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Developing a managerial plan to guide the planning process for charity events

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PART ONE

Introduction

Charity organizations are looking for a vehicle to take them to a new level of production in a world of intense competition. These foundations are turning to event management companies for precisely this reason. Gone are the days when volunteers, passionate about their cause, but unskilled in fundraising campaigns, try their hand at event planning. “Increasingly, today’s fundraisers are paid professionals” (Freedman & Feldman, 2007, p. xvii). Charity events share many similarities in design with other types of events, however, there are unique aspects to the planning process that need to be identified and studied.

Purpose

The purpose of this paper was to develop a managerial plan to guide the planning process for charity events. A guideline was developed, tested and refined based on a case study of the Prostate Cancer Foundation charity held in October, 2007 at Wynn Las Vegas. A strategy arose from an adaptation of the standard business plans outlined by the Small Business Administration. The resulting business plan, detailed event checklist and timeline will be a guiding tool when planning other charity events.

Justification

Event management is the “fastest growing segment” of the marketing industry (Neff, 2007, para. 1). Accompanying this growth is the need for the study of well designed projects. The niche market of charity events is especially in need of a focused direction, transitioning from fundraisers designed by inexperienced charity board members to well designed events coordinated by event professionals.

Constraints

The case study on the Prostate Cancer Foundation is done by the author, who is an employee of the hotel that sponsors the charity event. The majority of the planning process, budget and execution of the event are conducted by the author and the Special Events department of the sponsoring hotel. There are parts of the event that the charity foundation specializes in, such as donations and patron participation. Due to the fact that the author is not involved in every aspect of the event, there may be some details that this study is not privy to.

PART TWO

Literature Review

Introduction

A survey of U.S. senior executives found that “marketing will be the most important area of expertise for the next-generation of leaders” (DeLegge, 2007, para. 1). Among the various divisions in the marketing world, event management is the “fastest growing segment” (Neff, 2007, para. 1). Companies, both for-profit and charity organizations, are now looking for a vehicle to take them to a new level of production in a world of intense competition. Godin recognizes that, “being good enough is no longer good enough,” (DeLegge, 2007, para 1-4) and that “the key to success is to find a way to stand out--to be the purple cow in a field of monochrome Holsteins” (Godin, 2003, para. 1). Companies are turning to event management for precisely this reason, as noted by Quinn, who states that “event marketing is growing at twice the rate of the overall advertising and marketing sector [with] \$32.3 billion spent in 2006, up 15.4% from a year earlier, and is projected to grow another 16% to \$37.4 billion in 2007” (Neff, 2007, para.4).

Definition and Purpose of Events

Getz defines a special event as “an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience (Berridge, 2007, p. 5). Goldblatt (2005) describes an event as a “unique moment in time celebrated with ceremony and ritual to satisfy specific needs” (p.6). He expands on this definition by explaining that there are four purposes behind hosting an event; to celebrate human life, to educate, to market and create awareness and to reunite people (Goldblatt, 2005, pp.8-9). Events are a key part of life and society. Anthropologist, Victor Turner notes that “every human society celebrates with

ceremony and ritual its joys, sorrows, and triumphs” and the incorporation of ceremony and ritual is a key factor in the “design, planning, management and coordination of special events” (Goldblatt, 2005, p.6). In order to create a successful event, there must be professionals who lead the project and guide the planning process.

Event Management Industry

Event management has characteristics unique to its particular discipline. Its business model differs widely from others in the marketing arena. As compared to an ad agency where clients are on retainer with an ongoing relationship, event businesses are generally hired on a project by project basis with limited spans of duration (Allen, 2002). It is difficult to fully quantify the results of event related revenue because event marketing tends to merge with other areas such as sponsorship and promotions. Stevens states, “when it comes to measurement, events can be elusive targets. With all the variables at play, it can be difficult to tease out the specific incremental contribution of the event itself” (2006, para.1). Stevens recommends pre and post events surveys to determine if specific objectives have been met. The survey she promotes would examine brand awareness, memorability or recall of key messages, attitude or image change, message impact, new product consideration and audience profile (Stevens, 2006). The affect of a nonprofit organization’s event on the charity’s balance sheet is largely in terms of black and white. Did the event raise money or not and will the participants want to come back for a repeat performance next year? (Dining for a Cause, 2007) However, the results can be blurred when a for-profit company must wait to see if their market share changes and how much of that change can be attributed to event management.

