INSTITUTE OF CHURCH OFFICE MANAGEMENT

INTERMEDIATE LEVEL I

STUDY PACK

COURSES:

Fundraising Management	**INT1/001**
Effective Communication Skills	**INT1/002**
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FUNDRAISING MANAGEMENT INT1/001

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FUNDRAISING MANAGEMENT

Fundraising is the process of collecting money as donations, for a cause from individuals and businesses. A person who raises the money from them is known as a fundraiser.

It was usually used to gather money for non-profit organizations, but, over the years fundraising has evolved a lot and it is now used to fund various important causes.

These causes may include anything, from helping the underprivileged to raising funds for one's education. Traditional fundraising happens offline whereas the modern day crowdfunding happens online.

Types of Fundraising:

Fundraising is indeed a challenging job. If you're trying this for the first time, it can become quite tedious. We've listed out some popular fundraising methods below which you can look upon before starting out.

There are many types in which fundraising happens.

1. Capital campaigns
2. Corporate support
3. Online fundraising
4. Earned Income
5. Grants
6. Membership campaigns
7. Special events

1) Capital campaigns:

These are limited campaigns which are bound by time for a particular project. As these are time-specific, they require a good amount of preparation and clever execution, that's the reason why many non-profits do this.

2) Corporate support:

As the name suggests, this is philanthropic giving by a corporate company to an organization. The organizations involve NGOs and other non-profits. Non-profits approach corporate companies and explain them their mission. Few corporations contribute to their causes either from a set budget or their foundation. Few companies may be interested in sponsoring an NGO's capital campaigns as it increases the brand outreach. It is called as Cause branding.

3) Online Fundraising:

This method is one of the easiest ways to raise funds for a cause. As it is online, it can reach a larger audience which might be physically impossible. Most non-profits in India aren't leveraging the power of online fundraising. You have got fundraising platforms like Milaap, which use crowdfunding to gather funds for your project.

4) Earned Income:

Earned income is the amount of money earned by producing goods or services provided by a non-profit. For example, an NGO might make handmade goods and accessories like purses and sell it. If you've ever bought any of those handmade accessories, you have contributed to that NGOs earned income. This usually requires a marketing plan and "Being human" brand is the perfect example of it as any accessory you buy under the Being Human brand contributes to the Being Human Foundation.

5) Grants:

Grants are amounts of cash given to organizations or individuals for precise purposes. An individual who is opting for a grant must keep track of all the data which may be required in the future. There are certain grants by the government as well.

6) Membership Campaigns:

This is one effective way of gathering people to know more about your organization and the work that you do. Bringing in members enhances the chances to rake in more funding for your campaigns as most of the members get converted to donors in a short period.

7) Special Events:

Raking in funds to support a cause from special events can prove to be the most efficient way as you not only get funds but, increase awareness about your brand and the importance of the cause. Many artists, like Justin Bieber, Coldplay.etc support few charities, and they organize charity concerts to contribute a certain share of their earning for charitable purposes.

There are much more ways you can bring in funds for your project; Crowdfunding is one such way. Many a time, people confuse between crowdfunding and fundraising, this is exactly why you should have a look at this, where we've differentiated between crowdfunding and fundraising.

Principle and Techniques of Fundraising

Soliciting Gifts From Major Donors

A certain number of individual donors will be sufficiently interested and financially able to make major gifts—possibly in the thousands of naira and up. However, such gifts won't usually come in response to the same sort of outreach used to reach most individual donors.

The nonprofit's executive and development team will need to concentrate on developing genuine personal relationships with potential major donors. Traditionally, requests for large gifts are made during a formal meeting, in which one or two people from the organization's staff approach the donor with a compelling case for support (and, if appropriate, mention how the donor will be recognized for the gift).

Other methods of attracting high-end gifts include planning special tours and trips, and holding house parties, luxury auctions, or gala events.

Holding a Capital Campaign

While also primarily focused on individual donors, a capital campaign happens outside a nonprofit's regular, annual fundraising program. It's typically a coordinated effort to raise a large sum of money for a particular project or goal, such as a new building or an endowment fund. It might involve teams of volunteers, with specific outreach goals.

Promoting Legacy Gifts or Planned Giving

Once a nonprofit is established enough to assure its donors that it will be around for years to come, it can start encouraging them to leave gifts via their estate, most likely through a will, trust, or other beneficiary designation. Though some donors take care of this on their own initiative the nonprofit can support such plans by offering information. This should cover how such gifts will be put to a meaningful, lasting purpose. It's good to be able to assure donors that their final act of goodwill shall benefit something more exciting than the office supply or coffee fund. A simple reminder in your newsletter that leaving a gift in their will is a great way to create a personal legacy is a good start, especially if you can point to a compelling way in which the money might be spent, such as planting a tree.

Holding Special Events

Almost every nonprofit, big or small, holds a special event or two each year, whether it's an impromptu garage sale, a gala annual dinner, or a virtual lecture, auction, or other gathering. Events are a fun and easy way to mobilize volunteers who aren't otherwise interested in fundraising.

But the bigger the event, the greater the risk of it turning into a time-sink and financial flop. Still, events can serve purposes other than straight fundraising, namely to raise the organization's visibility and bring in new members.

Raising Money From Business or Sales

An increasingly popular method of nonprofit fundraising is to enter the world of business and sell goods or services to regular (or charitably minded) consumers. This can encompass anything from kids selling cookies to museums running gift shops to organizations providing their own clients with job training, perhaps in bicycle repair or Web design.

It's important to remember that a nonprofit is a business and is itself allowed to make a profit, so long as it doesn't use those for the personal benefit of those in charge. But running a separate business within your organization does have tax implications and could lead to having to pay tax on the earnings or, in a worst-case scenario, losing nonprofit status.

Applying for Foundation Grants

Nonprofits are entitled to seek grants from foundations; that is fellow nonprofits, often started by wealthy families or corporations, that give out money for specific charitable purposes of their choosing. The grant is usually for a specific amount of money, either paid in advance or on a reimbursement basis.

The best thing about grants is that they're usually for a reasonably large sum of money, which can enable a nonprofit to, for instance, start a new project or hire a new staff person. The worst thing about grants is that they don't come with any guarantee of renewal. In fact, many foundations prefer to move on to the next new thing and expect your group to use the grant as leverage with which to increase other forms of support. Grants also tend to come with stringent oversight and reporting requirements.

Applying for Government Grants

Another source of grant funding is local, state, and federal government agencies. These grant amounts are often high, so that some nonprofits subsist almost entirely on government money. And being able to attract and keep government grants gives your group stature and credibility, thus helping you attract other funds.

The downside is the often overwhelming application requirements. Expect mounds of paperwork and requirements such as forming oversight committees. Also, government funders tend to be risk averse, preferring established nonprofits with proven records of success to new grassroots initiatives.

Requesting Corporate Gifts

The business sector, sometimes in an effort to boost its public image, is also a potential source of nonprofit funding. The largest gifts are typically available through corporate foundations, as described above. However, you might also be able to approach smaller businesses for donations, both cash and in-kind, as well as for sponsorships, say, of a team or event. In-kind donations come in handy when you're planning a raffle, auction, or meal event. A local business might contribute such goods as flowers, wine, food, jewelry, clothing, other gifts, tickets for travel or cultural or sporting events, a night's stay at a hotel, services from a spa or salon, and so on. Businesses can also lend you needed equipment for an event, such as tablecloths and wine glasses.

Also look into getting volunteer help from local businesses' staff. For example, a local restaurant might lend you a cook or bartender for an evening.

Grant Writing for Non-profit Organization

Grants writing entail writing proposals on behalf of a certain company to apply for grants from the government or non-government funding organizations. The individuals who train to do this are called grant writers. Organizations rely on them significantly when it comes to sourcing funds from financiers. Financiers fund various needs for the organization in need. However, presenting the need and the request for a grant should be in a well-written format that would convince the financier. Writing grants requires a great command of language, good grammar, and excellent communication skills. Many people may shy off from grant writing after few times o trying without success. Persistent and demonstration of great writing skill is requisite. Anytime you feel less confident with the skills to do this, just know our writing company can help you do it. Our writers are experts in proposal writing and they can make your grant writing process successful.

Grants effectively fuel non-profit missions. Further, while grants impact the organizations they disperse to, they more significantly effect change in the communities that the non-profit aims to support. As non-profit organizations apply for grants, they need to be clear with how the money they'll receive will benefit their communities.

How to Write a Grant for a Nonprofit Organization

Private foundations, corporations and individuals distribute grants to nonprofit organizations. These funds are used for programs, services, staff and expanding office space. Since grants are distributed to nonprofits according to a certain location or interest, you should research the requirements for a particular funder by going to your local library or The Foundation Center.

Executive Summary

The executive summary introduces potential funders to your nonprofit. This letter should include information about your programs and services, the purpose of the funding, total cost and amount of money being requested. You can also provide brief information about your nonprofit's track record helping people in your community or raising funds for a particular cause. Since this is an introduction statement, the letter should be no longer than a page.

Narrative

The narrative is the body of your proposal and should be around ten to fifteen pages. In three to four pages, describe your target population, the need for requesting funds and the impact on your community. All of this information should include firm statistics and potential benefits for your area. The next couple of pages should discuss your goals and objectives for this program including the time frame to complete these tasks. In four or more pages, provide specific details about the staff involved with your project, resources that will be used and how the program will continue to exist as part of your nonprofit. The evaluation section is the final component of the narrative. In one to two pages, describe a concrete plan for reviewing your goals and analyzing results of your program.

Budget

Your budget should provide potential funders with in-depth information about how you will use these funds and any additional money that will be used for your project. This section should also include the projected cost for administrative staff, travel, equipment, postage and supplies. If you are receiving additional funding from other sources, you should include this information in your budget. Some funders also request a general operating budget in order to review how your organization is handling current funds.

Qualifications

Funders want to know that your nonprofit is viable enough to deliver your project and make an impact in your community. In one to two pages, discuss your nonprofit's mission, history and accomplishments. Since there are many nonprofits seeking funding, you should be able to describe how your organization is unique in solving community problems in your area. You can also add more details about your staff, volunteers and board of directors.

Conclusion

The conclusion summarizes how the funds will help your project and benefit your community. In one to two pages, briefly discuss why your project is worth funding and how it will impact your nonprofit and audience. Your conclusion should be concise and direct so that your grant proposal can receive careful consideration for funding.

Below are lists of things to avoid while writing a grant that is often seen in grant proposals:

1. Talking more about the problems than the solutions. Instead of listing a bunch of information about problems the community, the organization must acknowledge that they are aware of the issues, and focus on what they are going to do about them.

2. Addressing specific problems with general solutions. Be specific; provide a clear picture of what the organization will do about the issue.

3. Using buzzwords and jargon. Indistinct claims, stylish language and vague terms won't impress the funder.

4. Budgets that don't make sense. It's surprising how many submitted budgets are flawed or don't add up.

5. Repeating exact phrases from the funder guidelines. The proposal should fit the guidelines, but tell why they fit and what is important.

Fundraising Methods and Strategies

Grant Writing

Grants are a major source of funding for nonprofit organizations. Securing grant funding involves identifying opportunities through grant giving foundations and other organization, then writing and submitting effective grant proposals. There are many types of grants, including programs for rural nonprofits, the arts, educational initiatives, environmental protection, and much more. Review examples of successful grant proposals to help you get started.

Product Sales

Many organizations require on product sale fundraisers to raise money. This method involves identifying products that can be sold at a profit, with the proceeds going to the organization. Selected items are sold by members, volunteers, or the organization itself. Ideas include food items like baked goods or doughnuts, coupon books, stadium seats, holiday decor like Christmas tree ornaments or wreaths, apparel, and many other options available through fundraising companies.

Corporate Partnerships

Establishing corporate partnerships can be a major source of fundraising for nonprofit organizations. With so many organizations emphasizing social responsibility, you may find that companies are willing to sponsor or underwrite your organization's programs or events, especially if your group's efforts align with the company's mission or values. Corporate partnerships also often include matching gift arrangements, with the company matching any dollars donated by their employees with an equivalent donation. Corporations that partner with nonprofits also sometimes lend their employees or executives to nonprofits to help raise money or serve as volunteers.

Special Events

Special events can be a major source of funds for nonprofit organizations. The events themselves bring in money, and can also attract the attention of individuals who many donate additional funds or volunteer their time and talents to the organization. There are many kinds of special events, including galas, cook-offs, sporting events, charity auctions, and more. There are many ideas for special event fundraising. It's important to choose an event that will attract attendees and follow best practices for marketing a charity event.

Website/App Donation Page

Every nonprofit should have a donation page on their website and mobile app that provides an easy way for prospective donors to contribute online. When people visit your website or app, chances are that they have an interest in your organization and the cause(s) that it supports. Having a "click to donate" link on each page that goes directly to a page where people can contribute makes it easy for website visitors to chip in while your organization is on their mind. Of course, your website and app should also have information about your organization's services and mission and information on how to get involved as a volunteer.

Direct Solicitation

Sometimes the best way to raise money is just to ask for donations. Door-to-door fundraising can be effective in some situations, as can phone solicitation. In-person visits can also be beneficial, especially with individuals who have the potential to make sizable contributions. It's also a good idea to collect contact information from donors, volunteers, and special event attendees so you can follow up with email marketing requests for donations and fundraising letters.

Crowdfunding

If you're looking for a way to raise money fast, using a crowdfunding platform can be a good option. This option allows you to put out a call for donations that can quickly and easily attract donors who may be able to make gifts of all sizes. This option has viral potential and can be used to raise money for a certain project or to quickly bring in money for an unforeseen need that requires a quick response, such as bringing in contributions to help people affected by a sudden tragedy or unexpected repairs to the facility where your organization provides services to the community. There are a number of crowdfunding platforms, as well as text-to-donate services.

Capital Campaigns

If you're looking to raise money to fund a large project that needs to be funded outside of your ordinary operating budget, such as constructing a new building or purchasing land, a capital campaign may be the way to go. This type of fundraising effort typically starts by seeking major gifts from your largest and most loyal individual and corporate supporters, but also includes efforts to bring in smaller amounts from other donors. Capital campaign letters and brick fundraisers are often used to request donations. Some nonprofits engage consulting companies that specialize in capital campaigns to assist.

Fundraising Campaign

Fundraising campaigns are a significant part of a nonprofit's strategic plan. When raising funds for any organization, it is essential to plan out the best way to reach donors. Fundraising campaigns are a great way to target specific donors for each financial need. A fundraising campaign is fundraising that happens over an extended period of time and highlights a specific, predetermined goal.

Nonprofits use fundraising campaigns to raise awareness about their missions, and more specifically, the program or initiative for which they are currently soliciting donations.

Steps To Planning An Effective Fundraising Campaign

We will explore the steps to planning a successful fundraising campaign:

1. Set Your Goals

The first step to any plan is to figure out what's your end goal. To some this means choosing an amount, which is a good start. However, you are challenged to think beyond just that – what specifically will this money be going to? According to some report, 63% of donors want to know how their money will be used. Use this to your advantage during the planning process. By focusing your campaign around a quantifiable goal, you'll be better positioned to understand the money you need to raise and communicate the value of the campaign to donors.

2. Inventory Available Staff Resources

The next step is to figure out what resources your organization has available to contribute to the campaign. Any fundraising effort will require a significant investment of time so brainstorm what would be required of the people connected with your organization (board members, full time staff, volunteers, etc.) for the campaign to be successful.

3. Determine Your Fundraising Strategy

Once you have a good understanding of your goals and resources, determine what techniques make the most sense for your campaign. There are lots of great ways to raise money but each has its own requirements, advantages, and costs. By setting aside time upfront to consider the pros and cons of different fundraising approaches, you can figure out which approach makes the most sense given your organization's specific circumstances.

4. Create A Budget With ROI In Mind

Organizations need to get the most out of their resources. That's why it's recommend to create a "budget" to evaluate costs vs. ROI (return on investment) before starting a new fundraising campaign. ROI is basically the value that your organization receives for the resources it contributes.

To illustrate this idea, let's say for instance, nonprofit plans a walk-a-thon: it takes 10 hours of staff time to organize the event and N100,000 worth of supplies. If the example nonprofit only invites a dozen people to participate and raises a total of N10,000 , do you think it was a good use of the organization's resources? Probably not. It's because the ROI on the fundraising campaign was negative; the walk-a-thon cost the organization more than it raised.

Creating a budget with an itemized expense report (staff time, design/printing, travel, etc.) is an important exercise because it provides you with a complete picture of the resources it will take to execute your campaign which you can compare against what you anticipate raising. Then, you can decide if the campaign (in its current form) is a good use of your organization's resources or whether there's a better approach.

5. Establish A Timeline

Last but certainly not least, what's the timeline for your fundraising campaign? A good timeline should be more than just a few key dates; it needs to lay out step by step what the activities need to be accomplished along the way for your campaign to be successful. This will serve as a baseline for everyone on your team to understand the tasks that need to be completed and lay out deadlines to keep folks accountable.

Applied Fundraising Practices

Fundraising is one of the most important tasks, if not priority number one, for nonprofit organizations every year. The same goes for schools, businesses, clubs, and churches. If you rely on the generosity of your supporters, whether you're fighting global hunger, crowdfunding a startup idea, or covering soccer uniform costs. it pays to keep up with the latest fundraising best practices.

1. Establish an annual fundraising plan

A written fundraising plan keeps your team laser-focused on the activities that raise the big bucks for your cause, rather than getting caught up in the day-to-day rush. Another reason to plan your year? Half of nonprofits receive the majority of their annual donations in October, November, and December! But sometimes, it varies depending on circumstances or situation.

2. Get to know your target audience

You can cast the widest net possible when you're raising money and hope your campaign succeeds. But your fundraising strategies will be much more effective if you identify your target audience. These are the people, businesses, and organizations that are most likely to support your cause. For instance, you can count on your students' parents and guardians to give to your PTA fundraising campaign.

So, get to know your potential donors! Who are they? What motivates them to give? Which social media channels do they prefer? What obstacles do they face? This info lets you craft the perfect communication strategy. You can send out supporter surveys, use social media analytics, or even look at competitor marketing for clues.

3. Use segmentation and personalization
You've got a deeper understanding of the people and organizations you're asking for money — or volunteer help, corporate sponsorships, or free catering. Now, divide your base into distinct segments using your customer relationship management (CRM) system.

This step makes it much easier to determine which content and fundraising requests are most likely to resonate with them. After all, we naturally do this in our everyday lives. Think about how you talk to a family member versus a former co-worker or someone you just met!

4. Choose the right fundraising software
An online fundraising platform is an invaluable tool in today's connected world. It allows your supporters to donate, buy tickets, or spread the word with ease, while you manage your campaign from one convenient hub.

The built-in automation also saves serious time. We see too many fundraisers spend time entering data instead of brainstorming ways to boost donations. Most platforms automatically create donor profiles, track goal progress, send donation receipts, and collect campaign metrics, so you can focus on improving your campaign.

5. Put data at the center of your strategy
When it comes to fundraising best practices, we've got to talk about metrics and key performance indicators (KPIs). Fundraisers who don't define success, measure their performance, and reflect on results will watch their fundraising revenue grow at a snail's pace!

Set KPIs and goals that are clearly defined, quantifiable, and ambitious but realistic. Here are some metrics most nonprofit fundraisers watch at the organizational level:

- Fundraising: Number of gifts, average gift amount, campaign return on investment (ROI), average cost per donor, donor retention rate, total funds raised
- Marketing: Conversation rate by channel, email opens and clicks, landing page views, social media likes and comments
- Project or program: Number of beneficiaries served, beneficiary satisfaction rate, number of hours per project

Creating a data-driven strategy — and launching better and better campaigns — starts with tracking the above metrics. Your team or nonprofit can collect and monitor them simply by using a CRM and fundraising platform.

6. Demonstrate your impact

Demonstrating your impact builds trust with your supports and invites them to give again and again. There are plenty of ways you can communicate impact to your passionate donors, volunteers, and sponsors:

- Highlight compelling facts about your work and show progress over time with visual tools like infographics, charts, and graphs.
- Release annual reports that break down your team's accomplishments and challenges.
- Put a face to your mission with individual stories and testimonials from your dedicated donors and beneficiaries.
- Celebrate everyone's impact and bring your supporters together with live events, like community potlucks or virtual galas.

7. Accomplish more with peer fundraising

You know the saying, "Many hands make light work"? Peer fundraising brings this concept to life, and that's why it's on our list of fundraising best practices! Peer fundraisers are supporters that raise money from their inner circle on behalf of your cause. In the past, fundraisers like you had to make do with their limited staff and volunteer network. Now, your awesome supporters can tag in.

Even better, peer fundraising taps into the power of social proof. Social proof is the theory that people pay extra attention to something when their peers do. For example, if your friend hosts a birthday fundraiser, or likes a soccer club's video, you're more likely to donate or learn more. In other words, peer fundraising is an amazing way to raise funds quickly and attract new donors year after year.

8. Ask for feedback regularly

For instance, it only takes a few survey responses to learn that your donation form looks jumbled on iPhones, or that Thursday isn't the best night for a restaurant fundraising event.

Make sure you have multiple avenues to collect feedback, both at the campaign-level and the organizational level. This might include:

- Donation follow-up questions
- Post-campaign surveys
- Donor focus groups
- Supporter appreciation events
- In-depth annual surveys

- Social media listening

Improve your fundraising strategy quickly with one or all of these tools.

9. Don't be afraid to try something new
Even with this handy list of fundraising best practices in your back pocket, the truth is that unexpected things happen. The COVID-19 pandemic may have been the first major social event to force fundraisers to adapt to new strategies, but it won't be the last.

So, always be prepared to pivot! Have a variety of fundraising ideas and potential revenue sources ready to go so you meet your annual fundraising goal.

Legal and Ethical Aspect of Fundraising Management
Running a fundraising event can be enormously rewarding as you raise money for a worthy cause. But unfortunately, when some people with good intentions try to fundraise they can forget to think about the legal issues. You need to follow procedures and guidelines to ensure the fundraising you are doing is all within the law.

Here are six legal issues you should consider before organising your event.

Do you need some form of license?
Remember that a fundraising event still needs to follow the same regulations as any other event, so it's worth getting in contact with your local council to discuss any permissions that you might require to carry it out without falling foul of the law. This could include anything from a catering or entertainment licenses. Your council will be able to advise you of anything you need to carry it out safely and legally.

How is the money being controlled?
Collecting money can be a sensitive issue and you need to make sure that you are following the correct procedures throughout. You must have controls that ensure that any money given to your charity is dealt with in the right away. To that end it's essential that all collection boxes must have their contents counted regularly so that someone is aware of the figure. At least two individuals should be involved in counting and recording the money. And any cash that has been collected at your event should be banked by the charity as soon as possible.

Do you have the correct information on your fundraising materials?
It should be noted that you need to make clear certain things on any materials you create to invite people to the event, as well as anything distributed at the event itself. These materials need to include the registered number, the full company name and the registered address. It is important that donors and attendees feel that they are not being misled into making

charitable donations, and being as transparent and honest as possible is always the best approach with your materials.

