

Study Handbook Summary 22-23

Master Strategic Events Management (M SEM)

BUas, Academy for Leisure & Events (ALE)



DISCOVER YOUR WORLD

Index

1	The Content: Competency Profile M SEM	2
1.1	Unique Selling Point Master Strategic Events Management	2
1.2	The M SEM Competency Model	3
2	The Educational Programme	6
2.1	Educational vision M SEM	6
2.2	Learning communities	7
2.2	Curriculum blueprint	7
3	Descriptions of units of study	8
3.1	Modules	9
3.1.1	Business Strategy	9
3.1.2	Innovation & Change	10
3.1.3	Sustainability & Responsibility	11
3.1.4	Event Marketing	12
3.1.5	Experience Design	13
3.1.6	Collaboration & co-creation	14
3.1.7	Strategic Value Creation	15
3.2	Graduation	16

1 The Content: Competency Profile M SEM

1.1 Unique Selling Point Master Strategic Events Management

The Master Strategic Events Management has the following slogan as the unique selling point (USP). This USP was translated into the competency profile as described in paragraph 1.2.

Events as a Tool for Strategic Value Creation

Storyline Unique Selling Point M SEM

Events have economic, experiential, social, cultural and symbolic value. The events industry is usually talked about in terms of its **economic** value. For example, the UK events industry was estimated to be worth £42.3 billion (€48.6 billion) in 2018 (Eventbrite, 2018)¹, supporting an estimated 570,000 jobs. Although economic value is clearly important, this is not the only form of value created by events.

Events offer the people who attend them valuable **experiences**. Despite the growth of digital technologies, people still want to experience things live. Attending events provides a total sensory experience that engages people in the moment and encourages them to share their experiences with others. Events, by bringing people together in one place at one time, also provide a valuable **social** connection in an increasingly networked world.

Events therefore arguably act as '**value creation platforms**', which can deliver economic, social, cultural and symbolic value to individuals, social groups, businesses and society as a whole. The process of creating value is at the heart of events, which facilitate the exchange of ideas, feelings and business information. Events, as regular moments of contact and communion in society also have ritual functions that embody **cultural** and **symbolic** values.

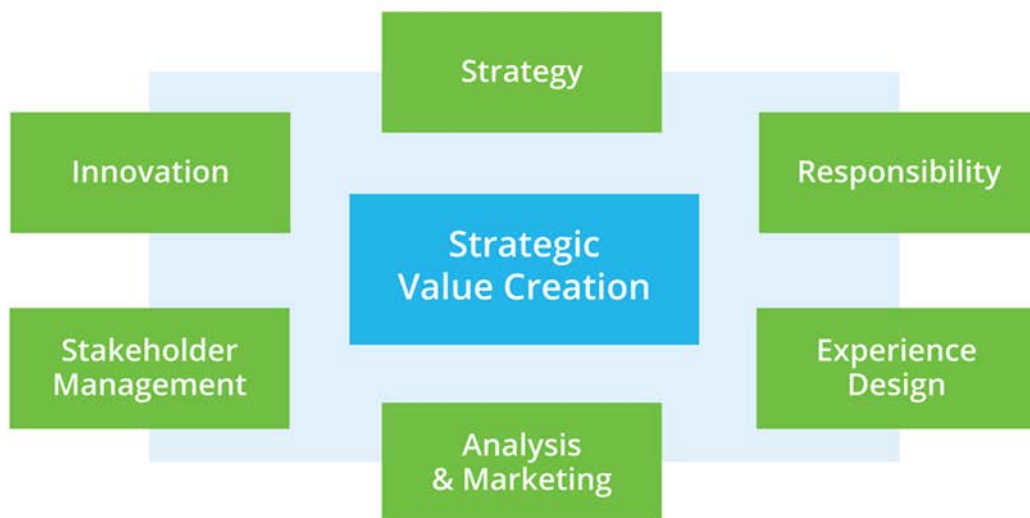
¹ Eventbrite (2018). An Introduction to the UK Event Industry In Numbers. <https://www.eventbrite.co.uk/blog/academy/uk-event-industry-in-numbers-ds00/>

1.2 The M SEM Competency Model

The competency profile for M SEM is based on the premise that several different competences are required for an event manager to be able to maximise the value creation potential of events. Value creation is at the heart of the curriculum because events represent a vehicle by which different stakeholder groups can develop and exchange various types of value, including economic, social, cultural and symbolic value as described in paragraph 1.1. This is a unique feature of the M SEM programme.