Event Management Profession

Event management companies “service a variety of areas including corporate events, product launches, press conferences, corporate meetings and conferences, marketing programs, road shows, grand opening events, and special events like concerts, award ceremonies, film premiers, launch/release parties, fashion shows, commercial events, private and personal events such as weddings and bar mitzvahs” (Event Management, 2007, para. 6). The services required differ with each job; however, there are common elements in most events:

1. Vision: The main reason and focus for having the event.
2. Goals and Objectives: Every event will have goals and objectives. Larger events might have multiple goals and objectives with all needing to be discussed, defined, set and confirmed.
3. Site Selection: Location is an essential element of an event’s success whether it ranges from an intimate venue to an arena.
4. Promotion: The message must be disseminated. It could be as simple as an invitation or as complicated as the material required for a week-long convention with numerous workshops, special events, outside excursions, banquets and required registration information.
5. Participants/Attendees: Without them, there would not be an event. They may be invited guests, paying participants or individuals required to attend.
6. Agenda: A detailed outline with times of all activities is required. It logs what is happening from hours before the participant’s arrival to the follow-up when the event is complete. There are two types of agendas; one for the participants and one for the people who work behind the scenes of the event.

7. Food and Beverage: Essential for every event's success is the appropriateness and quality of the food and beverages whether it be water and mints for a short seminar or a sit down dinner for 10,000
8. 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 VIP'S along with airfare and rental cars.
9. Staffing: Each event has its own requirements for staffing from volunteers, caterers, musicians, florist, clean-up crew, valets, ticket takers, MC's, speakers, or the balloon clown. (Kilkenny, 2006)

Event management companies employ the aid of an event manager or event planner. The role of an event manager is to “create the conditions in which these events will occur under the client's event and budget guidelines” (Allen, 2002, p. 4). It is about “the creation of a step-by-step program to get you from where you are to where you want to be” (Harris, 2007, p. 9). The profession of event manager is not for the weak of heart and has been likened to directing a live stage production. “It is a high-wire act without the safety nets. Once an event starts there are no second chances. It's done in one take and there are no dress rehearsals” (Allen, 2002, p. xiii). Turner (2004) outlines three personality traits that event managers should possess – “a stout heart...nerves of steel... and grace under pressure” (p. 5). Wolf & Wolf (2005), conclude that a high probability of success can be insured “with meticulous preparation, a pursuit of flawless execution, and an ability to respond as a cohesive team when the unexpected inevitably surfaces” (p.x). They succinctly sum up the key to their 35 years of achievements by saying, “successful events are in the details” (p. x). Cunningham, reiterates this point when she says, “whatever the

size of an event, the same principles apply. Meticulous planning and careful management – along with a dash of innovation – are the fundamentals which breed success” (2007, para. 4).

Silvers (2004) defines the sequential process that successful managers use to develop and deliver the requested event experience, no matter its genre or scope:

1. Conduct the necessary research to determine expectations and create a customer profile of the event attendees or participants.
2. Conceptualize the event, assessing the scope of the event required to meet expectations.
3. Determine which event elements and components will provide the features of the desired experience.
4. Visualize how all these event components will and must fit together, and design the strategy for implementation.
5. Select the best products and providers available and affordable.
6. Finally, monitor the delivery of the experience. (p. 4)

Similarly, “Five Phases of Event Management” have been developed by Goldblatt:

1. Research: Begin by determining that there is even a demand for the event. Information can be gathered through surveys, interviews and focus groups. Research can also mean interviewing suppliers or talking to planners who have produced similar events. Above all, research should include extensive questioning of the client about their expectations for the event.
2. Design: The “style” of the event is developed from the research conducted and creativity now comes into play. The site, décor, catering and entertainment are selected with care so all contribute to the overall design intent.