Can you run a raffle or lottery?
Raffles or lotteries are one of the most popular forms of fundraising and are often carried out at events. It is always possible to run a raffle or lottery, but it should be noted that you may need a license. This will depend on the kind of raffle you run. For those raffles that are considered 'non-commercial' – which generally indicates a small entrance fee such as the kind you might find at a fair or fun day – you do not need a license. However, if you are fundraising on a larger scale – for example, if tickets are sold in advance or advertised to the general public – you will need a license as it is considering to fall under gambling law.

Can you run an auction?
Auctions are actually very different from raffles and lotteries – they do not fall under gambling laws, so you do not need any specific license to carry out an auction. However, it's important that you should follow any consumer legislation relating to auctions. There may also be more specific regulations depending on the kinds of items that you are auctioning.

Can you work with a professional fundraising agency?
If you don't have much experience in organising fundraising events it can actually be hugely valuable to work with a professional fundraising agency. Naturally, you will have to balance whether it is worthwhile to pay a professional agency to carry out fundraising for you – but in many cases, this can actually be a huge net gain for your fundraiser and help you to make more money for a good cause. Have a clear written arrangement with the fundraising agency so that you know exactly what they are going to provide and the fee that they expect for their services.

Among the ethical issues that are of particular interest in fundraising are:
1. Fundraisers should obey all laws, rules, and regulations. The federal government has laws that apply to fundraising disclosure, substantiation, and record-keeping. Organizations should train their fundraising staff to know about and comply with these laws, and be scrupulous in insisting that violators will be subject to discipline, even if the intent of the fundraiser was a good-faith effort to benefit the organization. Organization staff members should be encouraged to report violations of law and organization policies, and not look the other way when their colleagues engage in illegal or unethical activities that stain the reputation of the charitable sector in general and the organization in particular.

2. Privacy and confidentiality must be protected. Organizations must protect the identity of donors who provide a gift on condition that they remain anonymous. Donor information, including credit card information. Donors should be afforded the option to opt out of having their address and/or e-mail address shared with other nonprofit or commercial entities. Organizations that use the services of third-parties for fundraising, gift processing, data

management, data analysis, and similar services that require the release of sensitive data outside of the organization must make it clear in their contracts that donor privacy and confidentiality will be protected.

3. Organizations should meticulously honor gift restrictions of the donor. From the organization's perspective, it may make perfect sense for there to be some flexibility in how a donor's gift is used, even if it is not quite consistent with the stated purpose of the gift. However, it is unethical to divert the gift for purposes other than those expected by the donor without that donor's express permission. There is certainly nothing wrong with alerting donors about alternative or related uses of their donations when the organization believes it is in their best interest to do so. If the organization solicits donations that are intended to be for unrestricted purposes, that should be clear to donors.

4. Organizations should have a formal donation acceptance policy. Organizations should have a written policy governing which gifts (both money and goods) will not be accepted, and the process used to adjudicate disputes. Gifts should not be accepted from those who have values at odds with the organization's gift policy. Included in this policy should be—

- provisions for dealing with contributions from those convicted of major crimes
- when the gift is unlikely to have any value to the organization
- when the donor places restrictions on the gift that are unacceptable (such as requiring it be used for illegal or unethical purposes)
- when the donor's intent is to exploit the brand of the organization to an extent that is unacceptable, and not in the best interests of the organization.

5. Fundraisers should not be compensated based on the amount they raise. The fundraising profession's leadership has been virtually monolithic in its opposition to paying fundraisers based on the amount they raise, whether through finder's fees (paying a third party who receives a fee based on facilitating a donation, and who gets paid only if the donation is actually made), contingent fees, commissions, or percentage-based compensation. One reason is that doing so encourages fundraisers to engage in behavior designed to increase the size of the gift in the short term to the benefit of the fundraiser, even when such techniques are unethical, inappropriate, or otherwise not in the best interests of the organization.

6. Organizations must be transparent in disclosing costs that are related to their fundraising. They should disclose upon request to prospective donors a good-faith estimate of the amount of their donation that is paying for fundraising. If this is not practical with respect to any particular individual transaction, then the estimate should be based on data for the most recent accounting period. They should be transparent about any use of third-party fundraising professionals. Note that many states require contracts between charities and professional fundraisers to be filed with state regulators, and some make this information publicly available.

7. Donors should not have an inappropriate influence or receive inappropriate benefits from the organization in exchange for their donations. The principle behind qualifying for a tax exemption for donations is that the donor is making a gratuitous donation, and is not receiving anything of tangible value in exchange for the donation. But it is not unusual for donors to make unusual and inappropriate requests of the organization that violate this principle. Fundraising solicitations should not be tied to tangible benefits to a donor or potential donor that go beyond what is offered to the general public, with some reasonable exceptions related to reasonable donor recognition. For example, donors and potential donors should not be offered preferential services (e.g., having preferential admission to a college or health care facility) as a quid pro quo for their donations) beyond what is permissible under IRS rules).

8. Organizations should resist undue influence of donors over the organization's programs and activities. It is not unusual for major donors to seek to play a role in influencing programs they fund. But sometimes this influence goes over the line, with the donors micromanaging the program they are funding, stretching the mission of the organization to be sensitive to their personal interests, and having the organization's staff respond to their own needs rather than those of the program's beneficiaries. Organizations should make it clear that donors have limitations on their ability to control the organization's policies and programs.

9. Fundraisers should avoid harassment or undue pressure of those being solicited. They must be completely respectful to the donor and sensitive to the donor's wishes with respect to the donation. They should be willing to terminate the solicitation when the prospect makes it reasonably clear that he or she desires that; to take "no" for an answer when it is reasonably apparent that the prospect does not wish to donate to the organization; and honor contact preference requests of those being solicited, including reduced frequency, contact through certain channels (e.g., do not call, but e-mailing is fine, or completely to opt out).

10. Fundraisers should not exploit any decreased mental capacity of those they solicit for the purposes of obtaining or increasing a charitable gift. They should not knowingly solicit those under 18 without permission from their parents or guardians, or those who are too ill or infirm to understand completely the consequences of their pledges and donations.

11. All fundraising solicitation materials and communications should be honest, accurate, and up to date. Solicitors should be willing to disclose the full and correct name and location of the charity for which they are soliciting, identify themselves and the organization that employs them if this is not the charity, explain the mission of the organization and the purpose funds raised will be utilized, say how the individual being solicited can access official financial information about the charity, and provide an opportunity to ask questions about the organization and receive honest answers.

12. Fundraising costs should not be excessive. Although the Supreme Court has ruled that statutory limits on fundraising costs are not enforceable, it is unethical for organizations to engage in solicitations whereby the amounts expended for fundraising costs are excessive. It is difficult to determine what reasonably constitutes “excessive,” since factors such as the type of organization, its mission, and its lifecycle stage would influence this. There has been much debate over the years about the appropriate minimum threshold for the program costs/fundraising costs ratio. One industry minimum that seems to be a standard suggests that at least 65% of the nonprofit’s three-year average annual expenses should be used to directly support programming.

History and Development of Fundraising Practices

Fundraising has always been about connecting donors with the cause. Fifty years ago, volunteers created activities to help them do that: flag days, house to house collections, cake sales, sponsored walks, jumble sales and events. They weren’t necessarily very efficient. But they involved donors and volunteers as passionate advocates. The vast, vast, majority of charities are still run without paid staff. Then some of the larger charities began to employ paid fundraisers. They would co-ordinate the volunteers and create even more opportunities for donors to be connected to the cause. Fundraising was still about meeting needs and bringing about change. Happily, there are many charities which still operate in this way.

Unfortunately, there are many others for which things started to go wrong.

Organized fundraising that we know and are familiar with today, stems from the early 1900s. Charles Sumner Ward and Frank L. Pierce are credited as the ones who developed fundraising on a national and professional level; also referred to as the “Fathers of Fundraising”.

Ward and Pierce were responsible for raising funds for the YMCA building in New York City after the initial fundraising efforts failed to prove successful. The initial goal was to raise a whopping $350,000 to construct the new YMCA building. As they were nearing the deadline, the YMCA was nowhere near reaching their lofty goal. Despite having received a generous $50,000 donation from the Rockefeller’s, the campaign was still holding an $80,000 deficit. It was at this seemingly hopeless point, that Ward and Pierce were called upon to bring new life to the, struggling, lifeless project that appeared as though it was destined to fail. With limited time, Ward and Pierce had to be creative and develop new ways that had never been used before, in order to raise the necessary funds. Part of their strategy included hiring a publicist, and receiving the first paid advertisements from corporate sponsors. Ward and Pierce were able to secure underwritten advertising from WoodWard and Lothrop department store, which is credited as an early record of cause-based marketing in modern fundraising. As a result of their efforts, their fundraising campaign was highly successful. Some reports claim that they were able to raise enough funds that exceeded their initial goal; therefore, leading to their fundraising trend to take off and be adopted for other fundraising needs across the country.

Nowadays, the ways that fundraisers are conducted has evolved even more. Rarely do you see individuals, groups or organizations going door-to-door soliciting funds, but more are selling goods and services in exchange for monetary donations. Food fundraisers have gained in popularity, whether it be in the form of tangible items to consume at home, or dining out to support an individual, group or organization.

In addition to fundraising evolving since its origins, fundraising has made it easier for donors to donate and individuals, groups and organizations to seek necessary donations. This is due in part to the ability to make donations and create fundraisers online through secure fundraising platforms, such as A Good Cause. Online fundraising has really taken off in recent years, as it is easy, fast and requires no inventory.

Fundraising as We Know it Today
Fundraising methods have come a long way since their origins with Ward and Pierce. Fundraising has become more and more common in our everyday lives, as there are countless fundraisers happening all around us. Although there are new methods and ways to effectively fundraiser, there are still some old-fashioned methods that are utilized. While not as common as they once were, some non-profits will write letters seeking donations from individuals, organizations and businesses in their communities.

Schools continue to utilize fundraisers that promote selling food items, such as cookie dough, pizza punch cards and other such items to raise necessary funds. This method has a proven track record for success, which is why many schools continue with this type of fundraising, although there are new and even better ways that are more effective and less work for everyone involved.

Online fundraising through A Good Cause, allows for individuals, schools, groups and organizations to raise funds quickly, safely and easily through an online platform. Online fundraising removes the obstacle of geographical restraints as donors can donate from all across the globe. From humble beginnings of writing letters and hiring a publicist to ask for donations, to simply donating online in a matter of seconds, fundraising has come a long way; who knows how fundraising will continue to change and evolve in the coming years.

How technology has impacted fundraising
Technology has had a massive impact on everyone's lives and this includes how donations are raised. Technology innovations have reshaped the way Fundraisers run campaigns with tools that constantly improve how they advertise, give and run events.

The refinement of Online Fundraising
Online fundraising has changed drastically over the last few years, now your organisation can run campaigns through online giving forms, via text and through social media. You can tailor your giving forms to suit your campaigns, your donors to easily see donation options broken

down and explained all within the giving form. Tailoring giving forms also makes it easy to include features like text to give and multi-giving. Your organisation is also able to customize and edit the giving form easily saving you an enormous amount of time and improving your donors' experience.

Better accessibility for a broader audience

Technology has not just provided different options of giving but it has also offered better accessibility for a broader audience, donors now have options to give online, by app, or even by text. Providing these options makes giving accessible for everyone including those living with disabilities as now they can easily donate on their devices that are tailored to their needs. Making giving accessible also means your donors are more likely to give as they no longer have to attend events to get behind the cause.

Advancements in technology have also allowed your donors to be able to share the donations they made on multiple social media platforms. This not only benefits your donors as they can easily share a cause close to them to their friends but also your organisation as it provides an opportunity to raise further awareness and donations.

Multiple ways of payment

Changes in technology have also solved a timeless problem: Donors don't always carry cash. Technology has enabled multiple options for giving, such as online bank payments, Direct debit, Credit card, PayPal, Apple Pay, and even Text donations via SMS. By providing multiple options your donors can pick the method that suits them better making them more likely to give.

While people can give easily from the comfort of their own home that can also give quickly and easily at live events with options like Text to Give. Enabling this method allows your donors to easily give at live events as they can simply text an amount and keyword in order to donate, leaving them with more time to enjoy your event and support your cause.

Personalisation for a more authentic approach

Another huge benefit technology has provided to fundraisers is the chance to create a personal approach to fundraising. You can now personalise giving forms with photos, descriptions, and goals to explain your message and what you aim to achieve. These increases giving as it appeals to your donors emotions and makes them what to contribute to your set goal. You can also personalise emails and receipts to thank donors for their generosity. While you can personalise what your donors see and receive from you, your donors can also add personalised notes with their donations. This allows them to write a thank-you note or provide a reason for why they donated.

Church Financing

Like every organization, churches need financing to carry out their numerous undertakings seamlessly. Besides teaching morals, preaching the gospels, and performing marriages, funerals, and baptisms, many churches also perform charitable functions that require serious funding—for example, providing shelter for the destitute, feeding the hungry, and helping the needy, among other things. More so, for your church to operate effectively, you should have sufficient cash to run its day-to-day, pay your employees, and finance church building projects that will allow you to expand and house more worshippers.

However, it's not easy to have all the money necessary to reach the above lofty missions without adequate planning for financing. To run a successful religious service, you'll want to expand your revenue base or borrow money from financial institutions.

Starting a church and growing it into a thriving organization can be challenging. You must spend a considerable amount of time thinking and planning how you can get the money that will enable you to pilot your ministry's affairs. Knowing how to get the requisite funding that will streamline the operation of your church down the line is a very important step worth taking.

With this in mind, you'll want to consider the available funding options to bankroll your religious activities. Commercial bank loans, grants, lines of credit, income from investment, and crowdfunding are some of the go-to financing alternatives.

Commercial Bank Loan
As a church leader looking for financial support, you'll want to consider borrowing money from a bank to settle your financial concerns. However, you must meet specific requirements for a successful loan application as banks don't understand morality and virtue. Instead, they're concerned with profit and loss. Therefore, you need to satisfy the bank's preconditions to get funding for your church program.

You should have an excellent financial statement, credit history, cash flow statement, and collateral for your loan application to be favorably considered. Banks are always cautious when advancing loans to their customers. They want to ensure they can recover their money regardless of what might happen. As a result, they are seriously concerned with the risk of people failing to meet their financial obligation. In other words, when a church leader applies for a loan, banks will assess their ability to pay back to know the potential risk. And if the risk is too high, your application will be turned down.

For a successful loan application, ensure that your church has a proven track financial record that can convince the bank that it's capable of paying back.

Grant
Another important way to fund your church program is through grants. Grant is financial assistance given to you by the government, foundations, or a person to perform a specific project. Unlike a loan, you will not repay the money. However, to get a grant from government

institutions or private foundations, you must first register your church as a non-profit organization with the IRS.

Although most government grants don't support religious activities, still there're some faith-based federal and state grants you might qualify to apply for. In addition, private foundations do give grants to whatever causes they deem fit to support. So, you can start building rapport with some local foundations that might want to help your religious or charitable activities.

Most importantly, you will write a compelling proposal that can convince the grantmaker of the need to give you the money. You can consider using experts with grant proposal writing experience when you source for a grant.

Church Line of Credit
A church line of credit can be likened to a revolving line of credit. In other words, it's a preset borrowing limit that you can tap into at any time once your organization receives a preapproved amount from the financing institution. Plus, you can access the entire amount all at once or a portion of it when you need it. However, fees are only charged on the money that has been withdrawn.

The application for a church line of credit is easy compared to a conventional bank loan. As a revolving line of credit, once the withdrawn money has been repaid, the money becomes available to be used again without the rigor of making a fresh application.

If you need a church line of credit, don't hesitate to reach Financing Solutions for your inexpensive and easy-to-set-up credit line.

Crowdfunding
Crowdfunding is a form of a fundraising campaign aimed at audiences that are sympathetic to your cause. In other words, it's a means of encouraging the public to invest in a specific project that might interest them. Recently, crowdfunding has become popular and can significantly help you generate money for your church when properly done.

There are numerous online platforms that support crowdfunding including, Fundly, Classy, CauseVox, Donately, and more. Do your research to figure out the particular platform that suits your need.

Income from Investment
Investment in properties or financial markets can generate income to help your church financing. An investment tip you can consider is buying real estate to get revenue from the cash flow from rents, or capital gain realized when selling the property. However, investing demands disciplined savings so that you can grow moderate savings into a large portfolio that can be invested.

Church Loans

A church loan is any financing that a religious or faith-based organization (including Christian, Jewish, Muslim, or other religious groups) takes out to help with the cost of building, maintaining, renovating, expanding, or refinancing a property. A church loan may also be used to get cash to help improve cash flow and cover daily expenses of running a religious organization.

In general, faith-based organizations and churches are nonprofits, which means that they are tax-exempt and receive other benefits. Typically a church will receive funding from tithes or offerings from constituents as well as grants or other financing from their overarching religious affiliations. They may also receive money in the form of tuition for a church-run school, camp, after school program, or renting the property out for secular meetings and events.

However, the cost of maintaining a property may be more than a church makes from its attendees' tithing or other income sources. In this case, the church or faith-based organization may decide to seek out a church loan.

Can Churches Take Out Business Loans?

Churches and faith-based organizations can take out small business loans, including those offered by the Small Business Administration (SBA). Because they are usually nonprofit organizations, churches may have better luck getting a business loan meant for a nonprofit as opposed to a traditional business loan.

Because churches are considered high-risk organizations, it may be difficult to find a business loan from a traditional bank or financial institution. There are many faith-based financial institutions that loan specifically to churches and other faith-based organizations. Alternative lenders may also be more likely to loan to a church or faith-based organization, although these loans can come with strings attached like higher interest rates, shorter terms, or a longer loan process including more paperwork.

A church may consider business credit cards or a business line of credit to help manage daily expenses or smaller financing amounts. These are typically easier to qualify for, and you only pay interest on the money that you spend, rather than a chunk of money all at once.

Uses for Church Loans

A church or faith-based organization can use a church loan for a number of reasons, including:

- New church construction
- Expanding an existing church building
- Renovations on an existing church building
- To refinance an existing mortgage and get cash for day-to-day expenses or other purposes

- Expanding church programs and outreach
- Adding a school or camp functionality to church infrastructure
- Improving accessibility of an existing church structure for members

How Do You Get a Loan for a Church?
The loan options available for churches can depend on your location, financial status, down payment, available collateral, and much more. Some basic steps before signing onto a loan include:

Do your research — Don't just take a loan from the first lender that you come across. Make sure that the bank or financial institution has your best interests in mind and that their loan programs match your church's needs. Look for competitive rates, specific loan programs that meet your church's unique needs, and make sure your lender is a Member FDIC. Also, beware of balloon payments, which may make you refinance your loan every three years to five years whether you need it or not.

Know your credit score — Your business credit score is the number one way a financial institution will determine whether or not you qualify for a loan. You can learn your business credit score and ways to improve it with a free account from Nav.

Gather your financial information — Just because you're a religious organization doesn't mean a bank is going to take your word for how financially sound you are on your loan application. You'll need to know your income from all sources, including tithing, renting, and tuition payments, as well as any debt you have, such as an existing loan.

How Much Can a Church Borrow?
The loan amount a church can borrow depends on several factors, including:

- Business credit
- Time in business
- Financials including income from tithes, offering, tuition, rent, and other sources
- Which lender you select

In general, a religious organization or church can borrow up to four times the gross income from tithes and offerings. Many financial advisors also recommend that you not spend more than 30% of your church's income on debt payments for a mortgage or other loan, just as you would budget for a personal home mortgage payment. Since tithes and offerings can be cyclical in nature and not necessarily the same from month to month, having a good idea of your yearly income over time can help you calculate these numbers.

Church Line of Credit
Most churches depend on the generosity of church member offerings and community-based fundraisers to support the organization's needs, it isn't always enough. Like all businesses,

churches have seasonal highs (when money is plentiful) and lows (when money is tight). Unfortunately, having extra money on hand isn't always possible, especially in a stressed-out, volatile economy. Fortunately, there are banks and specialty lenders available that issue loans to churches. However, in most cases, the loan application requires a large amount of backup documentation and a specific reason for the loan.

Lenders typically require some or all of the following:

- Existing and forecasted budgets
- Financial statements such as balance sheets
- Bank statements
- Two to three years of tax returns
- Renovation budget details and plans
- Project budget
- Church articles of incorporation and bylaws
- Mission statement and giving report
- Leadership organization structure and contact information

On the other hand, a church line of credit can provide an ongoing source of money whenever you need it, which comes in handy for those times when cash flow is low or is even negative. A church line of credit is considered a revolving line, which means, once the organization receives a preapproved amount, the money is always available to the church. The church can access the entire amount or just a portion, and fees are only charged on the money that has been withdrawn.

Revolving credit means once the withdrawn money has been repaid, the money is available again for withdrawal—all without the time-consuming process of reapplying for a loan.

Advantages of a Church Line of Credit

Many faith-based nonprofits prefer church lines of credit over loans for a variety of reasons. Here are some of the advantages of opening a church line of credit.

Lower interest rates. While some churches rely on credit card financing to cover expenses in a pinch, in reality, interest rates for church lines of credit tend to be lower.

Unsecured vs. secured. A secured loan or line of credit requires collateral or a personal guarantee. Most banks require collateral, as well. The collateral may be in the form of real estate, accounts receivable, inventory, or equity in the church's building. On the other hand, an unsecured line of credit does not require collateral or a personal guarantee.

Cash flow. As stated above, a church line of credit helps during the ebbs and flows of cash flow and can help get the organization out of a tight spot, such as paying wages or fixing a plumbing catastrophe.

Mid-sized purchases. There are some purchases a church must make that are too small to take out a traditional term loan for but too large to put on a credit card. A church line of credit offers a better solution.

Revolving credit. Applying for a bank loan is a lengthy and involved process. Having a church line of credit available to you so you can access the money you need, repay it, and access it again—all without reapplying for the loan is an efficient way to manage money.

Capital Funding

Capital funding is the money that lenders and investors give to a business to care for its needs. A company's capital includes both loans (debt) and stock (equity).

Debt and equity are very different types of capital funding. Lenders may provide money for needed infrastructure and growth projects, but expect the loan and interest to be paid off in a timely manner.

In contrast, investors buy shares of the company and expect that those shares will increase in value. Both strategies provide the opportunity for new businesses and established businesses alike to obtain working capital in order to meet key objectives. However, equity will take a piece of ownership away from founders and management while debt will not.

What is capital funding used for?
Businesses use capital funding for a wide variety of projects and investments. These may include:

- Purchasing or develop land
- Building a new office or manufacturing location
- Buying new equipment or business tools
- Investing in projects and other revenue-building activities
- Paying for regular business expenses to get off the ground
- Making investments in stocks or bonds in anticipation of a long-term return
- Purchase stocks, bonds, derivatives, or other financial securities
- Paying down debt to save on interest
- Starting a business or venture
- Investing in community efforts

Ultimately, the business that receives the capital funding hopes to convert that cash into more valuable assets and increased revenue. Within that framework, capital funding can be used for countless initiatives.