Master Strategic Events Management

Events as a tool for Strategic Value Creation



Events therefore arguably act as 'value creation platforms', which can deliver different forms of value to individuals, social groups, businesses and society as a whole. The process of creating value is at the heart of events, which facilitate the exchange of ideas, feelings and business information. Events, as regular moments of contact and communion in society also have ritual functions that embody cultural and symbolic values². In the future, the way in which organisations create value will also be transformed by new technologies and the use of big data to analyse consumer experience and organisational performance. It is therefore important that those working in the events industry stay abreast of the evolution of value creation.

Taking strategic value creation as the core theme of the programme, the different competences covered in the various modules will contribute to developing an overview of the value creation process. The competencies delivered in the programme were developed in consultation with the event sector, including representatives of both consumer and business events. Their input was discussed with the programme team at several meetings and refined to seven basic competencies.

² Simons, I. (2017). The practices of the eventful city: The case of Incubate festival. *Event Management*, 21(5), 593-608.

1.3 Descriptions of Competencies

The programme begins with a consideration of the role of the **strategist**. To steer value creation processes it is important to understand the goals and values of the organisation responsible for organising or hosting events. This also means that students should understand how organisations operate and develop, and how they develop and utilise different business models. The business model canvas will therefore be used as a tool to analyse the value creation processes of events. Because value creation strategies depend on the effective use of resources, attention will also be paid to event financing and human resources issues. Students will be expected to develop strategic thinking abilities that will be essential to understanding the different elements of events and the structure of the events industry.

Because the events industry is fast-moving and dynamic, business models are constantly changing, and innovation is a key competency. The role of the **innovator** will be developed through a consideration of how event organisations scan the external environment to identify new market opportunities and spaces for new business models. Students will acquire an understanding of innovation processes and the need for creativity, particularly in applying new media and technology to events. They will also analyse the ways in which entrepreneurship is applied in events, not just at the level of the individual entrepreneur, but also at the level of the entrepreneurial organisation.

Experiences are arguably the core content of events, particularly in terms of consumer events. It is therefore important for students to be able to appreciate the nature of experiences and the processes by which experiences can be **(co)designed**. The fragmentation of markets forces organisations to get closer to the consumer: a process of convergence which increasingly leads to the 'co-creation' of events between suppliers and consumers. Understanding the implications of the co-creation of experiences is a key competency for the experience manager. Using events as effective vehicles for experience creation and delivery requires a knowledge of Imagineering processes as well an understanding of the customer journey through events and event programmes. The development of engaging experiences also rests on the creativity of event managers and designers, who need to develop compelling storylines and narratives to ensure the success of their events.

Whereas the concept of experience management is often couched in terms of giving the customer what they want, it is increasingly clear that event value creation should be delivered for a wide range of stakeholders in a responsible manner. The **responsibility** competence involves an understanding of the external effects of events, and their contribution to improving triple bottom line, or people, planet, profit indicators. The analysis of these indicators also helps to guide the organisation in terms of its wider Corporate Social Responsibility, which has important ethical as well as business components. The growing number of people attending events also places more emphasis on event safety, which is an essential 'hygiene' factor in events.

Analytical skills are essential for developing a holistic overview of the events field, and to develop effective marketing activities. Students will develop the role of the **marketeer** particularly in terms of the ability to analyse internal and external information and data sources to create new insights into consumer needs. Customer Relationship Management (CRM) is an important activity for most event organisations, who effectively develop their own audience by attracting people and then stimulating them to return, also through the analysis of audience data and wider sources of 'big data'. These help the event manager to better understand the needs of the (potential) audience and the best channels of online and offline marketing to communicate the event offering.

Whatever events related organization the students manage, or which experience they would like to organize, they will always have to deal with a wide diversity of parties involved. **Stakeholders** who have interest, share, influence and contribution for their project. It is important to be aware of important environmental factors, different interests and to build them as well. This is all needed to eventually come to a joint process with all parties involved to a good result of value creation.

