Front Office Operation

Unit of Competency: Organize In-house Events or Functions

Module Title: Organizing In-house Events or Functions

Learning Guide 1: Establish and Confirm Event Requirements

Dear trainee, the unit of competency under which you take this learning guide describes

the performance outcomes, skills and knowledge required to plan the delivery of events or

functions in a commercial venue. It requires the ability to identify customer operational

needs and preferences, prepare and confirm event proposals, and finalise operational

documents for the delivery of events.

The unit is relevant to events that are diverse in nature and are coordinated in many

industry contexts, including the tourism, hospitality, sport, cultural and community

sectors.

The main objective of this learning guide is to provide you the necessary information

regarding the following content, coverage and topics,

[©] Understanding the concept, scope, type and purpose of events and specifically

inhouse events

Establishing specific event operational requirements.

Developing options and ideas in consultation with colleagues and suppliers to

assist client with event planning.

F Identifying and pursuing additional sales opportunities through effective

communication with client to ensure maximum profitability of the function.

Getting to know event planning elements and details

The Specific objective of this learning guide will enable you:

Liaise with client to establish specific event operational requirements.

Calculate quotations to ensure maximum profitability of the function and provide

to client according to organization procedures.

Develop options and ideas in consultation with colleagues and suppliers to assist

client with event planning.

- Identify and pursue additional sales opportunities through effective communication with client to ensure maximum profitability of the function.
- Negotiate and agree upon final event details, with confirmation in writing provided to client, including financial and other conditions.
- Prepare, maintain and issue relevant event documentation to clients and suppliers.

Learning Activities

- Read the information provided in the information sheet.
- Accomplish the self-check exercise at the end of the learning guide.
- Submit your accomplished Self-check

Information Sheet

Dear trainee, let's begin with discussing the concept, types, purpose and classification of events.

What is an Event? You may have known different types of events in hospitality sector, can you please mention some of them.

An event can be described in short as a public assembly for the purpose of celebration, education, marketing or reunion.

By definition, a special event is a gathering of human beings, generally lasting from a few hours to a few days, and designed to:

- > celebrate,
- honor,
- > sell,
- > teach about, or observe human endeavors.

To the customer or guest, a special event is an opportunity for a

- ✓ leisure.
- ✓ social, or cultural experience outside the normal range of choices or beyond everyday experience.'

Events are medium and/or large-scale activities put on by a Committee, Volunteers or contracted professional which require much larger-than-usual amounts of planning and money.

Dear trainee, you have just tried to mention several types of events, right? Well, events could include:

- ✓ **Cultural celebrations:** festivals, carnivals, commemorations, religious events...
- ✓ **Political and state:** summits, royal occasions, political events, VIP visits
- ✓ **Arts and entertainment:** concerts, award ceremonies
- ✓ **Business and trade:** meetings, conventions, consumer and trade shows, fairs and markets
- ✓ Educational and scientific: Seminars, campus tourism week celebrations
- **✓** Sports competition
- **✓** Recreational events
- ✓ **Private events:** wedding, parties.

✓ **Sporting festival** or special presentation over a series of days

Events can also be classified on the basis of their size, type and context.

Corporate Events

A corporate event can be defined as a gathering that is sponsored by a business for its employees, business partners, clients and/or prospective clients. These events can be for larger audiences such as conventions or smaller events like conferences, meetings or holiday parties e.g. events like human resource summit.

***** Education and career events

Events like education and career fair, workshop, seminar, debate, contest, competition and any sort of event aimed at spreading awareness towards a given issue

❖ Social Events

Anniversary Celebration, School Athletic Banquet, Dinner-Dance Gala, Dinner Auction Fundraiser, Sports Party, Recognition Dinner, Holiday Party are some examples of social events.

Reasons for Special Events

Dear trainee, Goldblatt (2002) suggests that there are four purposes for special events:

- > celebration,
- > education,
- > marketing, and
- reunion.