3. Organization: This phase includes the hundred of actions required for the event to actually happen – contractual agreement to secure the site, investigate licensing requirements, site logistics, training of temporary staff, air and ground travel requirements, vendor contracts, budget review, marketing plan design and implementation, hiring of staff, confirm, and finalize, to list but a few. It is here that check lists and design work sheets become essential.
4. Coordination: All parts of the event must now be pulled together, assuring that everyone is working as a team. Communication skills are essential and everyone from the vendors to the temporary staff must know how they fit into the overall picture. It is time to check and double-check using a tracking system.
5. Evaluation: The obvious test to determine the success of an event is the client’s satisfaction. However, it is important to take the process further. Schedule round-table post-event discussions with the staff to gather input. Feedback from the industry professionals hired for the event, such as the caterers or bartenders, can be informative and outside evaluators can be hired to observe the event and provide analysis. (Turner, 2004, pp. 24-43)

The Essential Elements of Event Management

Journalism professionals have long considered *who, what, when, where, why, and how* as the essential elements to their story. Event management has adopted them as their working fundamentals and deemed them the *event elements* (Silvers, 2004; Turner, 2004; Wolf & Wolf, 2005). The “5 W’s” and the *how* must be considered from the point of conceptualization, throughout the event and to its conclusion (Wolf & Wolf, 2005).

The event element *who* encompasses the examination of the potential guests and the creation of a customer profile (Silvers, 2004). The essential part of “knowing who your guests are plays a part in how you will design your event” (Wolf & Wolf, 2005, p. 4). “Identifying and reaching the right people or group is crucial. It is about identifying those groups who will want to come to your event. It is about identifying those whom you want to come to your event!” (Kilkenny, 2006, p.45). Once identified, it is important to create “a customer profile for each consistency you will need to serve, including, demographics, lifestyle and life stage, purchase stimulus, and benefits sought. The profile of each of these customer groups will reveal needs and desires that should be factored into the event analysis and plan” (Silvers, 2004, p.30).

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

The event element *when* includes not only the specifics of the date and season of the year, but also the details of time of day and length of the affair (Wolf and Wolf, 2005). The timing of the event is essential to its success. “A group can produce the best event of the social season, fashion it to the exact tastes of the target audience, and have lots of money and people to pull it off, but still fail if it isn’t properly scheduled” (Freedman & Feldman, 2007, p. 31).

“Location, location, location!” (Ten top tips for event success, 2007, para.5) sums up the event element *where*. The site is intimately tied to the event style with its selection being “both a science and an art – part investigation and part intuition” (Silvers, 2004, p.65). The location is of utmost importance, setting the overall tone that will be communicated to the guests. Location decisions “can make or break your event” (Allen, 2000, p.37). The site sets many of the parameters of the event such as the number of guests, the style of décor, what other amenities are required (i.e. power, restrooms, wheelchair access, etc.) and importantly – budget considerations (Turner 2004).

The purpose or the event element *why* needs to be clearly defined. All events, large or small, must have delineated goals and objectives to clarify the ultimate vision (Kilkenny, 2006). With the help of the event manager, the goals and objectives are outlined with each being specific, measurable, assignable, realistic and time-related (Silvers, 2004).

Once the “5 W’s” are determined the ultimate question is *how* to make them happen. All are under the umbrella of the budget and its constraints. “A well-created and maintained budget is an essential tool to allow you to project and supervise income and expenses, track cash flow and verify how well you are doing at any given point” (Kilkenny, 2006, p.61). Paulette Wolf, experienced event manager of many influential clients including the 1996 Olympics, Harley-Davidson, the Federal Reserve, and “The Oprah Show”, to name but a few, describes the three main aspects of budget management:

1. Research: Investigation of all vendors that will be used including references, website checks, personal visitations, Better Business Bureau reviews, etc., plus assurances that all expenditures such as tax, gratuities and labor costs have been accounted for.

2. Negotiation: Working with vendors and venues by first attaining proposals and quotes and then negotiating, if necessary, to gain the desired effect with the budgeted amount of money.
3. Creative Money Allocation: It will be necessary at times to reexamine the budget sheet and the specific line items to determine where expenditures can be cut in a creative way as to not alter the success of the event. It may even be required to revisit the “5 W’s” and prioritize areas that can be altered (Wolf & Wolf, 2005).

