rest and others do not, they came on the Contest Day and stayed one more night" (Free translation)

Comment:

The organization of the special events needs to take into account the clients' arrival. It is important to know that, a consistent guest experience starts long before a visitor arrives at the hotel. While customization is crucial, it is also necessary to be ahead of the game. Hence, understanding the visitors' expectations ahead of time so might help the accommodations made on time. It refers to as the "pre-arrival" experience in the hotel. It is useful to recall that the customer journey map contains **three essential touchpoints**:

- **Pre-Arrival**
- **Mid-Stay**
- **Check-Out/Post Checkout**



Fifth indicator: Client type

In the hotel de la Poste, there are different types of clients. This difference is mainly related to their source. For instance, travel agencies, free independent travelers (FIT), Government, educational institutional and other accounts. The hotel's staff manages adequately with these differences, and each client has a special offer and contract.

Quotation:

The hotel's director: “ À l'été, on se base essentiellement sur les agences de voyage. On prépare ça sur la partie touristique et sur la partie tourisme d'affaire. On a des écoles de formation, qui sont pas très loin de l'hôtel. On fait des conventions avec eux, et on gère chaque bon de commande comme un évènement. On va recevoir les cadres de ministères de commerce pour nous c'est un évènement” (Real Quotation)

“In the summer, we mainly rely on the travel agencies. Thus we prepare this on the tourist part. On the business tourism part, we have training schools, which are not very far from the hotel. We sign agreements with them, and we manage each purchase order as an event. For instance, we will receive the executives of trade ministries, and for us it's an event” (Free translation)

Comment

Indeed the hotel's staff seems can handle different types of events. Accordingly, there are different types of clients. Hence client and event are closely linked. For instance, the doctorate event attracted a specific client related to the event.

The organization of the event can lead to profile clients. The Hotel manages to target the client from their event. On the other hand, a special day in society can also be converting into an event. This strategy relies on creating meaningful and profitable relationships between events and their clients.

Sixth indicator: The fill rate (FR)

The fill rate on the doctorates' day announces full to 100%. All the rooms are occupied.

According to the hotel staff, the fill rate is a relevant indicator for hotel management and success.

Quotation:

Hotel's Director : “L'évènement de doctorat c'était un weekend, dans le weekend notre taux de remplissage il est très mort (2%) de remplissage, on diminue les tarifs, on va communiquer ça sur les réseaux sociaux” (Real Quotation)

“The doctoral event was a weekend. Usually, on the weekend, our fill rate is low (2%) fill. We lower the tariffs, and we communicate it on social networks” (free translation)

Front office : “Le jour de concours on a un taux de remplissage de 100%, la veille du concours c’tait 90%, et la même chose pour le jour après“(RealQuotation)

“On the day of the competition we have a 100% fill rate. The day before the event, it was 90%, and the same for the day after” (free translation)

Comment

It is decisive to seize the opportunities to reach the fill rate of the hotel. Indeed, on the day of the event, all the rooms were occupied, and the fill rate reached 100 %. When the staff has excellent knowledge and adequate strategy to sell their service: “rooms”, the hotel will certainly increase its income. Among the tips to increase the occupancy rate of hotels is to “be trending.” In fact, hotel trends are often linked to social trends. Being trending is a crucial factor in a hotel’s fill rate.

The fill rate (FR) is a management indicator that allows us to measure a hotel's success. And its effective management is reflecting in the proportion of its filled rooms.

According to Revfine (2020), it is one of the most popular KPI’s in the hotel industry for revenue management. It highlights how much of the available space in a hotel is actually being utilized. In addition, it is often considered to be one of the top three most useful metrics for hotel owners carrying out a revenue management strategy, alongside average daily rate and revenue per available room.

Similar dimensions:

First indicator: Make the hotel known

Every event, whatever its type of belonging, is an opportunity for the hotel to get known.

The first thing in the hotel that needs more focus, energy, and creativity is to make the hotel known. As the director pointed: “it is not for gainful at the first time.”

Quotation:

The hotel's director : “ On fait aussi à la terrasse des anniversaires, ça va porter un plus pour l'hôtel à son promotion, même ce n'est pas un but l' lucratif ou bien une activité principale de l'hôtel, mais c'est un service de faire connaître l'hôtel “ (Real Quotation)

“Birthdays are also a plus for the hotel in its promotion. Even if it is not for profit or main activity of the hotel, it is a service to make the hotel known” (Free translation)

Comment

The secret to hotel success is relying on constant seeking for new ways. Such ways aim to exceed its visitors' expectations and offering enjoyable events for their clientele.