However, these purposes do indeed encompass much of what we do today in events and present an excellent starting point, upon reflection there appear to be deeper reasons behind most events, particularly historical ones, which in some cases were very clearly non-celebratory in nature.

Categories of Special Events

Australia, for example, categorizes events by both size and content, lumping meetings, incentives, conventions, and exhibitions (MICE) into a single category. On the other hand, Goldblatt (2002) divides events into 'subfields.'

***** Meetings and Conferences

Events that come under this main category include meetings, conferences, conventions, video conferences, Internet conferences, congresses, seminars, symposia, and workshops.

***** Expositions and Trade Shows

This category encompasses large expositions, industrial shows, trade shows, professional/scientific shows, and consumer shows.

Celebrations, Ceremonies, and Spectacles

This category is large and can be further subdivided into the following components:

- **Public events:** These include such events as
- ✓ parades,
- ✓ festivals,
- ✓ carnivals,
- ✓ sporting events,
- ✓ concerts, and one-off theatrical presentations.
- Private events: Arguably the area in which the majority of event producers work, this sub-category includes such events as
- ✓ award shows,
- ✓ corporate dinners,
- ✓ theme events,
- ✓ opening and closing ceremonies,
- ✓ incentive events,
- ✓ fundraisers, social life events,
- ✓ product launches, and
- ✓ and reunions.

Individual Events

- Personal events are celebrated in special occasion with friends and family.
- ❖ They could be viewed cultural event because when their close cultural formal may vary. E.g. Those events may be wedding, birthday etc.

Dear trainee, hospitality businesses can host different types of events which may include:

- 1. **Business dinners** One of the most traditional business events, business dinners can be held for a range of reasons, from celebrating milestones to simply getting together with employees and clients.
- 2. **Sport tournaments** An annual sport tournament is a good way to increase customer loyalty, reward employees, and acquire new customers. You could use your sport event to raise money for a charity of your choice.
- 3. **Networking events** These events are ideal for making new contacts, leading to new clients, partners, and vendors.
- 4. **Product launches** Create a buzz around the release of your new product or service by holding a launch party. It's a good way to get customers excited and to generate media coverage.
- 5. **Award ceremonies** Boost employee morale by hosting an event to honor them for all of the things they've done for their company.
- 6. **Holiday parties** The holidays present the perfect opportunity to throw a great party where you can invite clients, prospects, media members, and employees.
- 7. **Customer appreciation parties** Customer retention should always be a focus for your business. Show your customers how much you appreciate them by hosting an event just for them.
- 8. **Board meetings** These prestigious meetings let you cover your company's recent progress and discuss future goals and strategies.
- 9. **Happy hours** Blow off a little steam from the work week and build relationships at a company-hosted happy hour event.
- 10. **Seminars** Seminars are educational events for managers, employees, or even the general public. They can have a single speaker or multiple speakers throughout the seminar.
- 11. **Shareholder meetings** These events are typically held quarterly or annually to keep shareholders updated about company issues and to take care of other executive-level business.
- 12. **Charity functions** Charity events highlight your brand in a positive way, attract media attention, and allow you to give something back to an important cause.
- 13. **Press conferences** Use press conferences to get the media talking about new products, important business issues, or to launch new marketing campaigns.

- 14. **Trade shows** Hosting a trade show is a great way to position your brand as an industry leader and to generate new leads.
- 15. **VIP** events Make your best customers feel special by hosting exclusive VIP events just for them. These events can be things like sneak previews of new products or special private sales.

Dear trainee, you have now understood the concept, type, and purposes of several events. Hence, let's pursue to some technical aspects of event preparation.

Establishing event operational requirements

Dear trainee, the first step in planning an event is defining your event goals and objectives. It also requires the art of planning, promoting, and executing events to successfully meet event goals and objectives.

Good event planning requires you to know up front what you're trying to accomplish. Otherwise, why have the event in the first place? Clearly-defined goals and objectives help keep you on target throughout the event planning process. They also help you avoid wasting resources, since every decision you make and every dollar you spend relates back to your guiding purpose and helps you reach your goals and objectives.