The event manager should be able to combine all competences described above into a holistic view of the value creation potential of events and event programmes. This is the aim of the module in **Strategic Value Creation**, which acts as a vehicle for students to demonstrate their achievement of a range of competences in the development of a strategic value creation plan. They will be required to demonstrate their mastery of the principles of value creation, as well as the application of these principles to a concrete case in the events sector, which will involve analytical prowess, a collaborative mindset and strategic thinking.

2 The Educational Programme

2.1 Educational vision M SEM

The key elements of the educational vision of BUAs are learning communities, personalisation, digital learning, and active and interactive learning³. The BUAs educational vision is translated into an educational vision for the Master Strategic Events Management.

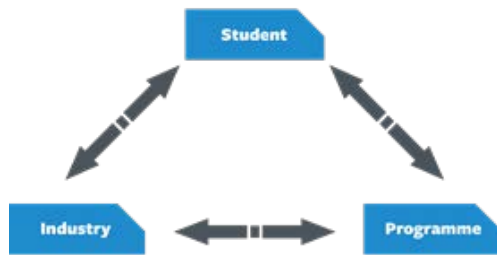
Because M SEM is a part-time professional master's programme, the industry is at the heart of its education: connectivity. In addition, key elements in the M SEM educational vision are learning communities, personalisation and high impact learning. The most important aspects of these key elements are described in the figure below.



³ NHTV (2014, June). Education@work 2014-2024. Educational vision of NHTV Breda University of Applied Sciences. Unpublished internal document.

2.2 Learning communities

With the industry at the heart of our education and the learning community methodology, the relations between the triangle of student, school and industry are important within the M SEM programme (see figure).



Rather than through an individual process, learning in a learning community takes place through an active and social process of collaborative learning in which the community of students, lecturers and industry learn together.

Since students attend classes at school one day a week and will be working in the industry for 2-3 days a week, there will be continuous interaction between theory and practice, boosting the transfer of knowledge, skills and attitude to practice. The knowledge and principles covered in the master's programme are applied to situations and problems taken straight from the students' professional field. In other words, the programme contributes to both the students' professional development and to the development of the industry.

2.2 Curriculum blueprint

The M SEM competency profile was translated into a curriculum blueprint. The translation into this blueprint was an iterative process carried out with several stakeholders involved (internal content experts, the management team, and industry representatives).

The M SEM programme comprises a total of two years during which a total of seven modules will be offered. All modules and graduation are described in chapter 3.



3 Descriptions of units of study

An overview of the units of study of the Master Strategic Events Management programme is given below with the number of credits to be earned and the number of the paragraph where the module is described.

	<i>ECTS</i>	<i>Paragraph</i>
Modules		3.1
Module Business Strategy	6	3.1.1
Module Innovation & Change	6	3.1.2
Module Sustainability & Responsibility	6	3.1.3
Module Event Marketing	6	3.1.4
Module Experience Design	6	3.1.5
Module Collaboration & Co-creation	6	3.1.6
Module Strategic Value Creation	6	3.1.7
Graduation	18	3.2

3.1 Modules

3.1.1 Business Strategy

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Understand and explain the implications of growing complexity in society for business and strategy within the framework of the event sector.
- ✓ Describe the factors of the macro-, meso- and micro-environment of a business in the framework of the event sector.
- ✓ Distinguish, discuss and critically evaluate basic types of strategies and analyse their elements and characteristics.
- ✓ Generate and design contextual effective solutions to problems of strategic performance within the framework of the event sector.
- ✓ Apply methodologies to assess a company's or sector's strategic choices.
- ✓ Design and evaluate organisational strategies, structures and strategy implementation.
- ✓ Translate insights on Goods-Dominant Logic and Service-Dominant Logic to a strategic situation of value creation in a particular event company and in the sector in general.