Types of Funding

There are three basic types of capital funding: equity, debt, and venture capital. These forms of capital financing each have their unique benefits and disadvantages. Let's discuss them in more detail.

Equity Capital

Equity capital is working capital that a business receives from its owners and shareholders. This type of capital doesn't have to be paid back. Equity capital represents the value of a company's assets minus its liabilities.

The main advantage of equity capital is freedom from debt. While shareholders do claim an ownership stake in the company, there are no deadlines to pay off a loan or risk penalties. On the other hand, a business founded solely on equity capital may struggle to grow when cash is limited. Moreover, the cost of issuing stock may be higher than taking out a loan.

Debt Capital

Debt capital is a form of capital provided by lenders. The owner of the capital typically agrees to regular payments to the lender (including a predetermined interest rate) in exchange for using the lender's money.

In terms of raising capital, debt capital may be easier to obtain than equity financing – and there may be more available. This type of working capital can result in strong short-term growth and increased profitability. On the other hand, a company is contractually obligated to pay off the loan by a specific deadline. If the business suffers unexpected setbacks before paying it off, then debt capital could become a severe challenge to the company's financial viability.

Venture Capital

Venture capital funding is a form of financing provided to early-stage companies. Venture capitalists typically invest in startups with high upside and high risk. The ultimate objective of venture capitalists is to turn a profit from a diversified portfolio — which means, if the company is successful, selling their shares (or even the company) at some point in the future.

Venture capital is an excellent way to send company growth into "overdrive." Besides a steady stream of cash, venture capital firms often have the technical expertise to streamline and optimize a startup's business processes, and provide the infrastructure it needs. On the other hand, venture capitalists may also expect a certain measure of control in company oversight. Most importantly, entrepreneurs that accept venture capital are committing to an eventual exit: either by selling the company, or going public.

Church Grant

For a church organization to go from challenge to results, it must take a number of steps. Sometimes it's possible to find private foundations that grant money to churches for specific purposes. Whether your church organization requires financial assistance for pastoral training or renewal, to cover an emergency budget shortfall or for a construction project, help is available in the form of grants from private foundations.

Are you a member of a church that needs repairs, additional buildings or space, or other costly additions that your congregation just can't support? There are many faith-based grants for churches that exist, and that can help you expand, repair, and work more effectively in your community. This guide helps you understand the basics of church grants so you can get started.

What Are Church Grants?

A grant is an amount of money that is set aside through a charitable organization or the government. When a grant is awarded to a group, such as a church, it does not have to be paid back, ever. Think of it as a one-time donation, but on a larger scale. Typically a church grant is only awarded to a church when there is a specific need, and the grant money must be used to fill that need.

How Do Non-Profit Grants Work?

When a church is in need – say, they need grants for church repair, or church grants for adding or building on to their space – they write a grant application. The type of application varies depending on the organization they are applying to. The application will let the organization with the grant know what the church needs the money for. Then the organization will deliberate. In some cases, your church may be applying for the same money as many other churches, so a decision must be made on who needs the grant the most. When the organization decides to award your church the grant, you'll receive money and you'll often have to prove that the money was used for the project(s) listed in your application.

Who is Eligible for a Church Grant?

Faith based grants for churches typically are available for any church. Specific organizations may have their own guidelines – for example, an organization may say that they only offer grants to churches in urban areas. Others may say that they only offer grants to churches with a membership of under 300 people. In both of these cases, these grants are offered to churches where the collection plate may not be able to bring in enough money to cover expensive building repairs.

Searching for a grant that works for your church may take time, but the best way to start is to search for grants for the specific need your church has. Some grants are specifically created as non-profit grants for building repairs after natural disasters. Others may be specifically created for building on to historic churches. By searching for your specific needs, you'll find it easier to find a church grant that works for your congregation.

There is one important thing that applies to every church seeking a grant. You must ensure that your church has a 501(c)(3) IRS ruling. This establishes your church as a non-profit organization. You cannot receive grants from either the government or a private foundation if your organization is not a 501(c)(3). Take the time to establish this as you work towards finding the right church grant.

EFFECTIVE COMMUNICATION SKILLS INT1/002

Course content:

The objectives of the effectives communication skills includes

a) To enable student master the grammar of English and Cultivate the habit of detecting and avoiding errors which occur frequently
b) To prepare student for reading comprehension, written assignments and examination and reporting projects
c) To enable students improve their communication skills in generals

Contents:

1) Grammar and usage
    - ❖ Homonym; a word having the same sound and spelling as another word but a different meaning e.g. leave (verb), leave (noun); 'make' (noun)
    - ❖ Homophone: a word which sound the same as another but is different in meaning or spelling e.g. 'hare' 'hair' 'bough' 'bow', 'tale', 'tall'.
    - ❖ Nouns: countable and uncountable
2) Sequence of Tenses
3) Writing
    - ❖ The paragraph, topic sentence, direction of expression, sense relationship, sentence connectors e.t.c
    - ❖ Paragraph development, contrast, comparison, analysis, illustration and locality.
    - ❖ Outlying and organization: introduction, development and conclusion
    - ❖ Types of Essay and their characteristics
        - Narrative Essay
        - Descriptive Essay
        - Argumentative Essay
    - ❖ Report Writing
    - ❖ Writing of Minute
    - ❖ Formal and Informal Letter Writing
        - Sentences Analysis: Sentences
        - Argument of Concord
        - Punctuation
        - Word Classes and their Usage
        - Vocabulary Building
        - Common Errors in English Language
    - ❖ Note Taking: Student Should Know how to Jot-Down points and Notes during Lectures Without losing Concentration

EFFECTIVE COMMUNICATION SKILLS

Grammar and Usage

Grammar is the whole system and structure of a language or of languages in general. It includes parts of speech (nouns, verbs, etc.), syntax (how words fit together to make sentences), and morphology (the forms of words); many people use the term "grammar" loosely so that it also covers punctuation, spelling, and word choice. Grammar may seem very complicated, but most of it is already in your head. You may not be able to tell someone what a subordinate clause or a conjunctive adverb is, but you have internalized grammar since you first learned to talk. You use it every time you speak or write, and you mostly use it correctly.

These are the 5 most common grammatical errors:

Error 1: Run-on Sentence or Comma Splice

A run-on sentence is a sentence that joins two independent clauses without punctuation or the appropriate conjunction. A comma splice is similar to a run-on sentence, but it uses a comma to join two clauses that have no appropriate conjunction.

Fixing a run-on sentence or a comma splice can be accomplished in one of five different ways:
Separate the clauses into two sentences.
Replace the comma with a semi-colon.
Replace the comma with a coordinating conjunction--and, but, for, yet, nor, so.
Replace the comma with a subordinating conjunction--after, although, before, unless, as, because, even though, if, since, until, when, while.
Replace the comma with a semi-colon and transitional word--however, moreover, on the other hand, nevertheless, instead, also, therefore, consequently, otherwise, as a result.

For example:
Incorrect: Rachel is very smart, she began reading when she was three years old.
Correct: Rachel is very smart. She began reading when she was three years old.
Correct: Rachel is very smart; she began reading when she was three years old.
Correct: Rachel is very smart, and she began reading when she was three years old.
Correct: Because Rachel is very smart, she began reading when she was three years old.
Correct: Rachel is very smart; as a result, she began reading when she was three years old.

Error 2: Pronoun Errors

Pronoun errors occur when pronouns do not agree in number with the nouns to which they refer. If the noun is singular, the pronoun must be singular. If the noun is plural, however, the pronoun must be plural as well. For example:
Incorrect: Everybody must bring their own lunch.
Correct: Everybody must bring his or her own lunch.
Many people believe that pronoun errors are the result of writers who are trying to avoid the implication of sexist language. Although this is an admirable goal, correct grammar is still important.

Error 3: Mistakes in Apostrophe Usage

Apostrophes are used to show possession. However, you do not use an apostrophe after a possessive pronoun such as my, mine, our, ours, his, hers, its, their, or theirs. For example:
Incorrect: My mothers cabin is next to his' cabin.
Correct: My mother's cabin is next to his cabin.
In the case of it's, the apostrophe is used to indicate a contraction for it is. For example:
Incorrect: Its a cold day in October.
Correct: It's a cold day in October.

Error 4: Lack of Subject/Verb Agreement
When speaking or writing in the present tense, a sentence must have subjects and verbs that agree in number. If the subject is singular, the verb must be singular. If the subject is plural, the verb must be plural as well. For example:
Incorrect: The recipes is good for beginning chefs.
Correct: The recipes are good for beginning chefs.

Error 5: Misplaced Modifiers
To communicate your ideas clearly, you must place a modifier directly next to the word it is supposed to modify. The modifier should clearly refer to a specific word in the sentence. For example:
Incorrect: At eight years old, my father gave me a pony for Christmas.
Correct: When I was eight years old, my father gave me a pony for Christmas.

HOMONYM
Homonyms are two or more words with the same spelling or pronunciation, but with different meanings. These words can sometimes be confusing, especially for children learning to spell them. The word homonym comes from the Greek word 'homonymos' which means 'having the same name'. The prefix 'homo' means the same, and the suffix 'nym' means name. Therefore, homonyms are two words that look and/or sound exactly alike. One of the most common examples of a homonym in English is the word 'bat'. 'Bat' can mean a piece of equipment you use in some sports, and it's also the name of an animal.

But they both sound exactly the same when you say them out loud, and they're spelt exactly the same way, too. To understand which word is said, you have to understand context clues, rather than just relying on the pronunciation or spelling of the word itself.

HOMOGRAPHS
Homographs are words that are spelled the same, as indicated by the suffix -graph, which means "writing." Homographs have the same spelling but different meanings and different pronunciations. For example, consider the word tear. Tear (tir) refers to a drop of water falling from someone's eye. Tear (tār) means to rip something. Either way, the spelling is the same, but not the meaning or the sound. Other examples of homographs include:
bow - to bend at the waist or a piece of archery equipment
entrance - to hold one's attention or a doorway

HOMONYMS

Homonyms have characteristics of both homophones and homographs. As mentioned, they are words that are spelled alike (like homographs) and sound the same (akin homophones). Homonyms are a special case, and they are best thought of as the center portion of a Venn diagram that shows the overlap between homophones in one half and homographs in the other. A few more examples of homonyms include:
bear - an animal or to withstand something
can - a metal container or the ability to do something

Homonym may be used to refer to either homophones or to homographs. Some people feel that the use of homonym should be restricted to words that are spelled alike but are different in pronunciation and meaning, such as the bow of a ship and the bow that shoots arrows.

Examples of Homonyms
Homonyms are words that are spelled the same and sound the same but have different meanings. The word homonym comes from the prefix homo- which means "the same," and the suffix -nym, which means "name." Therefore, a homonym is a word that has at least two different meanings, even though all uses look and sound exactly alike.

Homonym Examples
A simple example of a homonym is the word pen. This can mean both "a holding area for animals" and "a writing instrument." Another example is book, which can mean "something to read" or "the act of making a reservation." In both cases, the sound and spelling are the same; only the definition changes. Discover a collection of 30 more homonym examples.

Note that some homonyms have more than two meanings (for example, "tender" can also mean sensitive, easily chewed, or even refer to chicken strips), but to keep things simple, the homonyms examples list includes only two for each word.

HOMONYM AND MEANINGS

address	to speak to	location
Air	oxygen	a lilting tune or voice
arm	body part	division of a company
band	a musical group	a ring
bark	a tree's out layer	the sound a dog makes
bat	an implement used to hit a ball	a nocturnal flying mammal
bright	very smart or intelligent	filled with light
circular	taking the form of a circle	a store advertisement
current	up to date	flow of water
die	to cease living	a cube marked with numbers one through six
express	a fast version of something	to show your thoughts by using words
fair	equitable	beautiful
jag	a sharp, jutted object	a crying spree
kind	a type of something	caring
lie	to recline	to tell a falsehood
match	to pair like items	a stick for making a flame
mean	average	not nice

pole a piece of metal that holds a flag inside front position on the starting line of a race
pound unit of weight to beat
quarry a site for mining stone to extract or obtain slowly
ream a pile of paper to juice a citrus fruit
ring a band on a finger something circular in shape
right correct direction opposite of left
rock a genre of music a stone
rose to have gotten up a flower
spring a season coiled metal
stalk a part of a plant to follow or harass someone
tender gentle offer of money
tire to grow fatigued a part of a wheel
well in good health a source for water in the ground

HOMOPHONES

Homophones are pairs of words that sound the same, but have distinctly different meanings and different spellings. Understanding homophones is an essential part of mastering the English language, both for vocabulary building and spelling.

Some common examples of homophones, including the words used in a sentence, are:

- brake/break: When teaching my daughter how to drive, I told her if she didn't hit the brake in time she would break the car's side mirror.
- cell/sell: If you sell drugs, you will get arrested and end up in a prison cell.
- cent/scent: I won't spend one cent on a bottle of perfume until I know that I love the scent.
- die/dye: If you accidentally drank a bottle of fabric dye, you might die.
- flour/flower: To bake a flower-shaped cake, you'll need some flour.
- for/four: I purchased four new pairs of shoes for my upcoming vacation.
- heal/heel: If the heel breaks on your shoe, you might fall. However, your injuries will heal over time.
- hear/here: I wanted to sit here so I could hear the singer performing without any distractions.
- hour/our: We have one hour before our appointment with the real estate agent.
- idle/idol: Being idle makes me unhappy, but listening to my idol Taylor Swift makes me happy.
- knight/night: The knight is on his way to the castle, but traveling at night is very dangerous.
- knot/not: I do not know how she learned to tie the knot to make that necklace.
- poor/pour: I pour drinks at a bar every night. I am poor because I have too many bills and not enough money.
- right/write: There is no right way to write a great novel.
- sea/see: At my beach house, I love to wake up and see the sea.
- sole/soul: I need to get a new sole put on my favorite pair of running shoes. Jogging is good for my soul.

- son/sun: My son is 13 years old. He likes to spend time outside in the sun.
- steal/steel: Someone who decides to steal a car has committed a crime, but auto parts are made of steel.
- tail/tale: My cat was crazily chasing his tail while I read a fairy tale to my children.
- weather/whether: I don't know whether to bring a jacket or not. The weather looks unpredictable today.

Homonyms and Homophones
Homonyms
Pronunciation – Same
Spelling – Same

A homonym is, by the most stringent dictionary requirements, a word that is spelled and pronounced like another but has a different meaning. This basically means that it needs to be both a homophone as well as a homograph in order to be called a homonym.
However, some sources do say that it's a homonym even as long as it's just one of the two.
For the purpose of illustration, let us use the word lead.
Tom played the lead role in the school's annual play.
"You're the boss, lead the way!"

In the first sentence, lead has been used in its verb form, meaning to 'go in first'. Whereas in the second sentence, lead is being used in the noun form to mean the chief role in a play/film.

Homophones
Pronunciation – Same
Spelling – Different
Homophones are words that sound the same but are often spelled differently. The 'phone' in the word should give you a clue to the fact that these are similar sounding words that mean completely different things.
All homophones are homonyms, but not all homonyms are homophones (obviously).
Again, let us take an example of the word lead.
There were reports of high lead content in those noodles.
He took her hand and led her into the woods.
Here, while the first sentence refers to the noun lead to mean the metal, the second sentence is the verb form of the word lead.

NOUN
A noun is a word that refers to a person, place, or thing. The category of "things" may sound super vague, but in this case it means inanimate objects, abstract concepts, and activities. Phrases and other parts of speech can also behave like nouns and can be the subject in a sentence, as in Jogging is a fun exercise. Here, the verb jogging acts like a noun and is the subject of the sentence.

DIFFERENT TYPES OF NOUNS
1) Common nouns

Common nouns are words that refer to undefined or generic people, places, or things. For example, the country is a common noun that refers to a generic place while the word Canada is not a common noun because it refers to a specific place. Common nouns are only capitalized when they begin sentences or are used in the names or titles of something, as in Grand Canyon or Iron Man.
common nouns:
house, cat, girl, foot, country

2) Proper nouns

Proper nouns help distinguish a specific person, place, or thing. These words should be capitalized. The names and titles of things are always proper nouns, such as the brand name Starbucks and the personal name Jenny.
proper nouns:
Spain, Fido, Sony

3) Singular nouns

Singular nouns are nouns that refer to only one person, place or thing. For example, a cat is one animal and a banana is one fruit.
singular nouns:
house, cat, girl, foot, country

4) Plural nouns

A plural noun refers to more than one of something. Many singular nouns just need an S added at the end to make them plural (e.g., bee becomes bees). For some nouns that already end with an S, you may need to add -es to the end to make their plural forms (e.g., classes and buses). Some singular nouns also change spelling when made plural (e.g. countries and babies).
regular plural nouns:
houses, cats, girls, countries
Not all nouns follow this pattern. Those that become plural in other ways are called irregular plural nouns. Some examples are man and men, wolf and wolves, foot and feet, and sheep and … sheep.
irregular plural nouns:
person and people
life and lives
mouse and mice
tooth and teeth

5) Concrete nouns

A concrete noun is something that can be perceived through the five senses. If you can see, hear, touch, taste, or smell something, it uses a concrete noun.
concrete nouns:
table, apple, rabbit, ear

6) Abstract nouns

Abstract nouns are intangible ideas that can't be perceived with the five senses, such as social concepts, political theories, and character traits. For example, the abstract noun anger refers to an emotion and the abstract noun courage refers to a quality a person has.
abstract nouns:
love, creativity, democracy

7) Collective nouns
A collective noun is a noun that functions as a singular noun while referring to a group of people or things. A collective noun refers to a group that functions as one unit or performs the same action at the same time. For example: the team plays in the main gym.
collective nouns:
crowd, flocks, committee, a sum of money

8) Compound nouns
A compound noun combines two or more words into one. Compound nouns can appear as a single word, multiple words used separately, or words connected by hyphens.
compound nouns:
dry-cleaning, jack-in-the-box, toothpaste, haircut, output, ice cream, potato chip

9) Countable nouns
A countable noun (also known as a count noun) is one that you can count. When you have three books or 10 pennies, you are describing a noun that is countable.
countable nouns:
table, apple, rabbit, ear

10) Uncountable nouns
An uncountable noun (also known as a mass noun) is one that cannot be counted. For example, happiness cannot be counted. You don't say that you have "a happiness" or "three happinesses." Uncountable nouns typically don't have plural forms.
uncountable nouns:
salt, seafood, luggage, advice
Nouns make up the majority of the English language. More nouns appear every year as people come up with new ideas, media, and technologies. However, a noun's basic function never changes. It is a person, place, or thing, and it may be one or more of the types of nouns that we all know and love.

COUNTABLE AND UNCOUNTABLE NOUNS
In English grammar, countable nouns are individual people, animals, places, things, or ideas which can be counted. Uncountable nouns are not individual objects, so they cannot be counted. Here, we'll take a look at countable and uncountable nouns and provide both countable noun examples and uncountable noun examples. Although the concept may seem challenging, you'll soon discover that these two different noun types are very easy to use.

Countable Noun Examples
Anything that can be counted, whether singular – a dog, a house, a friend, etc. or plural – a few books, lots of oranges, etc. is a countable noun. The following countable noun examples

will help you to see the difference between countable and uncountable nouns. Notice that singular verbs are used with singular countable nouns, while plural verbs are used with plural countable nouns.
There are at least twenty Italian **restaurants** in Little Italy.
Megan took a lot of **photographs** when she went to the Grand Canyon.
Your **book** is on the kitchen **table**.
How many **candles** are on that **birthday cake**?
You have several **paintings** to study in art appreciation **class**.
There's a big brown **dog** running around the **neighborhood**.

Uncountable Noun Examples
Anything that cannot be counted is an uncountable noun. Even though uncountable nouns are not individual objects, they are always singular and one must always use singular verbs in conjunction with uncountable nouns. The following uncountable noun examples will help you to gain even more understanding of how countable and uncountable nouns differ from one another. Notice that singular verbs are always used with uncountable nouns.
There is no more **water** in the pond.
Please help yourself to some **cheese.**
I need to find **information** about Pulitzer Prize winners.
You seem to have a high level of **intelligence**.
Please take good care of your **equipment**.
Let's get rid of the **garbage**.

Sequence of Tense
In order to use these tenses correctly and meaningfully, one must remember to follow a couple of rules. While some may be obvious, the others need to be taken care of. The rules that govern the usage of tenses are known as Sequence of Tenses or Agreement of Tenses.

Sequence of Tenses
Tenses are verbs that describe when an event, action or condition has occurred. There are three types of tenses based on the time:
Past Tense
Present Tense
Future Tense

Each of these has 4 aspects which indicate the continuation of the tenses. So, there are in total 12 tenses that are regularly used in English Grammar.

One basic rule we must remember at the time of using tenses with principle and subordinate clauses are that the subordinate clause always follows the tense in the principal clause. However, there are exceptions to this rule which we will see as we go by.

Rule 1
A past tense in the principal clause is always followed by a past tense in the subordinate clause. Example: I found out that she was out of town.

However, there is an exception to this rule. When the principal clause in the past tense, the subordinate clause can be in the present tense if it is citing a universal truth. Example: The children were taught that honesty is the best policy.

Another exception to this rule is when the word ‘than’ is used in the sentence to introduce the subordinate clause. In this case, we can use any tense with the subordinate clause irrespective of the tense used with the principal clause.

Rule 2
If the tense used with the principal clause is in the present or future tense, the tense of the subordinate clause can be in any tense based on what needs to be conveyed.
Example: She is saying that she is alright. She says she is fine.

Rule 3
When we use the principal clause in the future tense, we do not use subordinating clauses in the future tense and use the subordinating clause beginning with when, until, before, after etc.
Example: I will call you when dinner is ready. I shall wait until you return.

Rule 4
When the subordinate clause is introduced with the conjunction ‘that’, we do the following,
We use ‘may’ in the subordinate clause when the principal clause is in the present tense. AND
We use ‘might’ in the subordinate clause when the principal clause is in the past tense.
Example: We eat that we may live. She tried to live so that he might have a chance at life.

Rule 5
When some phrases such as If only, Wish that, What if, It is time are used, the clauses that follow it are always in the past tense.
Example: I wish I could eat another ice cream.

The Paragraph, Topic Sentence, Direction of expression, Sense relationship and Sentence connector

A paragraph is a series of sentences that are organized and coherent, and are all related to a single topic. Almost every piece of writing you do that is longer than a few sentences should be organized into paragraphs. This is because paragraphs show a reader where the subdivisions of an essay begin and end, and thus help the reader see the organization of the essay and grasp its main points.

Paragraphs can contain many different kinds of information. A paragraph could contain a series of brief examples or a single long illustration of a general point. It might describe a place, character, or process; narrate a series of events; compare or contrast two or more things; classify items into categories; or describe causes and effects. Regardless of the kind of information they contain, all paragraphs share certain characteristics. One of the most important of these is a topic sentence.