Develop a Plan

Every event requires a certain amount of planning. The nature of your event, the number of volunteers, and your goals will determine how detailed you need to be. Important aspects include determining the date of the event, booking the venue, acquiring necessary licenses, and developing a timeline and checklist of tasks.

In a perfect world, planning for your next event began within days following the last, with a full staff review of successes and problems encountered. If you haven't done this, the next best thing is to set the date that ensures event organizers sufficient time to produce a quality event.

Define Event Goals & Objectives

Dear trainee, before you begin crafting your specific goals and objectives, spend some time considering your purpose. Your purpose is the big-picture objective that should guide all of your business decisions – maybe your purpose is to advocate

for a certain group of people, or to promote a particular political agenda, or to bring educational opportunities to your community.

Event goals are where you start to get more specific. The best goals support your purpose. For example, if you work at the institution's admissions department and your goal is persuading prospective applicants, your purpose might be to educate potential applicants about your program offerings and the institute's vibe.

Finally, your objectives create the roadmap to achieving your goals. Objectives are more specific than goals, and they should be written in detail to define the narrow, measurable, and tangible results you hope your event will produce. For example, if your goal is to reach potential college applicants, your objective could be to distribute 200 information flyers, or to collect 50 email addresses from interested students.

Plus, if you have specific goals and objectives, it'll be easier to determine which event metrics are most important for measuring success.

Common Event Goals and Objectives

Whether you run a music venue or a house of worship, there are some common event goals and objectives that apply to events across industries. Here are a few examples to help get your wheels turning as you consider how to define your own goals and objectives:

Goal: Sell tickets. Pretty straightforward!

Objective: Set a target number of tickets that you hope to sell. Be realistic, but don't make it too easy to achieve. Use ticket sale data from past events to come up with a feasible number.

Goal: Increase awareness of your brand/business.

Objective: There are lots of ways to measure awareness. One is to keep track of how often people share or mention your event on social media. Keep tabs on posts from the event by searching posts at your event location or by encouraging attendees to use a hashtag for your event. Aim for a certain number of attendee posts at your next event.

Goal: Increase registration.

Objective: Did 20 people register for your last or similar event? This time, aim to get at least 30 people registered.

Goal: Increase registration among previous attendees and/or new attendees.

Objective: Sometimes, your goal is to bring people back to your events; other times, the idea is to attract a new audience. Decide on your ideal ratio of old-to-new attendees and set this as your objective.

What's Not a Good Event Goal?

"Goodwill" is a term that gets thrown around a lot when it comes to event goals and objectives. Why are we hosting this party? To create goodwill with our clients, of course!

Never. Don't do that. That kind of vague, nebulous goal won't help you plan a great event. Instead, get specific: A better goal could be something along the lines of increasing sales or customer retention.

Another too-broad goal is "giving back to the community." That's a fantastic sentiment, but you need to determine how it relates to your organization's goals. Would a philanthropic gesture improve your brand awareness, for example? Once you connect the idea back to your purpose and goals, you can begin to think about "giving back to the community" in terms of a measurable objective, like "raise \$500 for the food pantry."

Dear trainee, S.M.A.R.T. objectives are, well, Smart.

You may have heard of S.M.A.R.T. goals. For the purpose of event planning, we're going to talk about S.M.A.R.T. objectives instead of S.M.A.R.T. goals. Remember: Our event goals are our reasons for hosting an event. Our objectives are how we get there. And event objectives should be:

- S Specific: What outcome are you aiming for? What's the deadline? A specific objective could be "enrolling 30% of visiting high school students for the coming semester by October 15."
- M Measurable: You should measure your objectives with numerical data whenever possible. For example: "100 students visited our campus, and 30 of those students enrolled in the coming semester."
- A Achievable: Create objectives that are within reach. Be realistic: "Enroll 600 new students in one day" might not be achievable. Set objectives that motivate you to succeed, but don't set objectives that are impossible to achieve.
- R Relevant: The objective should relate back to your company's goals. If it doesn't, it's not worth pursuing.