Included in the event element *how* are the myriad of services and techniques required to make an event a success. Each event is unique and has its own requirements. However, the most consistently used technique for insuring event success is the careful implementation of a timeline and production schedule. Timelines “serve as important planning tools in nearly every step of the process” (Kilkenny, 2006, p.26). They outline every step of the event, from the months prior to the actual event to its actual implementation. The timeline serves as the flowchart illustrating not only the series of events, but how the many elements will interact (Silvers, 2004). A production schedule “is a detailed list of tasks with specific start and stop times from setup through load-out of an event” (Goldblatt, 2005, p.204). Together they form what Goldblatt calls a time-line production schedule.

Unique Aspects of Charity Events

Charities in particular require the expertise offered by event management. Gone are the days when volunteers, passionate about their cause, but unskilled in fundraising campaigns, try their hand at event planning. “Increasingly, today’s fundraisers are paid professionals” (Freedman & Feldman, 2007, p. xvii). Charities are big business. According to the Association of Fundraising Professionals, “for 2006, 69% of charities nationally raised more money than the

prior year. Not only did organizations say they raised more money in 2006, but 23 percent of charities reported fundraising increases of 50% or higher” (Survey Says, 2007, para. 1). The Giving USA foundation reports that “in 2005, Americans donated a record \$260.28 billion to some 1 million charitable organizations... That money came from a variety of sources, including foundations, corporations, and bequests, but the largest slice of the pie - \$199 billion – came from individuals who gave to all manner of nonprofit organizations, such as schools, religious museums, health charities, human service agencies, environmental and animal welfare, disaster relief, and international aid” (Freedman & Feldman, 2007, p. xvii) Well run events have proven to be so successful that many charities depend on a single annual event to fund their entire year of work (Armstrong, 2007). Even during these philanthropic times with “giving at an all-time high, nonprofit organizations face even more challenges in raising the money they need to carry out their missions. Americans undergo a constant bombardment by charities attempting to raise money: by mail, e-mail, phone, through the media, and in person” (Freedman & Feldman, 2007, p. xvii).

Business Plan Approach

As event management evolves into its own discipline, its characteristics merge with other areas of study to create a unique approach to business. Entrance into the world of commerce requires event management companies to combine their creative thinking with the structure of a business plan. A business plan can be presented in many formats. Most involve:

1. The description of a business plan which contains the goals of the project and description of the business.
2. The marketing plan includes advertising and public relations.

3. The financial management plan consists of overviews of the budget, pricing, purchasing plans and breakeven analysis.
4. The management plan is developed to reach the project's goal and outlines a timeline for tasks to be completed (Kautz, 2007, para.1).

Following a business plan outline gives a project a systematic, well designed plan to ensure success.

Conclusion to Literature Review

Goldblatt named his book on special events, "Event Leadership for a New World (2005), not Party Planning 101; much of the event management involves corporate meetings, association meetings, and social events; and many professional event managers would resent being called party planners" (p.xi). Brad Wirz, senior VP of experimental marketing at Euro RSCG wryly sums up the current state of Event Managements by stating, "We're still the stepchild of the industry – but less and less so. That is a major change over the past few years... We've got a major seat at the table (Neff, 2007, para. 27). Event management is providing the leadership required to take what some refer to as party planning to an elevated level. Event planning is developing its own discipline of study, integrating applications from business, management, art, psychology, sociology and at times the systematic steps required for scientific exploration.

PART THREE

Methodology and Business Plan

The purpose of this case study is to test a managerial plan to guide the planning process for charity events. The guideline was developed based on the Prostate Cancer Foundation charity held in October, 2007 at Wynn Las Vegas. A strategy arose from an adaptation of the standard business plans outlined by the Small Business Administration. Outlined below is the business plan developed at the onset of the project.

Part 1: Description of project and goals

The goal of this project is to design a charity event to benefit the Prostate Cancer Foundation (PCF), which was founded by Michael Milken in 1993. It is the largest source of support for prostate cancer research raising more than \$288 million for more than 12,000 researchers at 100 institutions worldwide (Prostate Cancer Foundation, 2007). “Prostate cancer is now the most frequently diagnosed cancer in America. But while the disease now affects one out of every six American men, investment in research to find a cure lags far behind other diseases. The Prostate Cancer Foundation aims to broaden public awareness and knowledge of prostate cancer and increase private and federal support for research” (Goodwin Foundation, 2007, para. 3).