TOPIC SENTENCES

A well-organized paragraph supports or develops a single controlling idea, which is expressed in a sentence called the topic sentence. A topic sentence has several important functions: it substantiates or supports an essay's thesis statement; it unifies the content of a paragraph and directs the order of the sentences; and it advises the reader of the subject to be discussed and how the paragraph will discuss it. Readers generally look to the first few sentences in a paragraph to determine the subject and perspective of the paragraph. That's why it's often best to put the topic sentence at the very beginning of the paragraph. In some cases, however, it's more effective to place another sentence before the topic sentence—for example, a sentence linking the current paragraph to the previous one, or one providing background information.

Although most paragraphs should have a topic sentence, there are a few situations when a paragraph might not need a topic sentence. For example, you might be able to omit a topic sentence in a paragraph that narrates a series of events, if a paragraph continues developing an idea that you introduced (with a topic sentence) in the previous paragraph, or if all the sentences and details in a paragraph clearly refer—perhaps indirectly—to a main point. The vast majority of your paragraphs, however, should have a topic sentence.

PARAGRAPH STRUCTURE

Most paragraphs in an essay have a three-part structure—introduction, body, and conclusion. You can see this structure in paragraphs whether they are narrating, describing, comparing, contrasting, or analyzing information. Each part of the paragraph plays an important role in communicating your meaning to your reader.

Introduction: the first section of a paragraph; should include the topic sentence and any other sentences at the beginning of the paragraph that give background information or provide a transition.

Body: follows the introduction; discusses the controlling idea, using facts, arguments, analysis, examples, and other information.

Conclusion: the final section; summarizes the connections between the information discussed in the body of the paragraph and the paragraph's controlling idea.

Basic Paragraph Structure: How to Layout a Paragraph
A good body paragraph will have the following:

Topic Sentence

A topic sentence is the first sentence of the body paragraph. Simply put, the topic sentence introduces the topic of the paragraph. A good topic sentence will be broad enough to allow for explication but narrow enough that it does not require a paragraph that is too long.

Supporting Sentences

What is a supporting sentence? The supporting sentences of a paragraph are the sentences between the topic sentence and the concluding sentence. The supporting sentences “support” the topic sentence. That is, they explain and elaborate the point of the paragraph.

Concluding Sentence

The concluding sentence is the last sentence in the paragraph. It should succinctly end the paragraph and transition to the next paragraph, if appropriate.

Other Features of Paragraphs

A good paragraph contains many elements. Here are just a few of them.

Unity, Coherence

As mentioned above, the ideas in a paragraph should logically fit together. Furthermore, they should flow from one idea to the next. A paragraph should be organized in a way that it builds appropriately. This could be by sequence of ideas or events. Additionally, transitions should be used from one sentence to the next that connect the ideas and concepts.

Adequate Development

In order for a paragraph to be considered “adequate” or “sufficient,” the paragraph should be well-developed. The reader should not be left wanting more information.
Similarly, the paragraph should include enough evidence to support its topic sentence.

Transitions

what is the purpose of a conclusion paragraph Good paragraphs have transitions between preceding and proceeding paragraphs. These transitions are logical and verbal.

One paragraph should logically flow to the next. The ideas in a body of work should be organized so each paragraph transitions well to the next. It should not be choppy.

Additionally, verbal transitions within and between paragraphs should help the reader move seamlessly through the piece of writing.

TYPES OF PARAGRAPHS

Descriptive Paragraph:

As the name suggests, through the Descriptive Paragraph, the writer describes something to the reader. It may be based on what the writer has seen, heard, or felt. The writer uses rich descriptions that appeal to the reader‟s senses. This helps the reader place himself in a world that the writer creates.

Narrative Paragraph:

This type of paragraph tells a story or an incident to the reader. In other words, it simply narrates a tale that is meaningful. Such paragraphs often follow a linear or chronological order of narration.

Expository Paragraph:

This type of paragraph explains an instruction, a method, or a process. The purpose of such a paragraph is to simply explain something to the reader. Often, the writer of such paragraphs does a lot of research on the topics he or she wishes to explain. The writer uses expository paragraphs to share the knowledge that he or she already has with the readers.

Persuasive Paragraph:
This type of paragraph is used to capture the reader‟s interest or to make them understand and accept the writer‟s point of view. Persuasive paragraphs are useful for building arguments. Such passages are rhetorical in nature and may use facts and details to make the argument stronger and more believable. The writer has to be confident of his or her opinion to sound credible to readers. The aim of the writer is to influence the beliefs of readers.

Sentence Connector
Connectors' are used to link large groups of words: phrases and sentences. You can also use them to connect paragraphs to give them coherence. Sentence connectors are usually placed at the beginning of a sentence or to join more sentences.

CONTRAST

1. HOWEVER
T his restaurant has the best kitchen in town. However, their staff are quite rude.

2. IN CONTRAST
House prices have gone up this year. In contrast, car prices seem to be stagnating.

3. NEVERTHELESS
I was in so much pain I didn't want to get up in the morning. Nevertheless, I went to football practice as usual.

4. NONETHELESS
I don't think Sean has serious behavioural problems. Nonetheless, I'll talk to him first thing in the morning.

5. YET
I've asked you a thousand times not to leave your dirty socks on the floor. Yet, you keep doing it.

6. ON THE OTHER HAND
England has the best language schools. On the other hand, it has the worst weather.

7. BY COMPARISON
Going out with Jim has its risks. By comparison, being with Tim is as easy as falling off a log.

8. ON THE CONTRARY
I don't hate Jim. On the contrary, I'm rather fond of him.

9. INSTEAD
I didn't want to take a side in the argument. Instead, I put my headphones on and listened to some smooth jazz.

10. IN ANY CASE
I was thinking of going round Jim's place. In any case, I haven't been invited.

11. ALL THE SAME
Yes, he's very good-looking. All the same, I don't think you should go out with him.

SIMILARITY

1. LIKEWISE

You can't give your phone number to every man who asks for it. Likewise, you can't go out with everyone who fancies you.

2. **SIMILARLY**
You're not allowed to use your phone here. Similarly, you have to switch it off when you're in the library.

3. **CORRESPONDINGLY**
She's an excellent photographer. Correspondingly, her paintings are works of art.

4. **IN THE SAME WAY**
Cutting down on sugar will help you lose weight. In the same way, doing more exercise will help you get rid of a few kilos.

5. **ALSO**
I want to talk to Prince Harry when I'm in England. Also, I want to meet his sister-in-law.

RESULT

1. **AS A RESULT**
I've done a pranic healing course. As a result, I've been able to cure my neighbour's sick cat.

2. **AS A CONSEQUENCE**
Zack has skipped school on many occasions. As a consequence, he's failed his French test.

3. **THEREFORE**
We're going to experience some meteor showers in the next few days. Therefore, the number of miraculous self-healings will rise.

4. **THUS**
You didn't tell me you wanted to come. Thus, we won't be taking you with us.

5. **ACCORDINGLY**
Plenty of tourists visit the area in summer. Accordingly, selling hand-made objects is the main source of income for locals.

SEQUENCING

1. **FIRST, FIRSTLY, FIRST OF ALL, IN THE FIRST PLACE**
First of all, I'd like to talk about the benefits of having a pet pig.

2. **TO BEGIN WITH**
To begin with, pet pigs are cleaner than dogs.

3. **FOR ONE THING**
For one thing, they're completely loyal to their owners.

4. **SECOND, SECONDLY, IN THE SECOND PLACE**
Secondly, their impressive numeracy skills must be mentioned.

5. **FOR ANOTHER THING**
For another thing, you might want to consider how cute they look in pyjamas.

6. **THIRD, THIRDLY, IN THE THIRD PLACE**
In the third place, you can always count on your pet pig to perform some tricks for you when you'd like to impress a pretty girl.

7. **ALSO**
Also, they don't eat much.

8. **BESIDES**
Besides not eating much, they won't ever chew on your electric cords.

9. **IN ADDITION**
In addition, they can be taught to feed themselves if you allow them access to your pantry.

10. **FURTHERMORE**
Furthermore, they make wonderful walking buddies.

11. **MOREOVER**
Moreover, they'll show you the way home when you're drunk.

12. **FINALLY**
Finally, pet pigs are fantastic guards. No burglar would ever have the heart to hurt a pet pig.

13. **LAST, LASTLY, LAST OF ALL**
Lastly, your reputation as an eccentric will rapidly grow in the neighbourhood if you're seen walking a pet pig on a leash every morning.

ORDER OF IMPORTANCE

1. **MOST IMPORTANTLY**
I'd like to talk to you about how to keep calm at your workplace. Most importantly, never go to the canteen while your boss is there.

2. **PRIMARILY**
You'll have to focus on your immediate surroundings. Primarily, on your computer screen.

3. **ABOVE ALL**
Above all, don't ever look up from your notes when people are around.

4. **MOST SIGNIFICANTLY**
Most significantly, avoid eye-contact at all costs.

5. **ESSENTIALLY, BASICALLY (usually spoken)**
How can I put this? Essentially, having an affair with one of your colleagues should be the last thing on your mind.

PARTICULARIZATION

1. **IN PARTICULAR, PARTICULARLY**
Nearly a third of marriages end in divorce. In particular, it's middle-aged couples that yearn for much more from life.

2. **MORE SPECIFICALLY**
Couples tend to argue about financial issues. More specifically, they argue when one of them is out of work.

PARAGRAPH DEVELOPMENT, CONTRAST, COMPARISON, ANALYSIS, ILLUSTRATION AND LOCALITY

Paragraph Development: The MEAL Plan (Main idea, Evidence, Analysis, Link)

A clear and effective paragraph is constructed like an essay. Just as an essay has a main idea (thesis statement) that is developed and supported with evidence and analysis in the body paragraphs, a paragraph needs to focus on a single idea that is developed and supported with evidence and analysis. Also, just as an essay ends with a conclusion, a paragraph should close by linking the topic sentence to the main idea in the next paragraph.

To help writers understand how to craft clear and effective paragraphs, writers should remember this formula: MEAL. This stands for Main idea, Evidence, Analysis, and Link.

Main idea: The main idea of a paragraph is called the topic sentence. Like an arguable thesis statement, the topic sentence is a debatable claim that requires relevant support or evidence. The topic sentence should appear near the beginning of the paragraph since that sentence states the claim or idea to be discussed and developed in the content of the paragraph. This placement assures writers that the audience will not miss the significance of anything being presented and developed in the paragraph.

Evidence: After the main idea (the topic sentence) is stated, relevant evidence must be provided to support the debatable claim made in the topic sentence. The primary tools of evidence in rhetorical construction are definitions, examples, and opposing views. These forms of evidence will typically be presented in the form of studies, reports, data, statistics, interviews, examples or illustrations. Evidence should be relevant and directly support the writer’s topic sentence and the thesis statement for the essay. The writer may choose to present source evidence through summary, paraphrase, or direct quotation, and the writer may also use modes of development such as description, definition, example, analogy, cause and effect, or comparison and contrast.

Analysis: Following the evidence, the writer must provide an analysis of the evidence that has been provided. Analysis is the writer’s evaluation, interpretation, judgment, or conclusion of how the evidence supports the paragraph’s main idea or topic. The writer should never expect the audience to interpret the evidence provided. In fact, as the leading voice in the paper, the writer is required to explain how the audience is meant to interpret the evidence in the context of the writer's argument. Such an explanation helps the audience to conclude that the topic sentence is a credible claim in the context of the evidence provided.

Link: The final sentence or sentences of the paragraph link the current paragraph’s main idea to the main idea in the next paragraph. This type of foreshadowing also prepares the audience for the next main idea. Since most body paragraphs are going to be followed by another body paragraph, the writer should consider using transitional phrases that help to link paragraphs. For example, transitional words such as however, so, thus, still, despite, nonetheless, although, but, even though or in spite of signal relationships between paragraphs and the relationship between the main ideas of all paragraphs.

OUTLYING AND ORGANIZATION: INTRODUCTION, DEVELOPMENT AND CONCLUSION

Introductions

As their name indicates, introductions should “introduce,” outline, or give an overview of what your writing is going to talk about. This means introducing the topic, outlining the major points that will be discussed, giving relevant background, and presenting a clear thesis (main idea).

Introductions are difficult to write if you have not properly outlined your ideas and if you are not aware of the structure needed for your assignment. An introduction should NOT talk vaguely about the topic or give an overly broad background. They should give specific details and bits of information that outline the parts of the writing. Avoid vague language, over-generalizations, or going off-topic.

The development

As the “meat” of the writing, the body is where the main ideas are developed, sources are brought in to support them, and the overall argument is made. Each paragraph within the body should revolve around one major idea and follow the basic guidelines of a paragraph, i.e., topic sentence, idea, support, wrap-up. Outlining is key to writing the paper’s body. With a proper outline, you’ll know how many paragraphs (or ideas) you want to present, what order you want to present them, and what you want to say in them.

Using the outline earlier, you can easily see how your writing would be structured, what ideas they will each talk about, and what support will be needed. Notice that each idea/paragraph within the body is supported by evidence. Much of your writing will demand that you support it with source evidence, so the body is where you would quote, paraphrase, summarize, or present data/information from credible texts.

Conclusions

Conclusions wrap-up or tie together everything that’s been said and give you a final chance to lay out your main ideas before the reader. Your conclusion should restate your main ideas/writing, address any opposing views, and point to future directions for research or for your topic. You can think of the conclusion paragraph as a mirror or inverse of the introduction. Just as the introduction presents the topic, main idea, and supporting points to the reader, so does the conclusion bring all of those back together to wrap things up neatly and make one final push for persuasion.

TYPES OF ESSAY AND THEIR CHARACTERISTICS

Essays are long-form writing assignments that persuade or inform a reader about a particular topic. It's important to know which type of essay to use to best deliver your message to readers. When you choose the type of essay most relevant for your topic, your essay can be more tailored to your readers and better organized.

Narrative essays

Narrative essays tell a story and are generally the most personal type of essay you'll write. They allow you to exercise creativity and imagination. Narrative essays may be based on a particular prompt, such as "Write about the first time you drove a car by yourself," or a more open-ended prompt, like "Write about a time you had to overcome a fear." You may be required to submit a narrative essay (usually called a personal statement) for college or graduate school applications.

You can use literary techniques in narrative essays to create an essay that reads like fiction. Consider including:

Metaphors
Analogies
Alliteration
Imagery
Dialogue

Your narrative essay should have an opening that gets the reader's attention and provides enough background information for the story to make sense. You'll also want to include a conclusion to summarize the main point of your essay or reiterate your goals, such as "This experience solidified my desire to become a lawyer."

Descriptive essays
Descriptive essays provide a detailed description of your subject matter. This may be a person, place, thing or event. Descriptive essays, like narrative essays, allow for a more creative approach to writing. Unlike narrative essays, which provide a complete story, descriptive essays need only discuss the subject.

You should consider including vivid imagery and incorporate the "show, don't tell" technique, which means to use action, thoughts, sensory details and emotions to immerse the reader as opposed to simply explaining the situation or events. For example, instead of writing "My first car was a red, two-door coupe," you could write "The cherry red sparkled from bumper to bumper, and the two sleek doors were masked with a dark tint, mysterious and cool."

Expository essays
Expository essays are used to explain something in a neutral way. Writers use expository essays to demonstrate their knowledge or expertise in a certain area. Teachers often assign expository essays to test their students' understanding of a topic. Expository essays can take different formats but typically include:
An introduction with a thesis statement explaining exactly what the essay will discuss
The body that details the facts of the subject matter, often citing sources
A conclusion that summarizes the main points
You should avoid emotion or opinion in expository essays and instead focus on factual information. For instance, if you're writing about environmental conservation, you should avoid writing statements like "The government should" since this kind of phrasing usually leads to an opinion.

Argumentative essays
Argumentative essays are designed to convince the reader to take a certain side based on the information presented. Argumentative essays rely on facts rather than emotion to sway the readers. For instance, consider an argumentative essay that discusses why companies should offer wellness packages as part of their benefits plan. The essay could incorporate research about how regular exercise increases productivity and how people who eat well and work out take fewer sick days.

Argumentative essays avoid "I" and "you" statements. Rather, they support one side of an argument and may argue against other sides using objective information. You can use phrases like "Research suggests" or "According to the Centers for Disease Control" to present the facts that support your argument.

Characteristics of a good narrative essay

- Involves readers in the story- for an interesting story, the events of the narrative must incorporate readers in the incidences. Recreate the original story to fit in your readers.
- Relates events in sequence- recreate the events in yours story to be at specific scenes set at actual places and in actual times.
- Include detailed observations of people, voices, places, and events- you should give vivid description in a re-created way. Give actual dialogues, names of people, sounds, and sights.
- Present important changes, differences, conflicts, and create moods- the events in your essay should relate to a real life setting. A conflict between characters might make the readers more anxious to know what will become of the conflicting characters.
- Tells the story from the first person's point of view "I"
- Connects the past to the present – you should present your narrative in a way that it relates to today's world.
- Communicates the thesis statement- all the events in your story should relate to the main idea behind the narrative. The thesis must be clear to the reader

Characteristics of the argumentative essay
An argumentative essay shares a literary language with other types of essay, and in that sense uses metaphors and other rhetorical figures to validate its thesis. It is a space where the subjectivity of the issuer fits, but also conceptual rigor.

In general, an argumentative essay has the following characteristics:
Selecting a Topic: One of the most important argumentative essay characteristics is the topic selection. The ultimate focus should be on choosing a topic that is.

Researchable: For a topic to be researchable, the writer should be able to find credible sources and enough research material to support its claim and position.

Debatable: A debatable topic is a controversial topic with several different points of view. For instance, writing about the consequences of rape on society isn't debatable because no one is going to disagree with this statement. However, if you surround your essay with a particular topic, whether the punishments for rapists are effective in controlling the situation or not is a debatable topic. Another point could be whether the girl is to be blamed for what happened with her, which is something always debatable and you will find different supporting and opposing statistics surrounding it.

Current: A current topic that hasn't been discussed for years, such as legalization of marijuana, abortion, death penalty, etc.It is new, relevant to the society and is still discussed in different contexts.

Manageable: It shouldn't be too broad that it gets impossible to cover all aspects in your essay. Global or national issues are often difficult to manage so you may want to avoid them and narrow down your focus to one aspect of it

Characteristics of Expository Essay

- Descriptive: It is one of the main features of this essay. Science related writing needs a background description. However, description should be written about a thing or a process and it is usually done chronologically or hierarchically.
- Illustrative: Illustration is essential in this kind of essay and it should be relevant. Explicit references need to be included to support the theoretical points.
- Explanatory: The pertinent theory should be explained to support your points added in the essay. To perceive results, the reasons are evaluated and the entire explanation should be supported with suitable information.
- Analytical: It is an imperative part of an expository writing as through this process, the topic is broken down into parts in order to categorize.
- Clarity: It is the important aspect of the expository writing. The idea or thought of the author should be clearly mentioned in the essay.
- Unbiased: The approach of the essay should be unbiased.
- Impersonal: The first-person pronouns should not be used in this essay.

Characteristics of descriptive essays
Prewriting-Choice of an idea
Choose an idea or a situation, a person or an object which fascinates you, which has some influence over you and you ascribe a lot of meaning to it. When you are passionate about the idea and have a fascination with it, your writing will definitely stand out and display more clarity. You can brainstorm and thresh out lots of ideas and select the ones which seem to be the most compelling and interesting, in your view.

Observation
Since it is a descriptive essay, it needs to be as detailed and as minute as possible. For this you may need to take detailed observations of the place or object, the person you want to write about. You have to be very meticulous in your observations. If it is a place you want to write about, talk about its sights, sounds, smells, sights, visuals, feelings created, weather, environment, context, unusual or usual things, the description of the roads, houses etc and give it a personal feeling, as if you are physically there. Use all your senses and capture as many details, as is possible. Understand the reason for writing the essay and incorporate that into your writing so that your description has a powerful feeling about it

Structure
Get into the action right from the beginning. Try to avoid round-about paragraphs. Come straight to what you want to talk about but elaborate on it. Let the reader visualize and grasp it. That is the success of quality descriptive writing.

The descriptive essay also follows the usual format of introduction, body and conclusion. In this case, the introduction mentions the topic of the essay and gives a brief background about it. The background should be relevant but short, so as to bring the object of study succinctly into the view of the reader.

REPORT WRITING

The definition of a report is any account, spoken or written, of the matters concerning a particular topic. This could refer to anything from a courtroom testimony to a grade schooler's book report.

When people talk about "reports," they're usually referring to official documents outlining the facts of a topic, typically written by an expert on the subject or someone assigned to investigate it.

Although all facts are welcome, reports, in particular, tend to feature these types of content:
Details of an event or situation
The consequences or ongoing effect of an event or situation
Evaluation of statistical data or analytics
Interpretations from the information in the report
Predictions or recommendations based on the information in the report

How the information relates to other events or reports
Reports are closely related to essay writing, although there are some clear distinctions. While both rely on facts, essays add the personal opinions and arguments of the authors. Reports typically stick only to the facts, although they may include some of the author's interpretation of these facts, most likely in the conclusion.

Types of reports
There are a few different types of reports, depending on the purpose and to whom you present your report. Here's a quick list of the common types of reports:

Academic report: Tests a student's comprehension of the subject matter, such as book reports, reports on historical events, and biographies

Business reports: Identifies information useful in business strategy, such as marketing reports, internal memos, SWOT analysis, and feasibility reports

Scientific reports: Shares research findings, such as research papers and case studies, typically in science journals.

Reports can be further divided into categories based on how they are written. For example, a report could be formal or informal, short or long, and internal or external. In business, a vertical report shares information with people on different levels of the hierarchy (i.e., people who work above you and below you), while a lateral report is for people on the author's same level, but in different departments.

What is the structure of a report?
The structure of a report depends on the type of report and the requirements of the assignment. While reports can use their own unique structure, most follow this basic template:

Executive summary: Just like an abstract in an academic paper, an executive summary is a standalone section that summarizes the findings in your report so readers know what to expect. These are mostly for official reports and less so for school reports.

Introduction: Setting up the body of the report, your introduction explains the overall topic that you're about to discuss, with your thesis statement and any need-to-know background information before you get into your own findings.

Body: The body of the report explains all your major discoveries, broken up into headings and subheadings. The body makes up the majority of the entire report; whereas the introduction and conclusion are just a few paragraphs each, the body can go on for pages.

Conclusion: The conclusion is where you bring together all the information in your report and come to a definitive interpretation or judgment. This is usually where the author inputs their own personal opinions or inferences.

What should be included in a report?
There are no firm requirements for what's included in a report. Every school, company, laboratory, task manager, and teacher can make their own format, depending on their unique needs. In general, though, be on the lookout for these particular requirements—they tend to crop up a lot:

Title page: Official reports often use a title page to keep things organized; if a person has to read multiple reports, title pages make them easier to keep track of.

Table of contents: Just like in books, the table of contents helps readers go directly to the section they're interested in, allowing for faster browsing.

Page numbering: A common courtesy if you're writing a longer report, page numbering makes sure the pages are in order in the case of mix-ups or misprints.

Headings and subheadings: Reports are typically broken up into sections, divided by headings and subheadings, to facilitate browsing and scanning.

Citations: If you're citing information from another source, the citations guidelines tell you the recommended format.

Works cited page: A bibliography at the end of the report lists credits and the legal information for the other sources you got information from.