T – Time-bound: Objectives should be time-bound, meaning they have a defined start and end date so you can measure whether you met your goal during the allotted time. Creating S.M.A.R.T. objectives that relate back to your organization's purpose and goals will keep you on track throughout your entire event planning process, from venue selection to post-event survey questions.

When you have well-defined goals and objectives for your event, it becomes easier to plan events, promote them, and stick to your budget. And when you're aligned on your goals, it comes through in our messaging, which means you'll communicate more clearly with attendees. Clear, compelling communication can even increase attendee interest, and ticket sales. And that, dear trainee, is what it's all about.

Site/Venue selection

When you are planning an event or meeting, one of the most important things, after you've developed your event plan and before you sign a contract, is to conduct a site inspection. Whether you are running a one-day event in one location or a 5 day destination program across multiple venues a site inspection will allow you to experience everything first hand rather than relying on photos, emails, and marketing paraphernalia to make a decision. Your guests will have a better experience, your program will be more successful and you'll rest easy knowing you've done your due diligence. Here's why:

- 1. Meet the people you will be working with. Don't hide behind emails and phone calls. Build relationships with the people that are going to make your event a success. Develop these relationships early and build trust so that you have confidence in the delivery of your event.
- 2. Check that your program is going to work. Walk through your event program from start to finish. What might look great from your desk might be clunky and unrealistic on the ground. Test transport options, understand traffic risks, challenge event timings, taste food and drink quality, test all activities, visit local attractions, and look for areas of opportunity where you might be able to add the finer details to your event.
- 3. Get to know your venue and the advantages and limitations. What is the venue capacity? Do they have preferred vendors such as A/V, caterers? Is there Wi-Fi available and are there any dead spots that you need to be aware of? Are there any obstructions in

the space that will impact line of sight for delegates? What signage opportunities are available? Is there ample event parking?

- 4. Test the service quality of your hotels. First and foremost, make sure you have stayed at the hotel before signing your contract so that you can test service levels. Check the room types and facilities at the hotel.
- 5. Know the local area. Go for a walk around the local area and check where the pharmacy, 7 eleven, public transport, tourist attractions are. Will your guest require specific cards/passes to use public transport? Can these be pre-arranged? Remember, you will be the go-to person on the ground so use the site inspection to make sure you have all of the answers when you are asked.
- 6. Eliminate and minimize risks at your event. You should consider all foreseeable hazards and detail the controls that will be in place to eliminate or reduce the risk at an event. What is the wet weather plan? Do you have a bump in schedule to minimize risk during set up? What facilities are available for people with disabilities? Have you checked the site evacuation plans? Is there adequate food and drinking water for attendees? Most companies will have a risk assessment form available and you should complete this for every event. We use an online safety checklist when we are onsite and then follow up post inspection with a detailed risk assessment.

The cost of not doing a site inspection can be far greater than the cost of doing one. For local events you're simply stepping out of the office for a couple of hours; for longer destination programs you might be out of the office for 3 or 4 days and there will be some costs associated with travel but if you negotiate well then you should be able to arrange some complimentary accommodation, activities, and meals to keep these costs down.

Dear trainee, you will have to indulge in some practical assignments of event preparation if possible. If you want your event to be a success, it's always a good idea to inspect your shortlisted venues. While websites and reviews can help you narrow the choice down, they'll never provide the same experience as seeing it first-hand. Seeing the physical space and getting an overall feel for the venue can really help give you a clear idea about how your event can be run.