For the promotion, the hotel needs unexpected ideas. For instance, to invite influencers for free nights, to share the hotel's daily life, for instance on Instagram stories.

As Kelly (2017) under lined, there are five (5) ways to attract new guests and make hotels known: (1) Embrace Emotion, (2) tell a story, (3) encourage sharing, (4) offer value, and (5) make it impressive,

Second indicator: The conduct of events

All my interviewees agree that the conduct of the event is similar to all other events. And the best conducting leads to perfect results.

Quotation:

Hotel's Director : “Pratiquement les événements sont pareilles et un événement c'est un projet et la gestion de projet se différencier pas, elle reste la même, les mêmes étapes “

“Practically, the events are the same. And an event is a project; project management does not differentiate itself. It remains the same, the same steps.” (Free translation)

Employees' manager : “ Chaque événement elle a une même méthode de management, les mêmes étapes, chaque événement on vérifie le stock, les produits détergents, les chambres, et même avant chaque événement ya des réunions et des petites formations pour tout le staff “ (Real Quotation)

“Each event has the same management method, with the same steps. Each event is checked for stock, detergents, rooms. And even before each event, there are meetings and short pieces of trainings for all staff.” (Free translation)

Comment:

Since every event needs a good organization, there are similarities. These similarities are encounter in all steps, from the preparation to the execution. During the brain storming, the staff management clarifies the event and fixed its subject. The next move is the pre-planning, checking stocks of food. In the same token, a short period of training will be provided for employees before the day “D.”

The organized tasks system already exists in the hotel can be effective and facilitate event management. Hence, the tasks can easily be accomplished or delegated. A competent event planner is prepared not just for the event itself but also for any unexpected events that may occur. It is advised to be ready for the unexpected moment. Thus, it is never a bad idea to have a Plan B, C, or even D. Having contingencies in place just in case is always preferable to be caught off guard by unforeseen difficulties.

As the (Meetingpackage) mentioned: “Good communication not only with management but also with the attendees and the hotel itself will also help your hotel event tremendously.”

Third indicator: Training of the hotel staff

The step related to a staff’s qualifications has to be considered seriously. The fitted skill and knowledge can make a difference and a successful event, as our respondent mentioned.

Quotation:

The employees manager: “ Parmi les choses les plus important dans la préparation des événements c’est faire une petite formation pour le staff, aussi une petite réunion avant chaque événement “ (Real Quotation)

“One of the most important things in the preparation of events is to do a small training for the staff, also a small meeting before each event.” (free translation)

Comment:

The investment in training the hotel's employees will help the hotel management to achieve its set objectives. The managers are aware that the hotel sector, as a changing sector, required constant training for the employees.

In this vein, continuing training is the key to keep hospitality skills fresh. The investment in staff development is worthy. Their development reflects in a valuable feeling to belong to the team. Ignoring such feelings can decrease employee turnover.

Categorize dimension groups:

First group (dissimilar dimension): Client type & events type

These two categories are similar. The similarity refers to the choice of the type of events. In addition, it requires knowing whom the clients' suits with them. As the doctorates competition, it is dedicated to clients who are interested in the competition.

The guest's understanding **is fundamental to establish the appropriate marketing and sales strategies.**

Second group (similar dimension): The conduct of the event & Training of the employees:

The staff's qualifications occur to be very crucial in conducting the event. Yet, many reasons are justifying the investment in staff training. Besides, it is essential to keep in mind that the client has numerous hotels' experiences. And if the hotel management wants to stand out, the staff must have received proper training to improve the client experience. Employees need to be able to understand them. Hotel managers must be adaptable and open to new ideas to maintain an effective workforce, even constraint conditions. These efforts can be considered as a marketing strategy, and whom a satisfied visitor will always refer to the hotel service.

The insider observer in research:

As a researcher, I had the opportunity to practice my insider observation. Indeed, my internship allowed me to be part of the social group. Besides, there are several benefits.

For instance, to have access to deeper understanding of the culture of the hotel; it is easy to gather data, and to understand all the processes of the management of events, from the beginning to the last step.

According to (Bernard), “*insider observation gives us a unique understanding of the research*”. It is challenging for the first time to be an insider, but when we involve the group, we get close enough to all the team we worked with.

As an insider, we see and understand the doing of the staff, which we can compare to what researchers are saying. And at the same time, it allows us to see what can the staff is doing differently from what other researchers are doing. In addition, as an insider, it allows us to see how the staff does use the brainstorming, and the new skills for the event promotion.