Brief description of course content

The field of Strategy has evolved substantially in the past twenty-five years. Organizations have learned to analyse their competitive environment, define their position, develop competitive and corporate advantages, and understand threats to sustaining advantage in the face of challenging competitive threats. Different approaches including industrial organization, the resource-based view, dynamic capabilities, and game theory have helped academicians and practitioners understand the dynamics of competition and develop recommendations on how organizations should define their competitive and corporate strategies. In a post-modern context, it is accepted that no single strategy tool or model will lead to a sustainable competitive advantage—there are no recipes (Rosenzweig, 2007; Christensen & Raynor, 2003). The emphasis is, therefore, increasingly moving to the development of dynamic strategy processes (Oosthuizen, 2005, p. 69), where eclectic blends of models and techniques are brought together to meet the needs of a particular organisation, in a particular environment, at a particular time.

The main objective of the module "Business strategy" is to distinguish, discuss and critically evaluate diverse types of strategies and analyze their elements and characteristics. The students shall learn how to generate and design contextual effective solutions to problems of strategic performance within the framework of the events sector by means of developing a Strategic implementation plan.

Specifically, during the course students will understand the necessity of a business strategy and the role it plays in the complex and rapidly changing business environment within the event sector and not only. They will acquire knowledge of diverse concepts and methods used in strategy formulation and implementation tools to ensure competitive positioning in the strategic event management market (development of competitive advantage).

3.1.2. Innovation & Change

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Explain and discuss the evolution of the theoretical framework of innovation and change management as well as of (corporate) entrepreneurship and compare the different approaches in relation to event management.
- ✓ Analyse and critically evaluate innovation and creativity processes and outcomes in the event sector.
- ✓ Apply the acquired knowledge and skills in discussing and designing new business models for event organisations.
- ✓ Demonstrate an ability to evaluate the needs and constraints of organisational change models in the event sector and reflect on one's own role and position.
- ✓ Elaborate on the dynamics and issues in implementing a change strategy or an intervention in the event sector.
- ✓ Discuss change and innovation strategies or interventions in relation to digital technology.
- ✓ Apply new / innovative approaches to media design.
- ✓ Embrace creative thinking and an innovative mind-set towards self-directed learning development.

Brief description of course content

With constant changes in the business environment, event organizations are compelled to innovate and change in order to survive and thrive in the competition. Effectively leading innovation and change has become a critical skill for today's event managers. The purpose of this course is to provide students with the opportunity to develop a deep understanding of innovation and change management by considering the unique challenges in the event sector. This course includes the most important theoretical frameworks in innovation and change management, (corporate) entrepreneurship, business modelling, media design and digital technology directly related to practical implications and case studies. Case studies of leading event organizations are used to help students identify the real-life applications and develop practical insights.

The course is built upon two key themes incorporated into each and every element of the structure: 1)

Innovation and change impact onto events today and 2) Innovation and change as a tool for event design.

This course is designed to help students understand, analyse, discuss and design dynamics of innovation and change. By means of the above students further develop the integrative competencies and interpersonal skills needed for leading innovation and change in the event sector in the future. This practical orientation drives the structure of the courses, which includes lectures and case workshops. We encourage collaborative learning by working in an interactive and co-creative way.

3.1.3. Sustainability & Responsibility

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Understand and discuss the topics of business ethics, sustainability, corporate social responsibility, human capital and crowd safety/risk management, as these pertain to events and the strategic management of an events portfolio.
- ✓ Develop a relevant subset of these insights into a theory-based discussion of a responsibility.
- ✓ Reflect on one's own development as a responsible entrepreneur/professional in the event industry and using this insight to support one's own development to increase one's value in a professional context (e.g., in one's company).
- ✓ Generate strategic advice on how to improve value in a professional context in the fields of business ethics, sustainability, corporate social responsibility, human capital and event crowd safety/risk management. Specifically, graduates will be able to generate an analysis and advisory plan regarding the sustainability policies/strategies in their own company and that of a fellow student.
- ✓ Understand and explain important concepts of Crowd Management and application of crowd modelling.
- ✓ Discuss the application of crowd safety management (with concepts such as planning, licensing and operations) and its relevance to the wider organisational, regulatory and risk management framework.
- ✓ Recognise group behaviour and understand causality.
- ✓ Understand and explain important concepts of Crowd Management and application of crowd modelling to the chosen event/venue.