The money raised will help to fund the PCF research awards program, which has three components:

1. Competitive Awards: These are the cornerstone of the Prostate Cancer Foundation’s research strategy which supports innovative, early-stage prostate cancer research projects in select areas.

2. Special Awards: This division funds crucial research projects outside the scope of the Competitive Awards Program.
3. Donor-Directed Awards: This facet enables donors to earmark large gifts to specific research projects within prostate cancer research, while the Prostate Cancer Foundation directs and monitors the progress of the projects (Research Awards – Prostate Cancer Foundation, 2007, para 2).

With more than 218,000 (Prostate Cancer Foundation, 2007, para. 3) men in the United States being diagnosed with prostate cancer this year, the need for effective diagnosis and treatment is more important than ever. “Each and every one of them will have to find a strong, knowledgeable team of physicians, nurses, and other healthcare providers to help guide him through the process at each step of the way” (Prostate Cancer Foundation, 2007, para.3) and the Prostate Cancer Foundation is trying to insure that this will happen.

For their donation fee, the event patrons will spend a weekend at Wynn, a five star and five diamond awarded casino resort in Las Vegas, Nevada. Wynn will serve as the location host and main sponsor. It will take place October 26-28, 2007. Scheduled activities include a feature entertainer, ladies lunch and golf tournament.

Part 2: Marketing Plan

The target audience for the event includes past Prostate Cancer Foundation event patrons, foundation donors, celebrity guests, contacts of Mr. and Mrs. Wynn and Michael Milken.

The goal of the event is to have fifty couples in attendance. In order to secure this number of people, printed pieces, including save the dates and invitations, will be sent out to the invitees. Announcements regarding the event and donation requests will be posted on the foundation’s website (www.prostatecancerfoundation.org). A personal telephone campaign

directed by Michael Milken and the foundation will compliment and serve as a follow up to the printed collateral.

Part 3: Management Plan & Timeline

The management plan and timeline of tasks was created at the onset of the project to help guide the events team and assign the different aspects that were required for the large event. See Appendix A for the PCF management plan and timeline.

Part 4: Financial Plan

The price per couple to attend the weekend is set at \$75,000. The goal is to create a special weekend for 50 couples with 25% of the donations to go to event expenses and 75% net to PCF. See Appendix B for the budget and actual expenses for the event.

Case Study

Analysis of Part 1: Description of project and goals

The goal of raising money for The Prostate Cancer Foundation remained constant throughout the project. The planning, as discussed in the initial concept meeting, evolved continually. Instead of utilizing a headline entertainer for a private show, the guests saw two Las Vegas productions- Love by Cirque du Soleil and The Red Piano featuring Elton John. During these shows the patrons had the opportunity to meet some of the performers as well as Elton John. Due to participation levels, the golf tournament format was also adjusted and changed from a two day shotgun tournament to a one day scramble tournament.

Analysis of Part 2: Marketing Plan

The marketing plan was successful in obtaining patrons for the event. The goal of fifty couples was almost achieved, with forty-five couples in attendance. A challenging aspect was securing celebrities to donate their time. Due to hectic schedules, several celebrities committed

and cancelled. The event did have a good representation from the professional baseball world including, Joe Torre, Eric Karros and Vida Blue.

Analysis of Part 3: Management Plan & Timeline

Events can range from a lunch for fifteen people to week long conferences held for thousands of business men and women. No matter the scale, an organized timeline and schedule of tasks is essential to creating a successful event. There are similarities for every type of function, however, an event manager must prepare specific management plans for each unique affair.

The task list created at the beginning of PCF was helpful in outlining the overall event. In actuality, each line on the list had many parts that contributed to its completion. In the future, a more detailed, compartmentalized list would be helpful in guiding what needs to be done. It is also important to note that the task list needs to be continually updated. The management plan is a working document and must reflect the ever changing event program. Many of the details for the schedule of events are not finalized until the day that the guests arrive. Events are constantly evolving based on other event managers' feedback, budget issues, time constraints, production problems and vendor matters. The most important thing is to be aware of is that the timeline and task list are not concrete and the event manager must be able to adjust the plan at any time.