As an insider observer, we engage in many phases of the conduct of the doctorates event:

1. Planning phase
2. Implementation
3. Monitoring
4. Event’s promotion

Finally, as an insider observer, we discovered there is no special system management for events. Instead, it is all about the nature of the event, the planning and dividing the tasks among the staff. Furthermore, it is about how they use the brainstorming to find smart ideas and attract more clients. And of course, the cohesion between the staff helps a lot to success of the event.

Table N (03): Second hotel: Hyatt Regency

Dissimilar dimension	Similar dimension
Clients type	Events evaluation
Events type	Make the hotel known
Adaptation	
Events promotion	

Source: the present research elaborated by the student

Dissimilar dimension:

The first indicator: Client's type

The hotel's staff deals with different types of clients. For instance, there are influencers, businessmen, international guests, the government, etc. Hence, each client has a special offer and fitted contract.

Quotation:

“Autant que un hôtel international de 5 étoiles on reçoit différents type de clients, soit des clients nationaux ou bien internationaux“ (Real Quotation)

“As a 5-star international hotel, we receive different types of guests, either national or international guests [...]” (Free translation)

Comment:

A five (5) stars International hotels have a special target of clients. The targeting clients will consequently determine the nature of events. There's no doubt that the effectiveness of the marketing strategy largely depends on how well the hotel profiles its **guests**.

Yet, the hotel located near to the airport affects the type of guest attraction. Therefore, the type of guest the Hyatt Regency is mainly different from the type of guest of the hotel de la Poste closer to the beach.

Using guest profiles can forecast which revenue management, distribution, and promotional tactics are ideal for the hotel. The different guests are categorized in a variety of ways depending on their behavior and demographics. Correspondingly, the marketing strategy has to provide a clear and adjusted message relying on closer knowledge of what the hotel provides. For instance, how best to communicate the location of the hotel. And what the unique selling proposition is. Once established, the hotel can utilize the guest personas to guide your research to create guest profiles.

The second indicator: Events type

According to the events planner of the hotel Hyatt Regency, they deal with 2 types of events: Intern events, extern events. In some occasions, both events are organized. They have a special event for the employees and another one for the clients. Sometimes, there is a mixed event, which event concerns employees and the other guests. For example, the events planner mentioned the Yoga journey.

Quotation:

Marketing responsible

“Ya deux type d’évènements interne et externe, déjà on a fait 2 évènements au même temps, la journée de la musique et le lancement de LEURO, ça sera une bonne idée de ramené quelques influenceurs pour justement booster un petit peut la communication sur les réseaux sociaux. Aussi on a fait un Iftar Vip, on a invité 12 influenceurs et on a passé L’Iftar avec eux “(Real Quotation)

“There are two types of internal and external events. We have already done two (2) events at the same time: the music day and the launch of LEURO. It will be a good idea to bring influencers back to boost with small communication on social media. We did an iftar VIP. We invited twelve influences, to spend the iftartogether.” (free translation)

Events planner

“Pour se qui est des évènements internes on a fait parti de la chaine Hyatt sont des évènement crée et envoyé par le groupe comme par exemples on a des réunions et des célébrations de l’employeur de mois“ (Real Quotation)

“As for internal events, we have been part of the Hyatt channel are events created and sent by the group for example we have meetings and celebrations of the employer of months” (Free translation)

Comment:

Undoubtedly, the location of the hotel is a crucial factor to consider while arranging an event. For international hotels, it is essential to choose the right targeted clients. The

critical points for them are the nature of clients and then the nature of events. When they collaborate for specific clients, there are for sure special guests will be invited; regarding the prices might be highest.

From this, we conclude that the international hotels have special events for specific clients. , Besides, the hotel stresses the quality of services. Such services influence the satisfaction and loyalty of customers. The world of events needs professionals who have the skills and confidence to identify future opportunities and make events successful(Glion).

The third indicator:Adaptation:

The events planner and the marketing responsible agree there is no specific system of events management It is an adaptation issue. They just adapt from case to another case.

Quotation:

The events planer : “Une question d’adaptation uniquement ya pas un plan d’action à suivre ou un system de management préciser à suivre, c’est vraiment fait du cas par cas“ (Real Quotation)

“An adaptation issue only. It is not an action plan to follow, or a precise management system to follow... It is really done case by case” (Free translation)

Comment:

There are different events internal and external in 5 stars hotels. First of all, successful hotels have an effective organization and a perfect management system. They have specifically targeted clients (luxury clients). Secondly, a successful event can easily be related to a specific management system. But in fact, it is a matter of adaptation with the difference of events, and each department has its tasks. Nonetheless, It’ is preferable to have a guide or a system to manage events in hotels.