Brief description of course content

From the competency profile for the entirety of the M SEM, this module addresses the competency 'Responsibility'. Within the concept 'responsibility', we have highlighted several topics and themes that are of particular relevance to a strategic vision on events and the event industry. To wit, in this module, students will learn what it means to responsibly undertake projects and/or manage organizations in the events industry in alignment with the highest standards of responsible entrepreneurship and management. This includes knowing when and how to implement principles of corporate social responsibility, sustainability, and the triple bottom line (people, planet, profit). The latter also includes responsibility towards safety. Therefore, this module also includes models and protocols of crowd safety, in direct response to demands from the industry. Overall, the module focuses on the development of the student as a manager and/or contributor to an event company's strategic agenda, and within that role not merely as a leader who creates value within the organization, but also as a team member who herself represents value to colleagues. Therefore, an important subtopic is human capital management within organizations. The strategic dimension here is as follows: events attempt to create value for visitors and for the stakeholder networks who are represented by that event, and the strategic use of this value is to leverage the resultant forces (tangible - revenue - and intangible - goodwill, awareness) for purposes of growth and development. That process casts great responsibility on the manager guiding this process, as it invokes matters of sustainability, safety and human capital which require a well-developed strategy to drive the process to success.

3.1.4 Event Marketing

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Understand and apply the key concepts of event marketing, CRM, experience marketing and marketing communication.
- ✓ Demonstrate an ability in developing customer relationships in experiential and digital settings by creating a CRM plan for an events organisation.
- ✓ Appraise techniques that can be used to manage and analyse audience data.
- ✓ Analyse audience behaviour and needs and interpret this information in order to create actionable knowledge.
- ✓ Set clear objectives of using (a series of) events as a strategic marketing tool for customer relationship marketing and/or branding.
- ✓ Create a plan for measuring the impact of the (series) of events by using the ROI model.
- ✓ Demonstrate a critical attitude towards (academic) literature and be able to write a clear, synthesized text.

Brief description of course content

In this course the students will learn how to develop customer relationships in an experiential and digital setting for an event organization and how to create a customer-centric organization. The principles of event marketing, CRM, experience marketing and marketing communication are synthesized whereby national and international cases are discussed in lectures, guest lectures and workshops. More specifically, following topics will be discussed: Introduction of marketing, CRM as a business strategy, consumer behaviour in the event industry, customer knowledge and database-analysis, CRM strategy, events as tool for brand and relationship development, internal branding, marketing communication and implementation of CRM.

One assignment will be provided: each student writes a CRM-plan for an event organization on an individual basis.

3.1.5 Experience Design

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Understand and apply conceptual models of experiences.
- ✓ Assess and create customer journeys.
- ✓ Understand and utilise Storytelling (stories & narratives) as an Experience Design instrument.
- ✓ Understand and make use of Strategic Concepting for Experience Design.
- ✓ Understand and apply Engagement Platforms for audience engagement.
- ✓ Apply an empathy perspective and build upon this for experience design.
- ✓ Apply strategic thinking for strategic experience design.
- ✓ Apply, analyse, and evaluate the method of Thematical Analysis.

Brief description of course content

In this module, you will discover as well as use various experience models. How do experiences come to existence and what components are key to understand their dynamics? You will learn about experiences from an academic perspective, as well as a more practically event applied perspective. One of the key tools in this is the Customer Journey, which will dissect the event experience in various components. In addition, you will get acquainted with some extra tools such as Thematical Analysis, Strategic Concepting, Storytelling and creating an Engagement Platform in the interaction with the event visitors. Supportive skills such as an empathy perspective, which is key to create meaningful experiences for others and strategic thinking will also be part of the teachings as they are key in the overall context of Experience Design.

3.1.6 Collaboration & co-creation

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Position one's own professional work in a long-term societal development perspective.
- ✓ Identify and assess the most important stakeholder groups, their relative positions, and the interactions towards their respective challenge.
- ✓ Examine how network processes, collaboration processes and group dynamics function.
- ✓ Design one's own stakeholder process.
- ✓ Experiment with one's intercultural sensitivity to engage stakeholders and to build communities.
- ✓ Develop strategic value in sustainable co-creative relationships.
- ✓ Critically evaluate one's own role in the experienced stakeholder process.