How to write a report

Knowing how to write a successful report can make you a valuable asset in your current workplace or an appealing candidate for new employers. Here are some steps to follow when writing a report:

- Decide on terms of reference.
- Conduct your research.
- Write an outline.
- Write a first draft.
- Analyze data and record findings.
- Recommend a course of action.
- Edit and distribute.

1. Decide on terms of reference

Many formal reports include a section that details the document's "terms of reference". These terms include:

- What the report is about
- Why it is necessary
- When it was written
- What its purpose is

Setting these terms helps both the writer and their readers to understand why the report is important and what it hopes to accomplish. The terms of reference are usually explained in the first paragraph so that the reader can determine its relevance without having to read the entire document. Setting concrete terms early on will help you create the report's outline and keep your discussions on track throughout the writing process.

2. Conduct your research

Most reports will require you to collect a store of data that directly relates to your topic. You may already have access to this information if, for example, you are a doctor who has copies of a patient's medical charts. However, if you are tasked with analyzing an issue or investigating an event, you will likely need to spend some time requesting, finding and organizing data.

Interpreting data and formatting it in a way that your readers will understand is an important part of writing a report. You may need to create charts, graphs or timelines that make your raw information easier to comprehend. You will also need to carefully cite your sources and keep track of where and how you found your data in order to present it professionally.

3. Write an outline

The next step is to construct your report's outline. This typically looks like a bulleted or numbered list of all the different sections in the document. Your report's outline might look similar to this:

Title page
Table of contents
Introduction

Terms of reference
Summary of procedure
Findings
Analysis
Conclusion
References or bibliography

The order of these sections—and whether or not you decide to include them all—will depend on the specific type of report, how long it is and how formal it needs to be. The most important thing to do when writing your outline is to include all the necessary sections and eliminate anything that does not directly contribute to the report's purpose.

4. Write a first draft

Writing a first draft is one of the most important stages of constructing a successful report. The purpose of the first draft is not to write a perfect document, but rather to get all the main elements of your information out of your head and onto the page. You will have time to add to and edit this first attempt later on, so your primary goal is just to organize your data and analysis into a rough draft that will eventually become a final product.

While writing your first draft, you will likely find gaps in your data or holes in your analysis. Make note of these, but do not try to address every issue as you write. Instead, finish the draft, and save the problem-solving for when you begin the editing process.

5. Analyze data and record findings

The focus of every report is the "findings" section or the part where you present your interpretation of the data. For an accountant, the findings could involve an explanation as to why a company's stock drooped during the previous quarter. For an environmental scientist, it could include a summary of an experiment on biodegradable plastics and how the results could affect waste management methods.

The findings section of your report should always provide valuable information related to the topic or issue you are addressing, even if the results are less than ideal. If your final conclusion is that the data was insufficient or the research method was flawed, you will need to explain this in a professional and accurate manner.

6. Recommend a course of action

The final section of your report's body is your recommendation. After examining the data and analyzing any outcomes, you are qualified to present an idea as to what actions should be taken in response to your findings. After reviewing the number of overtime hours that their team has been working, a project manager may recommend that an additional employee be added to the team. A surgeon might recommend that the hospital introduce new sterilization methods into the operating room after noting an increase in preventable infections in the previous six months. If you have presented your data well and shown your expertise, your reader is likely to trust your judgment.

7. Edit and distribute

The final stage of writing a report is editing it thoroughly and distributing it to your audience. You will need to edit for grammar mistakes, spelling errors and typos. You will also need to double-check your data, make sure your citations are correct and read over the entire document to make sure it presents a cohesive narrative. If the report is going to be read by a wide audience, you may decide to ask someone else to proofread it or give you their opinion on the readability of the content.

Distributing the report can take different forms depending on your particular occupation. You might email it to your supervisor, present it verbally during a staff meeting or publish it in a professional journal. Regardless of how or where it is read, your goal is always to create a concise, informative and effective document that will contribute to increased productivity in your workplace.

WRITING OF MINUTES

Meeting minutes, or mom (for minutes of meeting) can be defined as the written record of everything that's happened during a meeting. They're used to inform people who didn't attend the meeting about what happened, or to keep track of what was decided during the meeting so that you can revisit it and use it to inform future decisions.
What Should You Include When Writing Meeting Minutes?
The five steps that you must include are:
Pre-Planning
Record taking - at the meeting
Minutes writing or transcribing
Distributing or sharing of meeting minutes
Filing or storage of minutes for future reference

What Should Be Included in Meeting Minutes?

Before you start taking notes, it's important to understand the type of information you need to record at the meeting. As noted earlier, your organization may have required content and a specific mom format that you'll need to follow, but generally, meeting minutes usually include the following:

- Date and time of the meeting
- Names of the meeting participants and those unable to attend (e.g., "regrets")
- Acceptance or corrections/amendments to previous meeting minutes
- Decisions made about each agenda item, for example:
- Actions taken or agreed to be taken
- Next steps
- Voting outcomes – e.g., (if necessary, details regarding who made motions; who seconded and approved or via show of hands, etc.)
- Motions taken or rejected
- Items to be held over
- New business
- Next meeting date and time

Why is Minute is important in meeting
Meetings are an integral part of professional life, this is the reason why it is essential to take minutes of every meeting. Indeed, the role of minutes is very important for participants present and absent during a meeting because:

- The participants to the meetings have a reminder aid
- The minutes say who will do what and when
- They are the starting point of the following meeting
- They are helpful for those absent to know was discussed and what decisions have been taken
- In case of conflicts, they are useful to know what agreements were made

Formal and Informal Letter Writing
Formal Letter:
A formal letter is a type of letter which is written to communicate complaints, requests, inquiries, proposals, invitations and other official matters in business entities, establishments, and private and government institutions. The recipients of such letters mostly include private and government officials, authorities, seniors, colleagues and business partners etc. Some common examples of formal letters include application letters, inquiry letters, order letters and complaint letters etc. The replies from the recipients to all these letters would also be regarded as formal letters.

The writer of a formal letter often needs to adhere to certain rules and conventions so that the letter looks professional and leaves a sense of trust and reliability. The content of a formal letter must be clear and understandable so that no ambiguity arises for the recipient and the letter can serve its purpose effectively.
The recipient of formal letter might be receiving many letters in a single day and the writer should help him save time by keeping the subject matter of the letter concise and short. The use of such words that don't serve any purpose should be avoided.

Informal Letter:
The informal letters are the letters which are written for and sent to the people to whom the writer personally knows. The recipients of these letters are mostly within the close relationships of the writer and they include friends, family, relatives, acquaintances etc. As formal letters carry the personal communication, the writer is free from following all the formal rules and conventions that are essentially followed while writing a formal letter. The use of traditional informal letters in paper form is rare these days because people prefer to contact each other using technology based communication facilities like phones, social media and emails etc.

Difference between formal and informal letter
The key points of difference between formal and informal letter are listed below:
1. Format:
Formal letters are written and sent after proper formatting and grammar & spelling checks. As these letters are addressed to the relevant officials or authorities within or outside of an

establishment, the chances of errors in such type of letters are rare. The matter of the letter is kept precise, to-the-point and divided into distinct paragraphs to make it more literate.

Informal letters are written for personal reasons. They mostly use a casual language and don't have a specific format. As they are mostly written to close contacts, informal letters can adopt any writing pattern as per the needs of the writer.

2. Consistency and repetitiveness:
The format, style and layout of a formal letter written to address a certain cause or situation is often consistent and repetitive.

The format, style and layout of an informal letter need not be consistent and repetitive even to address the same cause or situation.

3. Main elements of format:
Based on the situation, a formal letter can have many elements but mostly such letters contain the following important parts:
-: Proper address of both sender and recipient,
-: Date and day,
-: Proper salutation with name and grade or designation of the recipient,
-: Subject or topic,
-: Body (preferably with distinct and organized paragraphs),
-: Complementary closing words,
-: Proper signatures of the writer,

The correct arrangement of all the above elements in the formal letter is crucial or the letter may not look genuinely written by a responsible person.

An informal letter is rather simple and may comprise of the following optional elements:
-: Date and day,
-: Salutation,
-: Body,
-: An intimate or complimentary closing.

4. Written expression:
Due to the official nature, the written expression of formal letters is often more stringent than informal letters. Good vocabulary is used and the abbreviations are normally avoided while drafting such letters.

An informal letter's written expression, on the other hand, is casual and may contain any guise.

5. Purpose:
The purpose of writing a formal letter is mostly official and is often used to communicate and address business matters inside and outside of the business entity, a private or government institution. This letter is also known as a business letter and must be written in a formal tone prevailing in the recipient's environment.

An informal letter is written in an informal, friendly and loose tone. These letters can be written to address close family, friends and relatives.

6. Record keeping:

The recipient of formal letters are often required to store the letters in some safe location as record so that they can be presented or used as references, if needed in future.

As the informal letters are personal in nature, it is upto recipient's personal wish whether he wants to save them or not for future needs.

7. Reply or response:

In some cases, a formal written response or reply to every formal letter is mandatory within a specific period of time in accordance with the policies of organization, establishment or entity receiving the letter.

In case of informal letter, the response or reply depends on the receiver. He decides whether or not a reply is needed.

ARGUMENT OF CONCORD

In simple terms, concord is defined as the agreement between all the parts of a clause or sentence, particularly between the subject and the verb. Concord is the agreement- especially in number- between the subject and verb of a sentence such that when the subject is singular, the verb will also be singular and when the subject is plural, the verb will also be plural.

TYPES OF CONCORD

1. **Grammatical concord–** the principle of grammatical concord holds with nouns that are grammatically marked for plural. It is the easiest type of concord. Simply put, the rule says, if the subject is singular, the verb will also be singular and if the subject is plural, the verb will also be plural. E.g The boy is here, The boys are here, The man likes food, The men like food.
2. **Proximity concord–-** Proximity means "nearness". The principle of proximity concord says that if two or more subjects are coordinated (joined) by the correlative coordinators "either……. or" or "neither…..nor", the subject that is closest to the verb determines the concord- the rest (first one (s)) are ignored. E.g If Sandra fails her exams, either her parents, her friends or her sister is to blame.

   *Notice how we use "is" in the sentence above, even when it has "her parents" and "her friends" which should have attracted the plural verb "are". But the subjects there: "her parents", "her friends" and "her sister" are joined by "either….or", so it is the last one "her sister" that will be used to determine the concord, and since it is singular, the verb also has to be singular. Consider also the sentence: Neither Kinsley's friends nor his wife likes him (not like)

3. **Notional Concord.** The principle of notional concord holds with collective nouns. Collective nouns are words like "committee", "club", "choir", "audience", "congregation"

etc. These words mean a group of people, and they can take either singular or plural verbs depending on how they are used. The rule is that, if the collective noun performs an action, it takes a plural verb, but if no action is involved, it takes a singular verb. E.g. The choir sing very well (not sings, since an action is involved, the verb will be plural), The Choir is very disciplined (not are), The audience is quite large (not are), The audience were clapping their hands (not is)

4. **Categorization concord.** There are adjectives that denote a group or category of people. Such words include The poor, the rich, the lame, the blind, the helpless, etc.When these words are used as the subject of a sentence, two things happen. The first is that these words are not pluralized, though they mean a group of people (the poor means everybody that is poor, so does the rich, the lame, the blind etc). So we do not have the forms *the poors, *the blinds etc Secondly, they take plural verbs. E.g.

   The poor need our help (not needs), The rich also cry (not cries), The blind see with their inner eyes (not sees) etc.

5. **Concord of indefinite pronouns.** Indefinite pronouns are those pronouns that end in "body", "thing" and "one". They include the words somebody, everybody, nobody, anybody, something, everything, nothings, anything etc. They have a plural connotation, but they take singular verbs. E.g Everybody in this class is hungry (not are), Nobody likes to be disrespected (not like), Anything is better than nothing (not are).

6. **Concord of quasi coordinated subjects.** There are words we call quasi coordinators in English. They include words like "as well as", "with", "together with", "in conjunction with", "along with". When these words are used to join two subjects, only the first subject controls the verb and determines the concord, the second subject is ignored. E.g. The president together with his ministers has arrived (not have), The principal as well as all the teachers and students is (not are) in the hall right now, The man with his wife was killed in the earthquake. Etc

7. **Concord of coordinated subjects.** When two or more words referring to the same person or thing are joined by "and", the verb will be plural. E.g. Our English teacher and our head of department are absent today, The principal and the chairman of the occasion have arrived

8. **Double title concord.** When two or more words referring to the same person are joined by "and", the verb will be singular. E.g. Our English teacher and head of department is absent today, The principal and chairman of the occasion has arrived.

   * Note the differences between the sentences in 7 and 8 above. The sentences in number 7 have two "ours" and two "the's". This means that the words joined by the "and" ("English teacher" and head of department, principal and chairman of the occasion) refer to different people. Hence, the sentences take plural verbs. On the contrary, the sentences in number 8 has only one "our" and only one "the". This is

because the words joined by the "and" refer to the same people. Then English teacher is also the head of department, and the principal is also the chairman of the occasion. This is why the sentences take singular verbs.

9. **many- a concord.** When "many-a" is used, it should be immediately followed by a singular noun and singular verb. E.g. Many a girl likes him (not like), Many a man is not trustworthy (not are) etc.

10. **More than concord–** when "more than" is used to qualify the subject of a sentence, it can take either a singular or a plural verb depending on what come after it. If a singular noun comes after it, then it takes a singular verb, but if a plural noun comes after it, then it takes a plural verb. E.g. More than one man lives here (not live), More than five boys attend this school.

    * More than one carries the idea of plurality, and you might then think that it should take a plural verb. No. in this case, we look at the word that comes after the one, which will be a singular noun. Because of the presence of this singular noun, the sentence cannot take a plural verb.

PUNCTUATION

Punctuation is the system of signs or symbols given to a reader to show how a sentence is constructed and how it should be read. Sentences are the building blocks used to construct written accounts. They are complete statements. Punctuation shows how the sentence should be read and makes the meaning clear.

Every sentence should include at least a capital letter at the start, and a full stop, exclamation mark or question mark at the end. This basic system indicates that the sentence is complete.

The Basic Signs of Punctuation
the comma ,
the full stop .
the exclamation mark !
the question mark ?
the semi-colon ;
the colon :
the apostrophe '
quotation marks " "
the hyphen -
brackets ( ) or [ ]
the slash /
The Comma (,)
The comma is useful in a sentence when the writer wishes to:
pause before proceeding
add a phrase that does not contain any new subject
separate items on a list
use more than one adjective (a describing word, like beautiful)

For example, in the following sentence the phrase or clause between the commas gives us more information behind the actions of the boy, the subject of the sentence:
The boy, who knew that his mother was about to arrive, ran quickly towards the opening door.

Full Stop (.)
A full stop should always be used to end a sentence. The full stop indicates that a point has been made and that you are about to move on to further explanations or a related point.

Less frequently, a series of three full stops (an ellipsis) can be used to indicate where a section of a quotation has been omitted when it is not relevant to the text, for example:
"The boy was happy… at the start of his summer holiday."
A single full stop may also be used to indicate the abbreviation of commonly used words as in the following examples:
Telephone Number = Tel. No.
September = Sept.
Pages = pp.

Exclamation Mark (!)
An exclamation mark indicates strong feeling within a sentence, such as fear, anger or love. It is also used to accentuate feeling within the written spoken word.
For example:
"Help! I love you!"
In this way, it can also be used to indicate a sharp instruction
"Stop! Police!"
or to indicate humour
"Ha! Ha! Ha!"
The exclamation mark at the end of a sentence means that you do not need a full stop.

Question Mark (?)
The question mark simply indicates that a sentence is asking a question. It always comes at the end of a sentence:
For example:
Are we at the end?
Note that the question mark also serves as a full stop.

Semi-colon (;)
The semi-colon is perhaps the most difficult sign of punctuation to use accurately. If in doubt, avoid using it and convert the added material into a new sentence.
As a general rule, the semi-colon is used in the following ways:
When joining two connected sentences.
For example:
We set out at dawn; the weather looked promising.

Apostrophe (')
The apostrophe, sometimes called an inverted comma has two main uses.
The apostrophe indicates possession or ownership.

For example:
The girl's hat was green, (girl is in the singular).
This shows the reader that the hat belongs to the girl.
The girls' hats were green, (girls in this instance are plural, i.e. more than one girl, more than one hat).

Hyphen (-)
The hyphen is used to link words together.
For example:
sub-part
eighteenth-century people
week-end
second-class post
gender-neutral
non-verbal

The hyphen is also used when a word is split between two lines. The hyphen should be placed between syllables at the end of the upper line and indicates to the reader that the word will be completed on the next line.

Computer applications such as Word Processors can be set to automatically hyphenate words for you, although it is more common to use extra spacing to avoid hyphenation.

Brackets ( )
Brackets always come in pairs ( ) and are used to make an aside, or a point which is not part of the main flow of a sentence. If you remove the words between the brackets, the sentence should still make sense.
For example:
"The strategy (or strategies) chosen to meet the objectives may need to change as the intervention continues."

Square Brackets […]
A different set of square brackets [ ] can be used:
to abbreviate lengthy quotations
to correct the tense of a quotation to suit the tense of your own sentence
to add your own words to sections of an abbreviated quotation.
To abbreviate lengthy quotations in an essay or report

"We can define class as a large-scale grouping of people who share common economic resources, that strongly influence the types of lifestyle they are able to lead. Ownership of wealth, together with occupation, are the chief basis of class differences. The major classes that exist in Western societies are an upper class […]; a middle class […] and a working class […]."

Slash (/)
Many people use the slash instead of or, and etc., but this is not always helpful to the reader. There is, however, a modern convention in gender-neutral writing to use ‘s/he’.

Note Taking
Note-taking is, simply, a way of concisely recording important information so that you can recall it later. By taking notes, the writer records the essence of the information, freeing their mind from having to recall everything. Notes are commonly drawn from a transient source, such as an oral discussion at a meeting, or a lecture, in which case the notes may be the only record of the event.

General Note-Taking Guidelines:

- Before you start taking any notes be clear about why you are attending the talk or meeting. What are you hoping to learn or gain from it? Think of your notes as a guide to your learning and development after the event. You notes form part of a working document that you’ll return to and add to later.
- Think about whether or not a point is noteworthy before you write it down – do not take notes for the sake of taking notes. Otherwise you’ll end up with lots of irrelevant points, which will distract you from the important things. You probably only really need to make notes on things that are new to you.
- Do not write down everything that is said, word-for-word, that would be transcribing, which is an altogether different skill. Concentrate on the key points, remain alert and attentive and listen to what is being said.
- Write in your own style and use your own words, you don’t need to worry too much about spelling, grammar, punctuation or neatness as long as you can read your notes later and they make sense to you. Your personal note-writing system will evolve and improve with practice.
- Try to use short concise points, single words or phrases or short sentences, use bullet or numbered lists if necessary. If you are using a pen and paper then it is easy to add linking lines to join ideas and concepts.
- Write down in full, key information that can’t be shortened: names, contact details, dates, URL’s, references, book titles, formulas etc.
- Use abbreviations to help you – just note what they mean!
- Use underlining, indentation, circle words or phrases, use highlighter pens – whatever system works for you to emphasis the most important points and add some structure to your notes.
- Use some sort of shorthand system that you will understand later – develop this system as you become more skilled at note-taking.
- Don’t panic if you miss something. You can usually ask the speaker to repeat a point or ask a colleague or peer after the event. Note down that you have missed something to remind you to do this.

The Five Rs of Note-Taking

Record: During the lecture, write all meaningful information legibly.

Reduce: After the lecture, write a summary of the ideas and facts using key words as cue words. Summarizing as you study helps to:

Clarify meanings and relationships of ideas

Reinforce continuity

Strengthen memory retention

Prepare for exams in advance

Recite: To study properly, you must recite all the information in your own words without looking at our notes or the text.

Reflect: Think about your own opinions and ideas as you read over your notes. Raise questions, then try to answer them creatively. Record original ideas in your notebook and review them regularly. Use your creative ideas when answering exam questions, in classroom discussions, and when writing papers.

Review: Before reading or studying new material, take ten minutes to quickly review your older notes. Skim over the main ideas and details. Review enhances your retention of old material while adding new material to your memory.

HOSPITALITY MANAGEMENT INT1/003

Course content:

This refers to the application of management concept and structured leadership in these areas of accommodation, dining and general services. The curriculum is designed to provide student with a deep understanding of the fundamental of hospitality and business management course content

- **The importance of Customer Satisfaction**
- **Services quality Management**
- **PR and Reputation Management**
- **Workplace Health and Safety**
- **Hospitality Marketing and sales**

Hospitality Management

Hospitality management is a growing field that deals with the oversight of hotels, resorts, casinos, and other types of destinations to ensure visitors have the kinds of experiences they are coming for. Hospitality managers can specialize in various areas, from guest services to event planning to culinary services. This can look like onboarding new staff, tracking budgets and inventory, and scheduling, all with the eye towards providing a positive experience for guests while keeping your establishment profitable. However, it is wise to be familiar with all departments in your particular establishment, especially if you're seeking to move to a higher level. People have been traveling since antiquity, and for many civilizations, hospitality plays an important role in society. We still see this in many cultures today. The idea of hospitality is seen in many religious texts, often tying the need to care for the foreigner to one's spiritual well-being. In the Western world, we see evidence of hospitality dating at least as far back as Ancient Greece and Rome. Ancient people traveled on religious pilgrimages, for military and political reasons, and trade.

As an increasing number of people became car owners and air travel became more commonplace, the hospitality industry took off. Many large hotel chains that are still around today were established in the early and mid-20th Century, such as Hilton in 1919, Marriot in 1927, Sheraton in 1937, Holiday Inn in 1952, Hyatt in 1957, and Four Seasons in 1961.

Motels, a portmanteau of "motor" and "hotel," was born out of the increase in intercity travel in the mid-20th Century. They were smaller and more affordable than hotels and were built close to highways to make it easy for people to stop for a few hours or overnight.

Future of Hospitality Management

Sustainability
Sustainability in hospitality (and, by extension, tourism) is rapidly gaining awareness and momentum. And it's something that consumers are starting to be more savvy and particular about. The idea of sustainability relates not just to the environmental aspects of how an enterprise is developed and run but also the economic, social, and cultural factors. The topic of sustainability in hospitality is extremely wide-reaching, and the more you explore what true sustainability might mean for your particular enterprise, the more you'll see the massive expansion of things you'll need to consider.

Contactless Payment

The contactless payment trend was already here, but it was spurred on by the COVID-19 pandemic and the need for new hygiene and social distancing policies in the hospitality industry. Contactless payment methods allow customers to avoid using cash and take away the physical nature of traditional debit/credit card readers instead of relying on wireless methods of payment. Smartphones, smartwatches, and debit/credit cards can all be used for contactless payments. Customers simply put their payment method near a payment terminal, rather than needing to touch anything, like keying their pin into a card terminal.