The forth indicator:Events promotion

According to the marketing responsible, they respect the choice of the clients if they would not share and promote their events via social media. Also, they are always focusing on the quality of the services.

Quotation:

Marketing responsible:“Tous dépend c’est le client souhaite être présent sur les réseaux sociaux. Dans notre établissement, on a pas l’habitude de communiqué sur l’évènement, c’est-à-dire on a une association de médecins qui voudrait faire une redivision on n’a pas forcé aux clients, c’est on peut publier à propos de son évènement, c’est quelque chose qu’on peut gardé en privé, même nous à ce niveau là. Ce n’est pas vraiment intéressant pour nous, on préfère baser notre communication sur le service et la qualité du produit, on s’adapte à ses demandes. “ (Real Quotation)

“Everything depends on whether the customer wants to be present on social networks or not. In our establishment, we don’t have the habit of communicating about the event. That’s your saying we have an association of doctors who would like to do a re-division. We didn’t force our client to publish about his event. It is something that can be kept in private, even us, at this level. It is not interesting for us. We prefer to focus on our communication of the service and the quality of the product. We adapt to his requests “(Free translation)

Comment:

The goal of hotel marketing is to attract guests and drive revenue. It takes a solid visual brand and marketing message to stand out from the competition and up-to-date technology to build awareness and carry business. Hotels have different ways to promote events, but it is always a clients’ issue if they want to promote their events via social media. And we return to the same point, when luxury hotels have a specific target, they do no need promotions for their events because they already have their clients. They are more focus on the presentation and the quality of the services.

Similaire dimensions

The first indicator; Events evaluation:

According to the events planner, the evaluation of events relies on a specific system.

Quotation:

Events planer: “ on a un system c’est spécialement pour Hyatt regency called MEDALIA, c’est une liste des questions qui nous envoyé automatiquement après le départ des clients via email, des questions par rapport l’hygiène, l’accueil, restauration, etc... “(Real Quotation)

“We have a system that is specifically for Hyatt regency. We called it MEDALIA. It is a list of questions that automatically send us after the departure of customers via email. The questions regard hygiene, reception, catering, etc. [...] “(Free translation)

Comment:

Five-star hotels (luxury hotels) provide a high level of services to meet the exact requirements of guests. The restaurant is of superior quality. Rooms are cleaned twice a day. They have exclusive and unique equipment of high quality(Sekuli and Marija).

For the luxury hotels, they are focusing on the evaluation system. It is one of the most efficient systems in the company to know the opinion for each client. It is also useful, and one of the smartest steps to every hotel has a unique evaluation system.

As an outsider observer:

As outsider observers, we have the opportunity to observe from a distance. We cannot work and observe all the steps of the events. Hence, we cannot give an accurate reading regarding to their event management, whether positive or negative points.

As an outsider, access to the details appears difficult. Everything seems perfect and well organized. However, we figure out that there is no special events management system. Although they just adapt to different events, they have a unique evaluation system.

IV.7 Synthesis and recommendations:

Events organized in hotels represent various formal and informal gatherings for several people. The organization of these meetings is under the responsibility of the sales and

marketing department. Depending on the number of participants, the most common seating arrangements at the hotel's events are:(a) pre-preparation (pre-planning), (b) executing and (c) evaluation. And this is what is happening on the preparation of the project, according to Fenich (2012).

Events should be seen as projects. As known, every project should be carefully planned, managed, and evaluated. Events can generate billions of revenue and changing the way businesses, hospitality organizations and resorts operate (Glion, 2020).

A national and an international hotel do not have a specific system of events management, rather, they just adapt with the specificity of the event.

For national hotels, promotion of events is a crucial step to attract more people, but for an international hotel it is not. They focus more on the quality of the services. In addition, it depends on the clients if they agree to share their events in social media or not.

Furthermore, the international hotels are relying on the clients' evaluation, for that they have a specific system, where they focus on the opinion of their clients.

For both national and international hotels a short piece of meeting and training for employees before every event is required. To sum up, the motor of success for hotels is events

Based on previous results, the study recommends the following:

1. To create a specific events management system;
2. An evaluation system is essential to the hotel. Such tool participate to the development of the hotel;
3. Brainstorming with employees about new ideas for events, they can create a table of new ideas for the hotel.

CONCLUSION

CONCLUSION

Our research question aims to disclose the ways in how hotels deal with events. Our interest focuses more on the different steps in conduct events. Furthermore, it questions if there is any specific events management system. To this end, our research tackles two types of hotels within the hospitality sector in Algeria. The first hotel is a private business and the second is an international hotel.