The initial task on the management plan is to hold a concept and goal planning meeting. See appendix C for meeting notes from the first meeting held for the PCF event. Many of the event goals and activities were discussed. Some of the details changed, but many of the original ideas were carried out.

There are many supporting documents that are line itemed on the task list. The main document, the fact sheet, details every event that occurred during the weekend. This allows

everyone in the hotel, foundation and supporting staff to know about the schedule so that they can serve the guests better. See appendix D for fact sheet.

The division of tasks should be assigned carefully. No one part should be an isolated assignment. When there are a number of people working on large events, it is important to maintain open communication between all parties involved. There were a large number of printed pieces needed for the event. Each of the different parts should have had a common design theme, however, due to a lack of communication between the host hotel and foundation, the collateral was disjointed and could have been produced better.

Analysis of Part 4: Financial Plan

The \$75,000 per couple donation price to attend the event is determined by a number of factors: event budgets, donation goals and invitee demographics. Mr. and Mrs. Wynn and Michael Milken all wanted to create an experience that is essentially priceless for all of the patrons who attend. The event is not a typical charity function and it appeals to a certain demographic that encompasses the top tier of leaders in business, arts and technology. The PCF weekend at Wynn is unique and special because of the activities that were planned as well as the people who attended them. With the fee for the weekend set at \$75,000, there is an exclusive aspect to it and it enables the event managers to have a large enough budget to create a weekend that is worthy of that donation price.

The crucial part of the financial plan for any event is the budget. This is developed through obtaining estimates from vendors. When first envisioning an event, the event manager should start with broad ideas and research what the financial implications are to bring those visions to life. From these estimates the manager can then add or subtract certain plans. Another important factor when determining a budget are the expected donor contributions. The

foundation must assess the amount of money that the event is hoping to raise. This amount should be compared to previous donation amounts and past event actual expenses to determine a budget for the current event.

Once the budget is approved and vendors are hired, it is important to create a payment schedule to ensure that all contracts are honored and deposits and final payments are made on time.

The Wynn event expenses totaled, \$330,010, which is \$143, 220 under budget. This is well under the anticipated price of \$473, 230. The events team was able to use resources that were already available in the hotel to accomplish this. All airport runs were done by the Wynn in-house transportation team as a donated service. The décor costs were cut significantly by using already existing props and in-house resources. The poker dealers donated their services for the poker tournament. The foundation was able to secure show tickets at a discounted rate. Most of the print collateral was printed by the Wynn Docutech team. The gifts provided to the patrons and celebrities were secured at a discounted rate. Through capitalizing on their connections and hotel property, the Wynn events team was able to cut the costs dramatically, therefore contributing to the main goal of the event.

Although the savings on the event was a great accomplishment, it could have been even greater. There are areas that could have been monitored more effectively. Further initial research on various vendors and product options should have been performed to try to utilize the money more efficiently. The linen and trophies were both over budget and the event team could have chosen less expensive alternatives.

The goal to keep event expenses to only 25% of the donations was met because the actual event expenses came in well under budget. The total amount raised is not known because overall

event total expenses and donations have not yet been reported by the Prostate Cancer Foundation.

It is also important to note that the aspect of donor cultivation does not appear on the budget line, but it indirectly has a large part in the weekend. For example, you may not get the level of gift for a particular event from a guest, but it should work to the foundation's advantage later because the patrons all get to know and care more about the charity and the work it does.

Recommendations for Future Research

This research can be continued through the examination of other charity events and foundations. Each event is unique in its goal, plan, budget and execution; however, there are universal aspects that remain constant. It is important to refine the business plan to create a more universal template for other event managers to use. Analysis of each project is essential so that mistakes are not repeated.

Conclusions

Overall this was an extremely successful project. There were no major difficulties that impacted the opinion of the patrons attending the event in a negative way. Most of the problems that arose are common when producing events and were dealt with before the guests were aware of them. The key to good management is to be able to identify, adjust and correct in a seemingly flawless way. This experience lends credence to the Chinese proverb "knowledge is the beginning of practice; doing is the completion of knowing" (Lundberg, 1993). The knowledge gained in the planning allowed for the preparation of the event and the actual execution gave true understanding of process.

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