Challenges & Opportunities in Hospitality Management

Loyalty Programs

Loyalty programs, a long-time mainstay for the larger hotel chains, are a space of opportunity for the hospitality industry. Loyalty programs offer discounts and other specials to their members. And for customers who frequently travel, such as the business traveler, there are obvious incentives for joining one or a few loyalty programs. Since they are usually free to join, it can be the thing that keeps a customer coming back to your enterprise instead of a competitor's. And attracting and retaining customers is more important than ever right now.

Social Media

It's not new. And some enterprises in the hospitality industry do it really well. It's where people are; if anything, social media use has increased since the COVID-19 pandemic. It can be used to build customer engagement, improve or build on your enterprise's reputation, and help keep you in front of your customers. But social media can be an underutilized resource that can also bring you ample opportunities. However, there is indeed no one-size-fits-all social media strategy.

Employee Recruitment & Retention

The hospitality industry as a whole tends to have relatively high employee turnover, and retention of talent has long been a particular challenge for hospitality managers. However, with the COVID-19 pandemic, new challenges have also emerged, such as the tension between lay-offs and needing enough staff to maintain what is for many a new level of cleanliness. And since customer service is at the heart of a strong hospitality enterprise, this is significant value in retaining good employees.

Next Steps for Hospitality Management

Hone Your Communication Skills

It sounds obvious, perhaps simplistic, but finely tuned communication skills for hospitality managers are paramount to success in your role and for your enterprise's reputation. We've discussed earlier the difference between service and hospitality, and good communication plays a significant role here. As the industry continues to move toward individualized guest experiences, excellent communication skills will be even more critical.

Build Intercultural Awareness

On the topic of culture, hospitality managers need to have strong intercultural awareness. This isn't just for those who work with international customers. All customers come to your establishment with their own cultural lens. Whether it's similar to your own or not, as a hospitality manager, it's your job to navigate any potential challenges with grace, helping your customers feel seen and valued.

Notice the Details

A lot of what goes into hospitality management is the ability to notice details. Think for a minute about a typical customer who might come to your establishment and what types of details do you usually notice about this customer. This helps boost your enterprise's reputation and increase customer retention. Communication, intercultural awareness, and details—what they all have in common is they are about the people, your customers. We started the course by talking about what hospitality is, and that's a meaningful way to close. At the end of the day, hospitality managers should be focused on welcoming the guest.

Hospitality Industry Segments

The sectors of hospitality business vary widely. On the one hand, there are glamorous five-star hotels. On the other hand, there are neighborhood bars. The responsibilities might be a little different for these kinds of businesses. However, they are still in the business of providing an enjoyable experience for their customers.

Here's a short list of the most popular sectors of hospitality business today.

Food Service – Food service includes any business that serves food to customers. This can be a fast-food restaurant. This can also be an exclusive fine dining restaurant. Hotel bars, caterers, and food trucks fall into food service as well.

Lodging – Lodging refers to establishments that offer overnight accommodations to guests. This ranges from high-end hotels to RV parks. This is one of the largest segments of the hospitality industry

Event Planning – Event planning refers to the process of planning and carrying out events. Weddings are one of the most common events. Corporate events are common as well. Event planning requires a large-scale effort to make sure the event runs smoothly. It also involves many different people. This might include waitstaff, cooks, bartenders, photographers, and entertainment, to name a few.

Travel and Tourism – The travel and tourism segment accounts for billions of dollars in revenue each year. Workers at historic sites are considered travel and tourism employees. So are hotel workers, travel agents, and airline customer service representatives.

Recreation – Jobs in the recreation sector are also part of the hospitality industry. These workers are often in direct contact with tourists and provide a service to them. For example, a white water rafting guide is a good example of a recreation worker. Usually, these workers have specialized training that allows them to provide a specific service to customers.

Hospitality Industry Terminology

There are far more terms in the hospitality industry than we can outline here. However, we've listed several terms that you will frequently encounter in hospitality management.

Allotment – An allotment refers to a block of rooms reserved by a tour company, group, or wholesaler.

Average Daily Rate (ADR) – ADR refers to the revenue created by the number of rooms booked at a hotel. It is calculated by dividing income from booked rooms by the total number of rooms that are booked.

Capital – Capital is money or physical assets used to create a good or service.

Content Management System (CMS) – A CMS is used to build and manage a website. CMS's are used by resorts, hotels, restaurants, and many other types of hospitality-related businesses.

Customer Relationship Management (CRM) – A CRM is used to automate communications with customers. It helps hospitality managers get in touch and stay in touch with customers. For example, a CRM is used to contact a hotel guest before they arrive to remind them of their stay, and after they check out to ask the customer how their stay was.

Human Resource Management – Human resource management is the practice of overseeing workers, helping workers maximize their performance, and ensuring that employees work to obtain the company's goals.

Markup – Markup is the difference between the cost of a service, like a meal at a restaurant, and the price charged to the consumer.

Overhead – Overhead refers to the expenses paid to operate a business. Overhead does not refer to direct costs of creating a good or service. Instead, it refers to things like rent or mortgage payments and utility bills.

Point of Sale System – A point of sale system tracks sales of goods and services.

Strategic Management – Strategic management is the practice of creating long-term plans that result in meeting company goals. Hospitality managers are responsible for monitoring these plans, analyzing their successes and failures, and making changes as needed to ensure the company is on track to meet its objectives.

The Importance of Customer Satisfaction

Understanding the importance of good customer service is, therefore, essential for a healthy business in creating new customers, keeping loyal customers, and developing referrals for future customers.

The importance may vary by product or service, industry and customer. The perception of success of such interactions will be dependent on employees who can adjust themselves to the personality of the guest.

In other ways, it is known that the customer is the most important person in a business premise, he is always right and that is the reason why the business opens.

Excellent customer service is vitally important in all businesses. It's the first point of contact between, for example, the client and business representative or staff. It is the first opportunity an establishment gets to amaze and create a lasting impression. For the customer to return, a need to deliver what was promised is paramount, and perfect if you can exceed expectation where possible.

Every business needs to keep customers and clients happy, but in the hospitality industry it's so vitally important to keep guests engaged in order for the business to grow and prosper. Good customer service is one of the keys to success in any business, but is particularly important in the hotel industry, where guests are looking to staff to help them make their stay as relaxing and comfortable as possible.

The issue is strongly related to how service quality is managed and which holds a significant importance to customers' satisfaction and their perceived performance of hotels. In order for them to grow and survive, they must find new ways of handling their clients.

Great service make customers feel that you care about developing a long-term relationship that means more than just making a sale. Focusing on delivering customer service benefits hotel business more than a mere advertising. Improving "first contact" resolution is one of the primary drivers of customer satisfaction. Good listening skills and questioning techniques can shorten the interaction time with customers.

For hoteliers, learning how to constantly innovate to meet high expectations and provide good service is one thing they must not forget. The customer should be the centre of the universe and services should be designed around them.

Celebrating positive initiatives taken by any staff in this regard, communicating and sharing information on a consistent basis, empowering personnel, fostering wellness and paying attention to intuition are just a few of the small but critical items necessary for hotel staff to produce the kind of guest and customer service ethic that will impress customers.

No matter what role we hold in a business, we all know if we respond to customers' requests quickly and efficiently, chances are that they will stay with us and buy more from us.

Around the world, companies recognise the benefits of good service for retaining and winning customers. Customers who experience good service stay loyal to the business, more so than those who have bad experiences, thus developing the best, most well-equipped front-line workforce is critical to customer-service success.

Nigeria, for instance, is a service-based economy putting emphasis on providing high-end products and services at all levels. Consequently, Customer service remains important in all business domains, something that is most certainly going to preoccupy hotels during this month of December, a time when there will be influx of people coming to enjoy their holidays. This will not only make our esteemed guests or tourists stay longer, but also create a lasting quench to always make it to Rwanda as the best vacation destination.

In fact, it is important to point out that great Customer Care Service directly adds up to economic growth. It is a hidden complement that works wonders in hospitality and other affiliate industries.

Importance of service quality and customer satisfaction

Customer Loyalty: Happy customers are loyal customers. Not only is it important for you to provide stellar service, but awesome products as well. Make it a point to be on the fast track for keeping up with trends that your customers may follow such as building personal assistance services for traveling customers or making special concessions for avid repeat consumers. Be sure you have items on hand so when your customer needs you and your products, everything's available. A customer who has to continuously wait for you to do your part may grow tired, no matter how loyal, and venture off to your competition. Keep customers loyal by focusing on them at all times.

Happier Environment: The physical perception imparted by your hospitality business is important in achieving customer satisfaction. Your restaurant or hotel need not spend lots of money to create an amicable environment. Over-the-top interior design can be perceived as either cold and off-putting, genial and inviting or somewhere in between. The difference lies in the emotive quality of your employees — the main ingredient in creating a special experience for your guests. Your environment must be clean, well-lit and comfortable, however, for your customers to feel at home.

Increased Security: When customers are paying to be served, they expect to be able to relax and enjoy themselves without worrying about security. A secure environment means having plenty of friendly employees visible to guests from the moment of arrival to departure. Helpful, too, are frequent interactions with guests to instill a sense of inclusion in the goings-on at your establishment. Security need not be overt, however. Armed and uniformed security guards will frighten guests rather than impart a sense of safety.

Better Value: Your guests need to believe they are receiving an excellent value for their money. Value can be inexpensively included in their visit in the form of discounts, free candy or snacks, bottled water at no charge, gift cards and the like. Guests generally don't expect these perks so they can build repeat business — a sure sign of customer satisfaction!

Service Quality Management

Service quality is a measure of how an organization delivers its services compared to the expectations of its customers. Customers purchase services as a response to specific needs. They either consciously or unconsciously have certain standards and expectations for how a company's delivery of services fulfills those needs. A company with high service quality offers services that match or exceed its customers' expectations.

5 dimensions of service quality

The five dimensions of service quality are:

Reliability: This refers to an organization's ability and consistency in performing a certain service in a way that satisfies its customers' needs. This process involves every step of customer interaction, including the delivery or execution of the good or service, swift and precise problem resolution and competitive pricing. Customers have a certain expectation of reliability in buying a specific product, and a company's success usually depends on its ability to meet those expectations.

Tangibility: This is an organization's ability to portray service quality to its customers. There are many factors that give a company highly tangible quality, such as the appearance of its headquarters, its employees' attire and demeanor, its marketing materials and its customer service department.

Empathy: Empathy is how an organization delivers its services in a way that makes the company seem empathetic with its customers' desires and demands. A customer who believes a company truly cares about their well-being is likely to be more loyal to that company.

Responsiveness: This is a company's dedication and ability to provide customers with prompt services. Responsiveness implies receiving, assessing and swiftly replying to customer requests, feedback, questions and issues. A company with high service quality always responds to customer communication as soon as possible which can often indicate the value a company places on customer satisfaction.

Assurance: Assurance is the confidence and trust that customers have in a certain organization. This is especially important with services that a customer might perceive as being above their ability to understand and properly evaluate, meaning that there has to be a certain element of trust in the servicing organization's ability to deliver. Company employees need to be mindful of earning the trust of their customers if they want to retain them.

Why is service quality important?

The main reasons why service quality is important to an organization are:

It boosts sales. Having a customer base that perceives a company's services as being high quality are more likely to do business with that company. Also, customers who buy from companies with high service quality are more likely to continue buying from those companies regularly.

It saves marketing money. Retaining existing customers by offering them high-quality services is typically less expensive than attracting new ones.

It can attract quality employees. Highly performing professionals generally prefer to work for companies with high service quality.

It can lead to repeat business. Customers who see their issues and complaints swiftly and efficiently resolved by a company's customer service department may be more likely to buy from that company again in the future.

It strengthens the company's brand. The reputation of a company with above-average service quality can boost sales by attracting new customers or retaining existing ones.

It eliminates certain barriers to buying. High service quality can convince a hesitant customer to make a purchase, as they know that if the service is not right for them, they can rely on strong customer service to remedy the situation

How to ensure good service quality

The methods of ensuring high service quality usually differ slightly depending on the nature of the business, customer standards and other factors. However, there are some common elements. These steps can help you provide strong service quality to your customers:

1. Understand what your customers want

Customers don't always have very exact needs, making it the company's responsibility to guide them and help them find the best solution for their particular situation.

2. Treat your customers respectfully in any situation

Even when customer requests seem unreasonable, companies should treat them with the utmost respect and make the customer feel like the company is empathetic to their issue.

3. Quickly and correctly respond to customer inquiries

Giving relevant answers to customer questions can improve the company's image and reputation of being an organization that offers good service quality.

4. Use customer feedback to make improvements

Encouraging customer feedback can help an organization understand the areas where they can improve their service quality. Implementing those changes can show customers that the company is listening to their wishes and is willing to modify its services accordingly.

5. Provide a friendly and efficient experience

Regardless of the services that your company provides, a well-implemented customer interaction system can increase efficiency by allowing employees to process each customer with ease. A smooth customer experience, in general, can serve to improve or reinforce a customer's perception of the organization's service quality.

6. Make sure that customer-facing employees are familiar with all services

All employees who interact with customers need to have extensive knowledge regarding the company's services so they can effectively explain them to customers. This can enhance the customer's perception of the company's ability to deliver quality services.

7. Be honest regarding your services

When customers inquire about a service or need to decide between multiple options, it is usually best for the company to be completely honest with them and fully disclose all the pros and cons of their choice. This can improve customer trust and therefore increase the chance of that customer returning.

Benefits of using a Service Quality Management system

Create and measure your own definition of customer and employee satisfaction. This enables you to evaluate success according to the factors important to you.

Implement a measurement system to capture the exact data you need. This saves you time and cuts costs otherwise spent digging through heaps of data.

Receive custom performance reports, such as NPS (Net Promoter Score), satisfaction rankings, and benchmarks to view business performance from varied perspectives.

Continuously monitor the development of results in collaboration with entire teams. This results in closer and more transparent collaboration and reduced response times.

Use a bonus-malus system based on service performance achievements and motivate teams and contractors to do an even better job.

Close the gap between customer expectations and service reality to increase customer satisfaction and build customer loyalty.

PR and Reputation Management

The Public Relations Society of America defines public relations as "a strategic communication process that builds mutually beneficial relationships between organizations and their publics." Essentially, public relations specialists manage an organization's public image and reputation. They help that organization communicate with their public and work on developing a positive relationship between the two. Public relations professionals try to influence the public's perception of their client's brand, reputation, or image. Unlike advertisers, PR professionals don't pay to promote a positive conversation about their client or organization; they persuade for or earn it. To achieve this goal, they utilize a number of tools at their disposal, including:

- Posting and engaging on social media
- Arranging speaking engagements
- Creating strategies for crisis management

- Organizing special events
- Forging business connections and networking
- Writing and publicizing press releases

There are 7 different types of PR:

1. Strategic communications

Every action that is undertaken by a PR professional should fall under strategic communication. This essentially means that all PR efforts are coordinated to help a company achieve its business objectives. Understanding an organisation's priorities from the outset is a must, with communications objectives and subsequent activities established to support these priorities.

2. Media relations

A good working relationship with the media is needed in order to spread key messages to the target audience. PR professionals can put clients into the spotlight by sending press releases and pitching interviews into the media outlets that enable these companies to reach their desired, most important audiences. Journalists need a consistent stream of news to fill their pages and airways, so creating compelling news stories for media involving the organisations looking for media exposure is a win-win for both parties.

3. Community relations

While the media is an important outlet for PR professionals, sometimes a more effective means of communication is direct engagement with the community or audience through owned channels - e.g. drafting a company blog. Engagement with the community in which an organisation operates should work two ways. For example, when a business opens a new facility, getting feedback from the local community is just as important as highlighting the benefits for the local economy. Good listening skills and the ability to coordinate events are essential for this.

4. Internal communications

Internal communications is quickly becoming a major area of focus in PR. Employees can be a company's biggest advocates or harshest critics so keeping them satisfied, motivated and loyal is crucial to the overall success of a company. Developing ongoing programmes to keep staff engaged and informed, whilst understanding their needs and concerns, is a challenge for companies and one which internal communications professionals are now playing a crucial role in assisting with.

5. Crisis communications

Contrary to popular opinion, the communications team shouldn't just be brought in when a crisis occurs; that is too late. Organisations should take a planned and consistent approach to crisis management, with a clear crisis communications plan in place and strong relationships with both stakeholders and media built up over time which they can rely on at such times. This makes crisis communications as rewarding and valuable as it is challenging.

6. Public Affairs

Those who work in public affairs - or lobbying - are involved in building and developing relations between an organisation and politicians, governments and other decision-makers. It is a relatively distinct subset within PR and those working in the field have a keen interest in the political system and the process for enacting legislative change. They can also add incredible value by providing assistance to organisations in areas such as regulatory compliance, corporate communication and trade associations.

7. Online and social media communications

In today's instant world of communications, it is essential that businesses possess a strong online presence to stand out from their competitors. Customers are increasingly turning to the web to do their own research before making a purchase decision, so online PR has become hugely important in generating leads, building brand relationships with blogs and social media, and attracting new talent. Both organisations and PR pros today must be adept in choosing the best social media platforms and other digital channels to achieve their communication objectives.

Reputation management incorporates efforts and campaigns to bury negative reviews, information or search results and promote content that positively accentuates a desired image. What business owners may not know is that consumer review sites do not allow businesses to remove negative or damaging reviews. Disgruntled employees, consumers or just your run-of-the-mill Internet trolls can wreak havoc in short order, which is why reputation management should become part of an overall communications program.

Reputation management can be condensed into three main tactics: repair, rebuild and recuperate:

Repair: Should you or your business require reputation remediation, the first step is to repair some of the damage. Given limitations of consumer review sites and the reach of the Internet, you should handle this in a concerted, thoughtful and aggressive manner.

Rebuild: Once initial fires are dampened, the next step is to rebuild reputation and further grow a brand or business reputation through various public relations vehicles (press, social media, blog, etc.).

Recuperate: Finally, to bury the negatives, brands and businesses need to optimize digital properties and reputation through SEO, regular response and constant monitoring.

Workplace Health and Safety

Workplace health and safety is aimed at improving workplace health and safety standards. It studies injury and illness trends in the worker population and offers suggestions for mitigating the risks and hazards they encounter on the job. Every occupation has health or safety risks associated with it, and it is every employer's responsibility to ensure that their employees can carry out their work as safely as possible. The field of workplace health and safety sets standards to mandate the elimination, mitigation, or substitution of jobsite hazards. Workplace health and safety also include processes and procedures to minimize the consequences of workplace incidents.

Workplace health and safey is a very broad umbrella. It covers not only first aid provisions and the safe operation of heavy machinery, but also infection prevention, ergonomic best practices, and methods for responding to workplace violence.

How to Stay Safe on the Job

Appropriate use of PPE - It is the employer's responsibility to ensure that workers have the personal protective equipment required to work safely. Depending on the job and work environment, this can include fall protection devices, hard hats, high-visibility clothing, or safety gloves.

Safe operation of the work equipment - Safety procedures ensure that employees can use heavy machinery, power tools, and other work equipment with minimal risk of injury. This includes not only the appropriate handling of the equipment, but also regular inspections and maintenance to ensure that it functions optimally.

Maintaining hydration - Since they are at work for extended periods of time, workers are at risk of dehydration if clean drinking water isn't provided for them. While this affects all workers, it is especially important for those who do intense physical labor, wear heavy PPE, or work in high-heat environments.

Good bodily movements - Musculoskeletal disorders are an extremely common type of workplace injury. To prevent them, workers need to follow ergonomic best practices. This includes safe lifting techniques, good posture, and avoiding repetitive motions while carrying out their work tasks.

Hospitality Marketing and Sales

hospitality marketing is about applying marketing strategies and techniques in the hospitality industry. It takes a look at how organisations in the hospitality industry e.g. restaurants, hotels, and food service providers make use of marketing strategies and techniques to promote their products and services to customers. An effective marketing strategy is absolutely critical to building a brand, attracting new customers, and retaining existing ones. The hospitality industry is not exceptional from this perspective. Hospitality marketers need to ensure that potential customers are aware of their existence and offers and existing customers are satisfied with the products and services to a reasonable extent. Satisfied customers are highly like to come back and may spread around positive word of mouth.

Competition is fierce in hospitality industry; therefore, organisations need to apply effective marketing techniques to fend off competitors. For instance, marketers can offer reduction in price, two nights stay for the price of one, and others to allure customers. Likewise, offering customers loyalty cards may become very useful as well.

Hospitality marketers need to ensure that customers are aware of their services. They can achieve this by using a variety of advertising media. For example, advertisements on TV channels, newspapers, magazines, and the Internet can be very useful to create customer awareness. However, marketers must not stop in creating awareness only. They need to ensure that the awareness turns into a purchase.

Ways you can upgrade church hospitality

So how do you make sure no one feels looked over, uncomfortable, or unimportant when they visit your church for the first time? Every church is different, but here are a few suggestions:

1. Hospitality starts before Sunday morning

Most people will Google a church before visiting for the first time, so make sure your church's website is updated, clean, and easy to navigate. Help future guests feel comfortable before they arrive.

- Make sure your church's street address is prominent and easy to find so visitors can enter it into their GPS.
- Include several recent sermon videos to give visitors a preview of what they can expect.
- Have a page specifically for newcomers, answering frequent questions about parking, dress, children's ministry, and other things they might want to know about.

- Incorporate a contact form or include an email address—one that's monitored!—so that any unanswered questions can be asked.
- Allow visitors to check in online ahead of time. They may not feel like total strangers if they're expected.

2. Consider a secret shopper

Many churches have found it helpful to incorporate a secret shopper into their planning. Inviting a trusted friend or a professional consultant who does not attend your church to visit and take note of everything that went well—and everything that didn't—can offer real insight into how an outsider experiences a service.

If you go this route, be sure to use the positive feedback to encourage everyone who has a hand in welcoming newcomers.

3. Have a hospitality team

You may have heard of the bystander effect. It's when many people witness an emergency or a crime and no one takes action because everyone assumes someone else will. There's such a thing as the bystander effect in churches—everyone assumes someone else will hold the door, greet an unfamiliar face, or walk a newcomer down to the Sunday school classrooms.

- You may be surprised at how many members of your church would love to be a point person for hospitality. It's a great way for outgoing people to serve and make new friends while using the gifts God has given them.
- At the same time, everyone at church should be "on the hospitality team," so to speak. Welcoming newcomers is not optional, so it's important to communicate your church's vision regularly, so everyone can be on board and looking for ways to help and encourage others.
- Follow up with training for everyone involved. It's important that everyone has the same goals in mind.

4. Have a hospitality plan

You know your church programs. You know your building. You know your Sunday service. Hospitality should connect to everything you do.

Start by putting yourself in the shoes of a visitor and go from there. The feedback of a secret shopper (see above) may be invaluable for this step.

- Have a written hospitality plan for every service and every area of ministry, including who’s primarily responsible for each component. If it’s not written down, it probably won’t happen.
- Revisit, review, revise. Consider your plan for hospitality a living document. Take feedback to heart, and adjust as needed. There’s always room for improvement.

Church Assimilation

The assimilation process of a church is vital. If a pastor or the church leadership does not know how the people are to progress from guest to member, it is guaranteed that the guests do not know how to get involved in the church. For pastors, the assimilation process may be hard to work through. Assimilation processes are not exactly theological and they were not taught in seminary, which leaves most pastors without a clue on where to start. Furthermore, the assimilation process depends on each individual church thus they cannot be copied and implemented exactly from other churches.