Our analysis concludes that there are no major differences between both hotels. In addition, both hotels do not have a specific events management system. Instead, they adapt to events even if they prepared for events previously. Hence, each department has its tasks.

Professionals with the knowledge and confidence to anticipate future opportunities and make events successful are needed in the event industry because events are essential drivers for the hospitality sector.

In our viewpoint, the hospitality sector needs to focus on events and create a specific events management system for the correct conduction. Besides a philosophy of brainstorming is necessary for innovation and creating a new ideas and opportunities.

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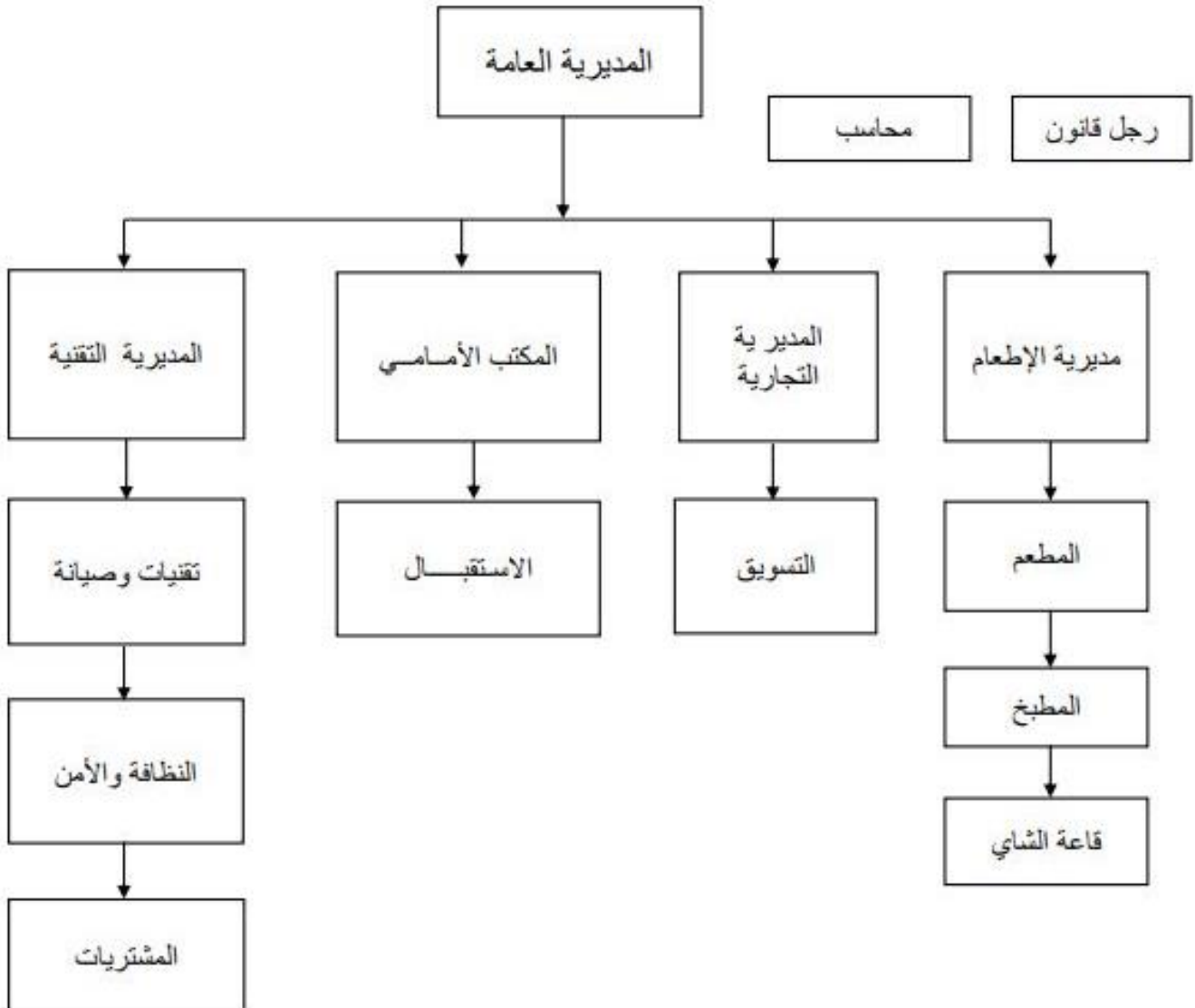
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ANNEXES

Annexes:



Source: Elaborated by the hotel

ANNEXES