Brief description of course content

Whatever events related organization the students manage, or which experience they would like to organize, they will always have to deal with a wide diversity of parties involved. Stakeholders who have interest, share, influence and contribution for their project. In this module the students will learn how to discover important environmental factors, investigate interests, and build them as well. This is all needed to eventually come to a joint process with all parties involved to a good result of value creation. In this module the students are the director of cooperation, the manager of co-creation, the researcher of the potential and the driver of possibilities. Students need to take a societal challenge as starting point. They will work on an individual assignment that is related to their profession and try to manage the different stakeholders involved in such a way that the most optimal outcomes are achieved. During the module students form with 4 fellow students a smaller learning community that is connected to 5 societal challenges and organizations. At the beginning of the module the students will first be offered a broader societal context for their daily business. They will zoom out and are challenged to look at themselves and their daily work from the perspectives of the 17 sustainable development goals (SDG), economy of the common good and more. The focus will be on creating cooperation and set up a valuable network with the most important players who have to co-build the solution of the student's complex challenge or assignment. It is important for the students to really get to know the different parties who are involved with their assignment and to speak their language. The students need to retrieve their statement and underlying interests, norms and values. Here intercultural competencies play a crucial role. The students need to apply the insights in stakeholder meetings and interactions where each party is able to express ideas, including so called silent voices.

3.1.7 Strategic Value Creation

Study load

6 credits (ECTS)

Main learning objectives

After completion of this module a student is able to:

- ✓ Understand the different dimensions of strategic value (economic, social, cultural, brand value, etc.).
- ✓ Assess the role of strategic placemaking through events for cities and regions.
- ✓ Develop portfolio analysis and other strategic tools to create value for programmes/ portfolios of events.
- ✓ Integrate quantitative and qualitative research to develop a more holistic approach to events, event stakeholders and their needs and value creation opportunities.
- ✓ Appreciate the need for accountability in a professional context and use appropriate forms of analysis to ground one's decision-making.
- ✓ Develop a strategic overview of the operation of an event or event programme.
- ✓ Develop a collaborative attitude that facilitates interprofessional working.

Brief description of course content

The module will focus on the creation of long-term and sustainable effects of events, not short-term impacts, and will consider how programmes of events act together in a venue, a city or a region to add value for all stakeholders. At the end of the module, students will be expected to have an understanding of how events create different forms of value for direct and indirect stakeholders, and how these different forms of value compliment and sometimes conflict with each other.

3.2 Graduation

Study load

18 credits (ECTS)

Brief description of course content and methods

Graduation assignments

The graduation trajectory will be assessed by 2 assignments:

1. The Graduation Portfolio, with special attention paid to the Graduation Challenge(s)
2. Oral exam

Year 2	Graduation assignments (execution phase)
Semester 4	Graduation Portfolio
	Oral Graduation Exam

Graduation Portfolio

The Graduation Portfolio is a *digital portfolio* that consists of the following components:

- Self-assessment reports regarding the level of mastery of the 7 competencies at the start and the end of the educational programme and evidence that supports this self-assessment.
- Approved Graduation Plan, including the challenges the student selected to work on during Graduation.
- Challenge report(s) in which you describe how you worked on the each of the challenges selected and what were the outcomes that were realized. Furthermore, you provide a profound reflection on the process.
- Self-reflection on the overall learning journey during the master programme, including clear links between evidence as put forward in the portfolio on the one hand and the learning outcomes as defined for Graduation on the other.
- Appendix consisting of additional proof (in case needed) that the student masters all 7 competencies as described in the competency profile of M SEM and the 4 general master pillars as described in 'De professionele Masterstandaard'.

Oral Graduation Exam

During the oral graduation exam, the exam committee will evaluate the proof as provided in the Graduation Portfolio and assess whether you master the learning outcomes as defined for Graduation. Special attention will be given to the Challenge Report(s) as the 'masterpiece(s)' of the learning journey.



Games



Media



Hotel



Facility



Built Environment



Logistics



Tourism



Leisure & Events



Mgr. Hopmansstraat 2
4817 JS Breda

P.O. Box 3917
4800 DX Breda
The Netherlands

PHONE
+31 76 533 22 03

WEBSITE
www.buas.nl

DISCOVER YOUR WORLD