The hope of this assimilation process is; for a first-time guest to become a visitor (a guest is defined as a person who attends regularly), the visitor to become a member (a member is a person who aligns in beliefe and purpose with the church), and a member to leader (a leader is one who excels and is growing in all the areas of membership).

Before people commit to joining your church, they want to know the answers to five unspoken questions:

Do I belong here?

This is a question of acceptance. This question is best answered by establishing affinity groups within your church so that people with similar ages, interests, problems, or backgrounds can find and relate to each other. Everyone needs a niche, and small groups play a crucial role in meeting this need. You must show people that you have a place for them.

Does anyone want to know me?

This is the question of friendship. You can answer this question by creating opportunities for people to develop relationships within your congregation. There is an unlimited number of ways you can do this, but it takes planning. Remember, people are not looking for a friendly church as much as they are looking for friends. People deserve individual attention.

Am I needed?

This is the question of value. People want to make a contribution with their lives. They want their lives to count. They want to feel that they matter. When you can show people that they can make a difference with their gifts and talents by joining your church, they will want to be involved. Position your church as a creative place that needs the expression of all sorts of talents and abilities, not just singers, ushers, and Sunday school teachers.

What is the advantage of joining?

This is the question of benefit. You must be able to clearly and concisely explain the reasons and benefits of membership. Explain the biblical, practical, and personal reasons for membership.

What is required of members?

This is the question of expectations. You must be able to explain the responsibilities of membership as clearly as you state the benefits of it. People have a right to know what is expected of them before they join.

Process to Assimilate People in Church

1. Canvass (reaching your community): It all begins with soulwinning and outreach into the community. The job of the church is not to wait for people to come to us; it is to obey Christ's Great Commission and "Go ye" to them (Matthew 28:19). Get a stack of tracts or gospel brochures and begin going house to house in your community to reach people with the gospel. Develop a plan for systematically reaching every corner of your community and engaging every demographic with the gospel.

2. Connection Group (demonstrating you care): A connection group can be like a spiritual greenhouse providing acceptance, love, fellowship, biblical teaching, and even accountability for young Christians.

We've called these groups various things over the years—Sunday school, adult Bible classes or fellowships, and recently connection groups. Whatever you call it, it is important that you are providing care for guests and young Christians.

For our church, it has been important to continue adding new classes as our membership has grown. Even when we were running about one hundred, we had at least two adult Sunday school classes. More classes allows for each class to be more specific to the life stages of those attending (married, parents, single, unsaved spouse, etc.)

3. Core Class (committing to biblical doctrine): Once a quarter, I teach a three-week class for those who have been recently saved or are newer members called Core class. (We used to call this Starting Point.) The class takes place during the same time as our Sunday morning connection groups.

In these three weeks, I teach basic doctrine and practice regarding the local, New Testament Baptist church. We cover Baptist distincitves, the purpose of the local church (as well as the history of our church), our church statement of faith, how missions works, the importance of soulwinning, and more.

However you do this in your church, you need some kind of way to be sure that people who are coming into the church understand what you believe, what the Bible teaches, and what to expect. This allows them to commit to the doctrine of your church and to biblical involvement with their church family.

4. Continue Discipleship (grounding young Christians in the faith): Young Christians need to be grounded in their faith and taught what it means to live as committed followers of Christ.

One of the best ways we have found to engage young Christians in this process is through a formal discipleship program. We use Continue—a fourteen-week, one-on-one study. This takes place on our church campus during the midweek Bible study, which provides childcare and encourages young Christians to develop of a habit of attending midweek service.

Assimilating people into a local church doesn't have to be complicated. (These steps above are relatively basic to local church ministry.) But it does require clarity and diligence.

The Function of Effective Assimilation

Let's go ahead and clear this up now: assimilation is a process, not an event.

It transforms our programs, services, and events into connection points to foster authentic community. It uncovers members' interests, passions, and personalities, and teaches members about the leadership, community life, and vision of the church. Done well, it can exponentially advance the church's mission through members' passions, interests, and skills. Done poorly, it can burn new members out in record time and create the epic 'revolving door' we often refer to in church life.

The assimilation process begins when a person first visits the church and ends when that person connects with the people, ministries, and programs that drive its mission. Only after people get engaged in the community of the church can they grow, be discipled, and start on the path to real life transformation. Assimilation is where it all begins.

Assimilation Is an Engine

In the same way an engine is composed of multiple parts all working together to move a vehicle in one direction, effective assimilation is a system that involves many different areas working together to move people from first-time visitors to fully engaged members. And just like you inspect and care for your car's engine, it's important to regularly inspect the parts of your church's 'assimilation engine' that matter most in getting you where you want to go. How you do that is what we'll cover next.

The Process of Effective Assimilation

Each church is unique; therefore, each church's assimilation process will be different. Instead of providing you with a step-by-step guide for improving your church's assimilation process, it's more beneficial to understand the fundamental principles needed to improve your church's assimilation process.

No matter how large or small your church, these are three keys for improving your assimilation process — and, ultimately, your ability to minister effectively:

1. Embrace the importance of evaluating your current process.

Sometimes it's all you can do to maintain the status quo each week. You feel constantly behind in your daily tasks, while your 'someday' list keeps growing. It might be hard to imagine having time to stop, strategize, and learn a new system.

Still, taking time to think through your church assimilation process might be the single most effective choice you can make in ministry. We can't afford to ignore the importance of defining and systematizing assimilation. Without a systematic approach, it's nearly impossible to be confident that someone hasn't been overlooked or fallen away. The only way to know whether or not your church's assimilation process is providing the most opportunity for life change and ministry impact it can is to take a step back and evaluate it objectively.

2. Identify the primary areas that need inspection.

What parts of your church's assimilation engine need a tune-up? How does each play a role in keeping your church's growth running strong?

While each church's assimilation process is unique, there are certainly elements included in every process. After working with hundreds of churches to improve their assimilation processes, here are the four primary parts or processes that need inspection:

- Hospitality
  There are two elements to successful hospitality — passive and active. Passive hospitality includes directional signs and maps that make navigating the campus easier. Active hospitality involves real people watching for ways to assist anyone entering the facility. Can your volunteers answer a visitor's question with confidence, or do they look clueless? First-time visitors need to feel confident that you and your people know what you're doing.
- Information Gathering
  Hospitality is hard to measure. You can't say, "We had some percent improvement in hospitality." Capturing information, however, is easier. When churches intentionally

gather information from visitors, they often discover there's a bigger discrepancy than they expected between their headcount and the actual number of visitors. So it's important to gather information and then provide a few ways for first-time visitors to connect. Make sure you provide just one or two next steps and don't overwhelm them; you can ramp up people's commitment levels slowly.

- Follow-Up
  Follow-up doesn't require a lot of creativity — just remember your visitors and say hello — but it's important to evaluate
- Connection
  This step is the end of assimilation and the beginning of discipleship. There should be a smooth handoff to someone who can guide people to go deeper in their relationship with God and their connection to the church. The discipleship ministry of the church will only be as strong as the assimilation process. If you aren't assimilating people, you're only increasing the number of spectators.

Every church has an assimilation engine that includes these four parts. What makes one successful is how well these parts are working individually and collectively.

3. Develop a strategy for improving your church's assimilation process.

Your church's assimilation process isn't going to improve by simply praying about it. You need to take time to intentionally invest in a plan that's going to improve your church's overall health and growth. A process is something that can be measured and monitored; the same should be true of your assimilation strategy.

Here are some ways we've seen churches benefit from greater intentionality around assimilation:

1. They end up mapping out how a new visitor is integrated into their community. This helps them remember the new visitor experience.

2. They develop a process that can be replicated and reproduced. These are critical to the success of your ministry, and should regularly be assessed and tweaked.

3. They're able to measure what's working and what isn't. You can't manage what you don't measure.

4. They place a higher percentage of attenders into small groups. Active small group participants are more likely to be faithful givers, volunteers, and lay leaders.

5. They have greater success connecting people with volunteer opportunities that match their passions and abilities. Just filling slots leads to burn out; matching people to positions leads to breakthrough.

6. Their churches are producing active leaders instead of ‘frozen chosen’. They make it more comfortable for people to get involved than to just sit and consume.

7. They discover ministry opportunities they didn’t know existed. God has given your members unique gifts and a purpose that He wants to fulfill through your church. That purpose might be something you hadn’t considered before.

4. Leverage technology to measure the results of your process.

Technology will help you make assimilation more efficient and effective. In addition to helping you distribute workloads, it can also provide a place for recording and measuring the effectiveness of your process. A church that combines the right technology with a solid understanding of its process can see return on investment (ROI) in ways such as:

- Better matching between interests of the member and opportunities for ministry
- Increased satisfaction in volunteer placement
- Greater assessment of the leadership potential of new members
- Insight into new ministry opportunities based on members’ unique gifts
- A much higher rate of generosity with respect to time, talent and treasure

The larger your church becomes, the more you and your staff will need to rely on robust technology designed to accelerate the rate your people grow, serve, and commit to being part of the long-term vision and development of your church.

CHURCH EVENTS MANAGEMENT INT1/004

Course content:

The application of project Management to this creation and development of large – scale event such as Conference, Ceremonies, Weddings, Concerts or Conventions, Seminars, Exhibitions, Workshops, Product Launches and press Conferences.

Course Content

- **People Management**
- **Strategic Planning & Evaluation in Event Management**
- **Essential element of Marketing**
- **Sponsorship Management in Event Management**
- **Finance and Budgeting**
- **Risk Management**
- **Event Management Documentation & Communication**
- **Legal Element of Event Management**

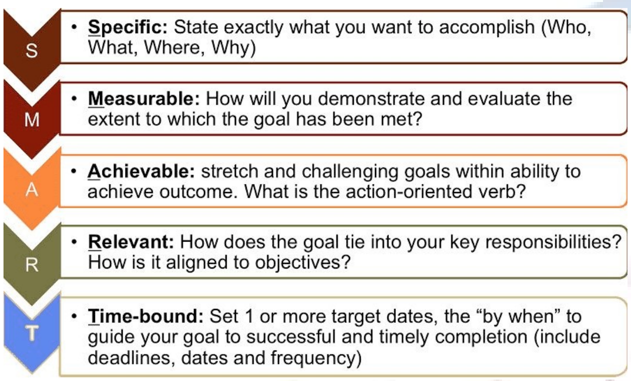
CHURCH EVENTS MANAGEMENT

When planning an event implementing, certain disciplines and "remembering your why" is going to be fundamental in the success of your event.

A clearly defined goal provides focus and ensures the team understands exactly what they are aiming at.

This should be the first step toward planning your event. Begin by asking yourself "What is the purpose of our event?" Are you seeking to reach out to your local community? Are you seeking to fund raise for a cause, or is the event geared to provide fellowship?

When setting any goal, the S.M.A.R.T. principle provides some excellent guidance on how to establish and set your goals.



BASIC ELEMENTS OF CHURCH EVENT PLANNING CHECKLIST
Though checklists vary from one church event to another, all have these in common. Follow this guide and you can customize your church event planning checklist along the way.

1. Goals for your church event and possible date
The very first thing to consider is the purpose of the event. What does the congregation need today? Is the event exclusive for fellowship purposes alone? Or are you aiming to do community outreach? I know you are so excited to plan the event activities but first, you still need to know the "why."

The specific goals will determine how the other aspects will look like. After that, set up a tentative date. Take note of the holidays. The venue, services, and equipment may cost more during peak seasons.

2. The venue, equipment/resources, speakers, or performers
After defining the event goals and setting the possible date, you then need to identify the things needed and the speakers or performers you want to invite for the church event. When picking the venue, consider the number of participants and the activities. For example, for summer camps, nature reserves are great options since you'll be doing some outdoor activities.

List all equipment that will be used and contact speakers and performers. It's better to get the confirmations as early as possible.

3. Budget

Now that you have cost estimates, set up the budget. Anyone who has done budgeting before knows this might be quite stressful especially if you are financially restrained. However, always take into account possible sponsors.

You know that the church is always generous in supporting great causes.

4. Theme, program flow, and activities

Setting up the theme is one of the most enjoyable parts of the event planning process. Here, your creativity works best. Research on themes that are trendy yet relevant to the purpose of the event. There are a lot of church event ideas on the net. You just need to do a little bit of research.

One example that we tried in the past is "Family Movie Night." This is a great way to reach out and connect to the community. You can get to know the people and build relationships with them while introducing them to the church family.

When writing the program, be as detailed as possible. Plan for activities that will encourage participants to engage and interact. We found out that a simple rock-paper-scissors game can effectively break the ice.

5. Sign up for volunteers and delegate working committees

The church is first and foremost a family and a team that works together. Encourage the congregation to engage and participate. Rally up the volunteers and encourage them to join committees that play on their strengths. Some of the committees needed are: the

– Production team
– Program committee
– Financial team
– Management team
– Registration and advertising committee.

6. Church marketing and event registration

A well-planned church event cannot have the impact that you want without anyone knowing about it. We don't want Mrs. Petterson to miss the annual gala she really enjoys. There are a lot of marketing strategies out there and it can be overwhelming. You just need to pick what works out best for you and for your participants.

You need to consider the church event type, how big the event would be, and your target participants. For a marriage preparation retreat aimed for the engaged couples in your own church, for example, this doesn't require big marketing and advertising plans. Most retreats like these are small and intimate.

You can simply post announcements on your church bulletin board or on your WordPress website. You can even announce it during weekly service at your church to build anticipation and to remind them constantly. For bigger events, like community outreach, you can use flyers or personal invitation cards.

This is a generic template for your church event planning checklist but you can also customize it according to the different timelines of your church event.

PEOPLE MANAGEMENT

People management is defined as a set of practices that encompass the end-to-end processes of talent acquisition, talent optimization, and talent retention while providing continued support for the business and guidance for the employees of an organization. The canopy of people management, a key sub-set of human resource management, thus covers all aspects of how people work, behave, engage and grow at work. The systems employed to manage people affect the total workings of the organization and thus need to be adhered to as dynamic individual puzzle pieces without losing sight of the bigger picture.

Examples of sub-aspects or tasks supporting the key pillars of people management include employer branding, recruitment, compensation, performance management, organization development, safety, wellness, benefits, employee motivation and engagement, communication, administration, and training. Altogether, these aspects of people management weave the cultural fabric within the organization and lead to an employee experience that attracts and retains the right talent.

KEY COMPONENTS OF PEOPLE MANAGEMENT –

People management, holds within its spectrum five key components that can together effectively build an engaging employee experience to optimize and retain the best talent better. 5 Key Components of People Management The five key aspects, also known as the 5 Cs of people management are as follows:

1. Create – building a workforce that builds a better future If we considered people management as a linear process system, it would begin with talent acquisition – the building of effective teams. Knowing the purpose for each team and every member within it is key to success. When you're building teams, it is important to choose the right tools to do so. This begins with choosing the right recruitment platforms, creating an employer brand the candidates trust and want to work with and providing an engaging candidate experience. Once you onboard the best-fit talent, the next step is training and helping them evolve in their skill sets to suit the changing needs of the business. Investing in their development also builds more loyalty and commitment. Creating the right team structure also involves setting up processes, boundaries and a robust framework of functioning. This helps to create a roadmap to success and a functional plan to win.

2. Comprehend – understanding the present and the future better Effective people management involves understanding the people who make up the organization – their personalities, motivations as well as their personal and career goals. Empathy, active listening, and a people-first approach lead to a deeper mutual understanding of individuals and collectives. It is important to understand that people are different and have different traits and skill predispositions. The age-old technique of 'management by wandering around' has changed over the years and while there are tech-enabled ways to mine data, spending actual time with people always leads to deeper insights. Learn more: What is HRIS? System, Model and Application

3. Communicate – opening channels to connect effectively How you communicate as a team affects how you work as one. Open channels of communication and feedback provide an effective tool to manage people better. The format and culture of communication prevalent in an organization is also a key element in the perception that an employee has of the larger picture that they are a part of. If communication is important enough to control how people feel at and about work, it is important enough to be a key criterion for effective people management. Organizations today need to ensure that they are providing their employees with the right channels of communication and feedback in order to encourage that they can communicate often, effectively and glitch-free.

4. Collaborate – cooperating smarter, faster and stronger Managing people processes better involves acknowledging that work cannot happen in silos – even for single-team-member endeavors. Success is a team-function – and so is failure. With the wide array of collaboration tools available in the market today, organizations and managers can ensure that sharing and delegation lead to the best results. In order to add value to the process of work and to the lives of employees while also multiplying the effectiveness of the team, individuals need to be assigned responsibilities that they can step up to and achieve with effective team collaboration. Working with other human and non-human components at work also helps employees realize the role that they and others play in not only granular tasks but also the larger vision for the organization.

5. Confront – optimizing on healthy differences People are different and in order to set a tone for respect, loyalty, and commitment within the organization, people management needs to focus on optimizing these differences. By "confront" here, we don't mean to antagonize but rather to face, acknowledge and tackle these variations positively. With diversity in a generation, thought, working preferences and actions, people perceive things differently and engage with issues with diversity as well. Now, this, more often than not, leads to assured conflict. The physical representation of such conflict may either be overt and active or covert and passive. Resolving this conflict is an important part of people management since it can either lead to resentment and negativity or strengthen the team and the manager has the choice with regard to which way it swings.

STRATEGIC PLANNING AND EVALUATION IN EVENT MANAGEMENT

Event management and event planning are frequently tossed around interchangeably even though they are two very different things. Quite simply, planning and managing are not the same. While the skill sets of these two functions do overlap, they are two distinct functions. Event planning starts at the beginning, from the very early stages of concept and continues all the way until the actual event takes place. And, honestly, for a few weeks after the event as event planners wrap up details and handle follow-up items. Event planning involves working closely with the client to design an event that reflects the client's vision of the gathering and meets the event's objective. Clients who hire an event planner hire someone to plan all aspects of the event, including the related details and action items, and to see that event through until its completion.

Event planning responsibilities can include but are not limited to:

- Selecting an overall theme for the event
- Developing a budget
- Selecting a venue
- Negotiating hotel contracts
- Hiring outside vendors
- Planning the menu

- Hiring a caterer
- Arranging for guest speakers or entertainment
- Coordinating transportation
- Choosing the color scheme
- Developing invitations

Event evaluation is an activity that seeks to understand and measure the extent to which an event has succeeded in achieving its purpose. It is concerned with assessment, which usually involves measuring a set of key variables, as well as monitoring those variables to determine positive and negative outcomes. It is a subjective determination that can utilize objective quantitative measures The purpose of an event will differ with respect to the category and variation of event. However, to provide reach and interaction would be a generic purpose that events satisfy.

There can be two attitudes with which event evaluation can be put in its proper perspective. The concept of event evaluation stated above was a critical examination digging out what went wrong. A more constructive focus for evaluation is to make recommendations about how an event might be improved to achieve its aims more effectively.

To carry out an event evaluation and measurement exercise it is essential that the predefined objectives of the events have been properly understood. The brief should contain all the data to be communicated since if an event has been organized without a clearly defined purpose, any evaluation would be rather pointless.

The Basic Event Evaluation Process

The basic event evaluation process involves three steps:

1. Establishing tangible objectives and incorporating sensitivity in evaluation
2. Measuring the performance before, during and after the event
3. Correcting deviations from plans

These steps are discussed below:

1. Establishing Tangible Objectives and Sensitivity in Evaluation

Setting objectives for an event is easier said than done. It is more difficult to set standards and declaring an event successful after it meets them. To provide tangibility to the problem, the best approach is to begin with definition of the target audience for whom the event has been organized. In the case of commercial events, the audience could be end users who use the company's products. An event might be conceptualized to achieve different things for different audience. Once the audience has been defined, the next step is to identify and put on paper what each of the audience is expected to think, feel and do having been to the event, that it did not think, feel or do beforehand. This adds an element of tangibility to the evaluation and measurement proceedings.

The number of mega-events has increased dramatically in the past few years and the costs of organizing events have also increased exponentially. The costs of production in major events can be enormous and therefore, in the near future one can expect companies to start asking questions about the effectiveness of their events to see whether their money is being spent prudently. Objective evaluation should also take into consideration the nature of the concept and the process of execution of the event in their entirety. However professional the evaluation, there is scope for error and misjudgment if sensitivity is not adhered to. This is because it takes a creative and sensitive mind to spot wrong questions or situations where asking questions might be the wrong method and observation might be more appropriate. One of the ways of nurturing and encouraging this sensitivity is to place evaluation within the context of a team approach all the way from conceptualization to carrying out of the event.

2. Measuring Performance

Although perfect measurement is not always practicable, the measurement of performance against the objectives should ideally be done on a forward looking basis so that deviations may be detected in advance of their occurrence and avoided by appropriate actions. The concept research is used to anticipate the viability of a concept during the conceptualization process. Formative and objective evaluations are carried out during the customization phase of an event. Summative evaluation can be carried out to measure performance during the event.

- Concept Research: At the conceptualization stage, if a concept team does not have a sound basis upon which to make a decision 'between various options, a commissioning of audience research to help in defining the strategic approach to be adopted in the event is appropriate. It essentially involves presenting the various options to a representative sample of the target audience in a story form and inviting their reactions. This provides enough material for understanding the pros and cons of the various available alternatives. The downside to this method is that it is speculative in nature since it deals with plans that nobody has as yet tried to implement. This method is called concept research.
- Formative Evaluation: Evaluation at this stage focuses on things that are actually happening. After the conceptualization team makes an attempt to customize and implement an agreed strategy, steps can be taken to evaluate the success with which customization is proceeding. These evaluations are aimed at shaping the form of the final event. Mock-up displays and presentations of the event are used to carry out research to check whether they are achieving the desired reactions from the audience. These evaluations are conducted among small sample representative of the target audience in an open-ended and qualitative fashion since the main emphasis is on discovering how the concept might be better represented. The outcome of these formative evaluations lead to a discussion among the team in which proposals for rectifying any weak points in the communications can be put forward. A point, which should be safeguarded against whilst using this technique, is to interpret consumer reactions with considerable sensitivity to stimulate the creative process further and also to ensure that good ideas are not killed simply because they were not properly presented in mock-up form.
- Objective Evaluation: This is the stage when approval from the client is sought before starting the execution related activities of an event. The evaluation team has to provide the objective evidence that has been collected which justifies the proposed concept solutions. The team also provides reassurance on how and why the particular event will work among its intended audience. Since taking the client into confidence requires certain amount of objectivity and professionalism, this technique is called objective evaluation.

- Summative Evaluation: After the event has started, the evaluation team should be concerned with measuring the impact of the event upon its audience. Among other things, they should establish the extent to which the objectives or aims of the event have been met and whether the event can be improved in any way and if so, how This will not apply for short term events though. A major purpose of evaluating an event after it has opened to the public is that it provides the team with the opportunity of learning from their mistakes. The team should assimilate the information thus collected so that they can avoid making similar mistakes in the future.

3. Correcting Deviations

The fundamental reason why event evaluation is carried out is to navigate the event so as to ensure that the event objectives are achieved in total. And since deviations may occur during any stage in the event designing phase, it is important that measurement is carried out at all possible stages.

What is the Important of Evaluation in Event Management

Event evaluation is not just another workload for you to do. This comprehensive yet straightforward task gives a lot of important information to your end. Here are some of event evaluation's importance:

Brand Image

Post-event surveys allow you to see how accurate your event management and planning went. This can also help measure if you increased or decreased your brand image or brand awareness towards your target audience.

This information also provides you with valuable feedback that can help to provide justification for your current sponsor and other organizations you want to work with for future events.

Checking the completion of event goals

After the event, sending out post-event survey questions is essential for gathering information and feedback to evaluate whether you meet the objectives and goals of your event and learn about your attendees' expectations and needs.

You can use the post-event survey information to create new marketing strategies, sales, logistics, retain customers, clients, sponsors, come up with the best approach and build more smart goals and future businesses.

Better relationship with the sponsor

For your sponsor, they need to know how successful the event was. Like you, they also need to have good brand recognition, enhance their brand value, and create positive public relations.

When to Evaluate Events Management

While we've only concentrated on post-event evaluation so far, it's important to be aware that your evaluation needs to be ongoing and be able to explore the pre, during and post event stages, as each contributes significantly to the overall success of your event.

Pre-event:
You can uncover a lot of useful information during event planning, making it one of your most important evaluation stages.

From assessing general levels of interest and things that attendees most want to see and hear about, to more practical areas such as the most popular location and timings for your event.

Mid-event:
Once your event has started, it's important to be able to monitor what's working, what might need more support to perform better and be able to keep abreast of any unforeseen circumstances that might arise and affect the progress of your event. So, it's prudent to have a method that will allow you to observe and collect feedback during your event, measure stakeholder satisfaction and help keep everything on track and performing well.

Post-event:
Once your event has finished, besides examining what your stakeholders thought about your event, evaluation methods will enable you to examine areas such as whether your budgets and timelines were realistic, how well your marketing efforts performed and what you need to improve on before your next event.

Types of Event Evaluation
Having explored why and how ongoing evaluation can contribute to the overall success of your event, it's helpful to be familiar with the types of event evaluation that can be used.

In essence event evaluation methods can be broken down into two main types, qualitative and quantitative.

Qualitative methods
By its very nature, qualitative research is focused on trying to better understand why people feel and act in a certain way.

Subsequently, you can use different types of survey at every stage to collect feedback on different areas of your event from gaining hospitality feedback, to views about your speakers, seminar content and how likely attendees would be to recommend your event to others. However, whatever type of event survey you're creating it's vital to think about your event evaluation questions, as this will determine the value of responses you get back. Then once collected this data can be analysed to help enable you to make any necessary changes to improve your event moving forward.

It is also useful to be aware of the different methods available to you for collecting this qualitative feedback during your event.

Online event surveys:

From email and SMS, to a survey link embedded into a website or via a QR code, given the wide array of ways in which online surveys can be distributed they offer a very effective way of collecting feedback, before, during and after your event has ended.

For example, you may decide to set up desktop PC terminals or kiosks in highly visible booths located at strategic points around your venue to collect feedback during your event. While before and after your event you may find you get a more decent response by employing a mix of distribution methods including email, web and SMS surveys.

Offline event surveys:
Since events can be hosted from anywhere, it's not unusual for events in more remote locations to suffer from an unreliable or completely absent internet connection. However, this doesn't mean you have to resort to paper-based surveys when you work with an online provider such as SmartSurvey. With our offline service you can store all your responses on your mobile devices, then once you're connected to the internet again, you can simply download this information.

There are many ways in which you can still use your survey software, despite working offline. For example, during your event you might decide to arm your event staff with an iPad or Tablet PC to collect feedback from attendees as they move around the exhibition floor. Then, once they are connected to the internet again, they can start analysing the data.

Alternatively, you may decide that you'll get more success by embedding your survey via a QR code onto the many pieces of marketing literature you've produced, which people can still scan without an internet connection, then download and complete from anywhere once they are connected again.

ESSENTIAL ELEMENTS OF MARKETING

1. The Target
Probably the most overlooked (but most important) step in the process of planning a marketing campaign is defining your audience. Who do you want to appeal to? The more narrowly you can define the person -- remember you are talking to a person, not a company -- who will benefit from your service, the better results you will get. From industry to role to age, define who you want to reach and why they need your services.

2. Plan Your Marketing Tactics
Once you have completed the research, select the tactics and channels you will use to accomplish your goals and reach your target audience. This could be determined by customer habits and should align with your sales strategy. Be sure to also monitor your competition and stay current with new tactics and channels that your target audience is using.

3. The Value Proposition
To get your message right, think about the target audience you have identified and stand in their shoes. What are the problems that they face and how can you help? Your value proposition is just that: What value can you deliver to help them improve their business or

solve their problem? Tell them, clearly and without jargon, how you can do that. Make it real to your prospects by giving them actual examples of how you have helped organizations similar to theirs.

4. The Offer (Call to Action)

Don't leave the conversation without offering more to those who are interested. A call to action helps you identify the prospects who need more attention. Not everyone on your list is going to buy; it's a very small percentage that will read your message and a smaller percentage that will have any interest. Give them a reason to ask for more information. Case studies, whitepapers, videos, webinars and any other educational content that you can offer are all great calls to action. Asking them to call you for more information is not.

5. The Delivery Method

How are you going to deliver the message to your target audience? There is no right or wrong here, and using more than one method is always better (commonly referred to as multi-touch marketing). Different people respond to different types of contact. Include e-mail, snail-mail, Web advertising, social avenues like LinkedIn or professional organizations, and even traditional advertising in your list of options.

6. The Follow-Up

Your campaign is only as good as your follow-up. Just like you, your prospects are busy and get hundreds of marketing messages each day. You need to continue the dialogue with them until they opt out or buy.

Most partners don't have the resources to test messages, track and report on the results of each campaign. Yes, you should test and analyze to maximize results. There are probably a lot of things that you should be doing. It is far more important to keep marketing going than it is to make it perfect.

SPONSORSHIP MANAGEMENT IN EVENT MANAGEMENT

Sponsorship is when a business or organisation supports an event financially or by providing products or services. The business or organisation providing this support is known as a sponsor.

More widely it's a type of promotion where two parties mutually benefit from an agreement to work together. It can be instigated from either side. An event organiser may well identify suitable sponsors and contact them to see if they would like to sponsor their event. Alternatively, a company can develop sponsorship relations with a particular event.

The Benefits of Sponsorship

The symbiotic relationship between event organiser and sponsor is extremely important for several reasons. Ultimately, sponsorship offers a number of benefits to both the event planner AND the sponsor.

Why would an Event have a Sponsor?

Event organisations often use sponsorship for three reasons:

– To fund the event. Sponsors will help to finance your event so that you can create the best event experience for your audience.
– To raise the profile of the event and reach new audiences. If your sponsor has a large audience, an event organiser has the opportunity to promote their event to that audience. Having a well-known sponsor may help you to sell more event tickets.
– Being connected to or associated with a reputable or 'cool' brand will enhance your credentials. This is why choosing a sponsor that is a good fit for your event is so important.

Why would a Company Sponsor an Event?
What's in it for them? Event sponsorship is a part of a company's integrated marketing plan. Businesses are always on the lookout for lucrative event sponsorship opportunities. This is because they stand to gain a lot from the relationship.

Marketers are tasked with getting their brand, product or company in front of relevant audiences. If they can do this at volume at an event, all the better. The business will have permission to display their branding at the event and some marketing materials. Marketers know that if they match their product or brand to the right event, they can get visibility among and access to hard-to-reach target audiences. As an event planner you should always be aware of the unique opportunity you can offer marketers.

The Different Types of Event Sponsorship
There are four main types of sponsors that an event organiser could consider. These are categorised in a Gevme article and summarized below. It's important to know the difference between each type and what they can offer you.

Financial sponsorship
These sponsors give money to your event in exchange for a series of pre-determined benefits. These will be outlined in a sponsorship agreement. Examples include logo placement at the event venue and on promotional materials, pre and post-event content creation and any activity during the event itself.

Media sponsorship
The budgets required to gain media exposure are often prohibitive. Therefore, finding a media sponsor can be extremely useful. These sponsors will pay for some media coverage whether that's a TV ad or an article in a relevant publication. They may also use their own channels to promote your event.

In-kind sponsorship
This type of sponsorship focuses on the provision of products or services rather than cash. This can be a venue space, catering, drinks, or providing additional event sessions.

Promotional partners
Partnering with public figures, bloggers or local celebrities who have considerable influence and / or a lot of followers can give your event the boost it needs. They can. help promote your event to their own audiences in various ways.

Finance and Budgeting
Budgeting is the tactical implementation of a business plan. To achieve the goals in a business's strategic plan, we need a detailed descriptive roadmap of the business plan that sets measures and indicators of performance. We can then make changes along the way to ensure that we arrive at the desired goals.

There are four dimensions to consider when translating high-level strategy, such as mission, vision, and goals, into budgets.

Objectives are basically your goals, e.g., increasing the amount each customer spends at your retail store.

Then, you develop one or more **strategies** to achieve your goals. The company can increase customer spending by expanding product offerings, sourcing new suppliers, promotion, etc.

You need to track and evaluate the effectiveness of the strategies, using relevant **measures**. For example, you can measure the average weekly spending per customer and average price changes as inputs.

Finally, you should set targets that you would like to reach by the end of a certain period. The **targets** should be quantifiable and time-based, such as an increase in the volume of sales or an increase in the number of products sold by a certain time.

Goals of Finance and Budgeting Process
Budgeting is a critical process for any business in several ways.
1. Aids in the planning of actual operations
The process gets managers to consider how conditions may change and what steps they need to take, while also allowing managers to understand how to address problems when they arise.

2. Coordinates the activities of the organization
Budgeting encourages managers to build relationships with the other parts of the operation and understand how the various departments and teams interact with each other and how they all support the overall organization.

3. Communicating plans to various managers
Communicating plans to managers is an important social aspect of the process, which ensures that everyone gets a clear understanding of how they support the organization. It encourages communication of individual goals, plans, and initiatives, which all roll up together to support the growth of the business. It also ensures appropriate individuals are made accountable for implementing the budget.

4. Motivates managers to strive to achieve the budget goals

Budgeting gets managers to focus on participation in the budget process. It provides a challenge or target for individuals and managers by linking their compensation and performance relative to the budget.

5. Control activities

Managers can compare actual spending with the budget to control financial activities.

6. Evaluate the performance of managers

Budgeting provides a means of informing managers of how well they are performing in meeting targets they have set.

Risk Management

Risk management encompasses the identification, analysis, and response to risk factors that form part of the life of a business. Effective risk management means attempting to control, as much as possible, future outcomes by acting proactively rather than reactively. Therefore, effective risk management offers the potential to reduce both the possibility of a risk occurring and its potential impact.

Risk Management Structures

Risk management structures are tailored to do more than just point out existing risks. A good risk management structure should also calculate the uncertainties and predict their influence on a business. Consequently, the result is a choice between accepting risks or rejecting them. Acceptance or rejection of risks is dependent on the tolerance levels that a business has already defined for itself.

If a business sets up risk management as a disciplined and continuous process for the purpose of identifying and resolving risks, then the risk management structures can be used to support other risk mitigation systems. They include planning, organization, cost control, and budgeting. In such a case, the business will not usually experience many surprises, because the focus is on proactive risk management.

Response to Risks

Response to risks usually takes one of the following forms:
Avoidance: A business strives to eliminate a particular risk by getting rid of its cause.
Mitigation: Decreasing the projected financial value associated with a risk by lowering the possibility of the occurrence of the risk.

Acceptance: In some cases, a business may be forced to accept a risk. This option is possible if a business entity develops contingencies to mitigate the impact of the risk, should it occur.

When creating contingencies, a business needs to engage in a problem-solving approach. The result is a well-detailed plan that can be executed as soon as the need arises. Such a plan will enable a business organization to handle barriers or blockage to its success because it can deal with risks as soon as they arise.

IMPORTANCE OF RISK MANAGEMENT

Risk management is an important process because it empowers a business with the necessary tools so that it can adequately identify and deal with potential risks. Once a risk has been identified, it is then easy to mitigate it. In addition, risk management provides a business with a basis upon which it can undertake sound decision-making.

For a business, assessment and management of risks is the best way to prepare for eventualities that may come in the way of progress and growth. When a business evaluates its plan for handling potential threats and then develops structures to address them, it improves its odds of becoming a successful entity.

In addition, progressive risk management ensures risks of a high priority are dealt with as aggressively as possible. Moreover, the management will have the necessary information that they can use to make informed decisions and ensure that the business remains profitable.

RISK ANALYSIS PROCESS

Risk analysis is a qualitative problem-solving approach that uses various tools of assessment to work out and rank risks for the purpose of assessing and resolving them. Here is the risk analysis process:

1. Identify existing risks

Risk identification mainly involves brainstorming. A business gathers its employees together so that they can review all the various sources of risk. The next step is to arrange all the identified risks in order of priority. Because it is not possible to mitigate all existing risks, prioritization ensures that those risks that can affect a business significantly are dealt with more urgently.

2. Assess the risks

In many cases, problem resolution involves identifying the problem and then finding an appropriate solution. However, prior to figuring out how best to handle risks, a business should locate the cause of the risks by asking the question, “What caused such a risk and how could it influence the business?”

3. Develop an appropriate response

Once a business entity is set on assessing likely remedies to mitigate identified risks and prevent their recurrence, it needs to ask the following questions: What measures can be taken to prevent the identified risk from recurring? In addition, what is the best thing to do if it does recur?

4. Develop preventive mechanisms for identified risks

Here, the ideas that were found to be useful in mitigating risks are developed into a number of tasks and then into contingency plans that can be deployed in the future. If risks occur, the plans can be put to action.

5. Monitor results

Risk management is a process, not a project that can be “finished” and then forgotten about. The organization, its environment, and its risks are constantly changing, so the process should be consistently revisited.

Determine whether the initiatives are effective and whether changes or updates are required. Sometimes, the team may have to start over with a new process if the implemented strategy is not effective.

If an organization gradually formalizes its risk management process and develops a risk culture, it will become more resilient and adaptable in the face of change. This will also mean making more informed decisions based on a complete picture of the organization’s operating environment and creating a stronger bottom line over the long-term.

EVENT MANAGEMENT DOCUMENTATION AND COMMUNICATION

In the process of managing an event, communication is absolutely critical. If there is an emergency, or someone needs help, your event planning communication strategy could be the difference between stewards keeping in touch and being isolated. It’s a good idea to have a manned base so people know where to go in a crisis. If your event is very large-scale, think about having an all call emergency channel which will speak across all channels, so that all stewards are on alert – this can be very useful if anyone’s children get lost, and are a handy way to make announcements.

COMMUNICATION GOES BOTH WAYS

To manage your event effectively, stewards and marshals must have bilateral communication. This is best done with event communications radios, but for conversations that need privacy you could consider private call radios or allocating specific channels for the use of management. It’s important to acquire this equipment well before the event so that it can all be checked before deployment to the event site. You may need to provide earpieces for particularly noisy event areas. Marshals will need to be trained in the use of your system for effective, successful communication in event management.

CLEAR & SIMPLE

It is important that everyone speaks in clear, unambiguous language, and staff should avoid the use of acronyms or jargon as much as possible. For any terms like this that are necessary, there should be a comprehensive glossary of terms made available to all parties so that they can familiarise themselves with them.

ROLES IN THE TEAM

The planning process should identify which parties are responsible for specific tasks. Consider assigning a coordinator as a universal point of contact. This person will receive, collate, cross-check and divulge information concerning radio-channel frequencies, phone lines, call-signs, contact lists, alert cascades, etc.

Everyone needs to be aware of the person in charge, the person who provides instructions and information and the means by which these will be given. This could be radio, mobile phone, face-to-face, or any other means your event is using.

Public information is also a major consideration of event planning. If members of the public are well-informed, they are less likely to become frustrated, obstructive or aggressive. Give some careful consideration to what information your audience will need if there are any delays, cancellations or changes to a schedule.

EVENT COMMUNICATION TOOLS

Exhibition stands

Custom exhibits and booths are excellent tools for event communication. There are many ways to create a stunning brand experience at a trade show. No matter the event or venue, a trade show booth should be part of your experiential marketing strategy. It's a must.

Advertising flyers

Advertising flyers are not dead. They are still very much alive and are among the best tools to communicate during an event. Flyers help you promote yourself on the street and offer discount coupons.

Social media

Could we really live without social media today? Social networks are very powerful event communication tools. They are also a very good way to promote yourself to a new target group likely to become interested in you. Moreover, they are mostly free of charge. Use them to create a buzz before your event as well as for your post-event communication.

Contests

Who doesn't like contests? Sweepstakes are great for attracting crowds and establishing more informal contact with a prospect. They help you break the ice with a potential customer and get them interested in you. In fact, trade show contests are always a big hit. This makes them an important event communication tool.

Newsletters

Another important digital medium is the newsletter. Newsletters allow you to communicate your event to your current contacts. The advantage of newsletters is that they have a very high opening rate, much higher than the promotional material that you can sometimes receive by mail, for example. Use this event-driven communication tool to promote your event and send out your new offers. Your subscribers will gladly read your newsletters.

Paid advertising (PPC)

Paid advertising can also help you promote your event. If you have a fabulous sale going on under the tent, promote it via Google Ads. This event communication tool makes it easy to precisely target a group of people based on given keywords. It will help you hit the bull's eye.

Point of Sale Advertising (POS)

Point-of-sale advertising is a well-known and effective event communication tool. For the best results, pay attention to your display and your messaging, then strategically place your POS, either at the entrance of the store or elsewhere in busy areas.
Some exhibit stand manufacturers offer full services including graphic design. When you have your exhibit booth built, ask them to design your posters and other banners.

LEGAL ELEMENT OF EVENT MANAGEMENT

events come with their own share of chaos and unpredictability, even the smallest missteps could spell disaster. Like all businesses, events also need to satisfy certain legal obligations. Then there are the Terms of Service and Privacy Policy agreements. While only the latter is mandated by law, the former offers you the most protection, so including it will be in your best interests.

Protecting yourself and your event is as important as making it a success, if not more because there's every chance that you might end up losing more than the profits you made in that event. At the extreme end of the potential fallout is the possibility you could lose your entire business, not to mention your reputation. However, with some careful planning and competent legal counsel, you can keep your event (and yourself) on the right side of the law.

1. Set up a Terms of Service

A Terms of Service agreement is a legally binding contract between you (the organizer) and other event participants. You can use it to set the ground rules for your event and tell people what they can and can't do. It is also a good place to state everyone's individual responsibilities. By including information about the limits of liability, copyright and intellectual property rights, and the county of governance, you can ensure that everyone is on the same page about how things happen at your event.

Some other information specific to your event that you should include in the agreement is your cancellation and refund policy, tax-related information, and the terms for event cancellation. This is also a good place to include any general waivers you may have related to your event. Once you've drafted your terms, make them available for participants on your event website so they can view them at any time. Also, as an extra measure, get them to agree to your terms when purchasing tickets.

2. Get the necessary permits

Depending on where you're hosting your event, you'll need a health permit, alcohol permit, fire or fireworks permit, and even a noise permit. You'll also need to get permission from various government officials including the local police department.

While it might be overwhelming to figure out what you need and how to proceed, it's important to get all the permits and licenses to avoid problems with the law in the future. Skipping permits could get you into big trouble and you might have to shut down your event even before it starts. So do your research and start on the permits first, even before you begin planning your event, so everything will be ready by event day.

2. Conduct a risk assessment audit

A risk assessment audit is when you make note of everything that could possibly go wrong with your event along with possible solutions for it. You can also observe other similar events to get an idea of all the surprising things that happen. As an event planner, you also have a duty of care towards your event participants. You are responsible for their health and safety, so make sure you've noted all the potential health, safety, and security hazards. A basic risk audit would involve the following:

- Doing a background check on staff
- Assessing the suitability of the venue
- Checking for environmental and other hazards
- Reviewing your policies and making sure they're up to date
- Analyzing how secure the premises are

Once you've conducted your audit, you can create your emergency plan. Keep information about health care providers, the fire and security team, and other officials on hand. Educate your staff to handle emergency situations. Some training on first-aid would also definitely help. Create a list of all possible risks and assign different staff members to check for those situations periodically. With proper planning, you can mitigate a lot of unnecessary risks. All it requires is that you're thorough.

3. Avoid copyright or trademark infringement

You might plan to have live music at your event or get a cover band for the after-party. Or maybe you want to show a couple of documentaries during the event. Well, all of these require special permission. By not getting permission, you violate copyright laws and risk paying a lot of fines. So be meticulous about what you're including in your event. Better still, don't use anything unless you've got explicit permission from the owner, have checked with law authorities, or know one hundred percent that it is from a public domain. This includes all music, videos, and photos. So double-check or even triple-check everything that goes into your event. Nothing's worth the legal hassle.

4. Run an accessible and inclusive event

Your event should be accessible to all people without any discrimination or bias. However, accessibility doesn't end with just physical access either. Everything matters—your words, your approach, and your facilities. Some ways you can make your event more accessible and inclusive are:

- Using Person-First Language and not emphasizing disabilities
- Making the venue wheelchair-friendly
- Including captions and transcripts on event websites
- Allowing service dogs onto the premises
- Providing assistance for people with impaired hearing or vision

5. Draft detailed contracts

You'll be bringing in a lot of people to help you with your event. By defining the roles and responsibilities of each person—staff, sponsor, and vendor—you can save everyone a lot of trouble in the future. Spell out everything, including liability and termination. If you make changes to the roles later, be sure to amend the contract accordingly. Include terms for breach of contract and how to get out of the contract legally. Most importantly, get everything verified with a lawyer. Because when disputes arise and things get messy, the contract can help everyone understand where they stand and who's in the wrong.

6. Follow data privacy protocols

Almost every other day, we read about companies misusing data. From the big giants like Google and Facebook to small and medium businesses, everyone has come under fire for improper use of data. Over the past years, most countries have revised their data privacy regulations, with the General Data Protection Regulation (GDPR) being one of the strictest and most thorough policies in recent times.

For starters, write a privacy policy detailing how all participant data will be used. Then update your consent forms and make sure you don't use any photos or videos of people without getting their consent. If you're using a third-party ticketing system, find out how that information will be used and how secure the system is. If there's a data breach, act fast. Inform everyone who has been affected by it. In such cases, you can also get help from a data breach helpline. Remember, by violating their data, you're violating their trust in you.

7. Don't forget to include the force majeure clause

If there is one clause that must be included in all event planning contracts, it's the force majeure clause. According to this, a contract is invalid if the event has to be canceled due to a force majeure, in other words, a superior force that's beyond human control. In such cases, the event planner cannot and will not be liable for anything.

The situation can be anything from bad weather and transportation problems to geographical restrictions, political decisions, and natural disasters. The only caveat? Something that includes all these circumstances should be included in the contract.