Below, you will find a checklist of questions to ask and helpful tips to ensure your site inspection is a success. Some or all may be relevant, depending on the type of event you are planning:

- How long did it take to get to the venue? Was it easy to find? How will your delegates be travelling there? Ask about local transport.
- Is there parking onsite? Does it come at a cost?
- First impressions count what is the appearance of the venue like? Attractive? Clean? Well presented?
- Were you sat down first to discuss the event and your requirements?
- Walk through your event and where all your meeting rooms are, is the flow right?
- Watch staff interact with other on-site guests, what is the service like?
- Connect to the Wi-Fi how easy was this to do? Do you need to log in?
- Check the size and condition of the rooms, can they comfortably fit your group? Does the environment support your objectives for the event? Is there sufficient natural daylight?
- Take photos or even film a video walking through the event spaces you will see so many
 different rooms during your visit and they will start to blur into one. Photos and videos
 will also help decision makers who cannot attend the site inspection.
- What flexibility does the main room offer in terms of layout and change throughout the event? Can it be divided for syndicate sessions if needed?
- What audio visual equipment is already set up in the meeting rooms? Will you need anything extra?
- Find out what on-site support will be available on the day of the event.
- Where will the coffee breaks take place? Where are the coffee areas/toilets/breakout areas in relation to meeting rooms? Where is lunch and dinner served?
- Is there a designated registration area?
- Will there be other conferences or events on-site during your event? Will you be the majority or minority group?
- Can the venue be branded for your event? Is the venue the right fit for your brand?
- Check all standards of bedrooms, from standard and twin rooms to suites.
- If you can, sample the food and view the different menu options available.
- Are there outdoor areas available for special events and team building?
- Can the venue offer flexibility to hold some provisional spaces to support a reduction in numbers?

- What is the venue's invoicing process? Do they require a deposit up front?
- Meet key contacts at the hotel including Operations Manager, Event Planner and General
 Manager were they friendly and showed they wanted the business?
- Are there any refurbishment plans in place? When will this happen?

Dear trainee, keep also the following things in mind while selecting a venue for your event:

1) Target Audience/Guest Size

This means the number of people you are expecting to attend your event. Make sure that your venue can easily accommodate your expected target audience. Your venue should not be too small or too large for your guests. If too small, then your guests will feel discomfort. If it is too large then you will unnecessarily end up paying more for the venue. Get firm indications whether guests plan to attend your event by sending R.S.V.P clearly printed on the invitation. The term R.S.V.P is a French acronym. Its meaning in English is 'Please Respond'. If R.S.V.P is printed on the

invitation then the invited guest is expected to tell the host whether or not he/she is attending the event. Since many people don't understand the meaning of this term or don't bother to reply back, it is advisable to individually call and ask your guests about their plan to attend the event. In this way you can get quite accurate idea of the guest size which will help you in deciding food and beverage quantities also.

2) Target Audience Convenience

Select venue according to target audience convenience. Your venue should not be very far from the place where majority of your target audience live. Your venue should have proper lighting and ventilation. It should not be in a noisy or polluted area. It should be absolutely neat and clean and free from any type of infestation.

3) Venue History

Before hiring a venue check out the history of the venue. Find out how many events have been organized in the venue so far. In this way you can find out whether or not venue and the staff there is event friendly. This will help you immensely when you later organize event there as you will have to do less amount of work in making the venue suitable for the event. If venue has noise ordinance problems in the past like neighbours calling the

cops to shut down the event, then it is not a good idea to organize event there especially outdoor event.

4) Venue Services

Before hiring a venue check out the number of services provided by the venue like:

- Parking facility: Make sure venue has its own parking space. It should be big enough to accommodate your target audience's vehicles conveniently. If parking space is not adequate then look for other venue. Never compromise on parking space especially if you are organizing event on a large scale.
- Security Arrangements: Security of guests, service providers and target audience is a very important issue which should never be neglected or compromised at any cost. Make sure that your venue has adequate number of fire extinguishers, fire alarms, emergency escape routes, sprinkler system (a system consist of overhead pipes designed to control or extinguish fires), security personals, handicap ramps, security cameras, first aid kits and power backup (like generator, inverter, UPS). Your venue must have separate entrance and exit gates and it should not be more than 30 minutes away from the nearest hospital. If your venue is at a remote location then presence of doctor and ambulance is a must. Also make sure your mobile phone properly works there. If your mobile phone network area is weak there or doesn't exist then you must have some other modes of communication like satellite phone. For large scale events presence of fire fighters, fire engine, police, paramedical team with ambulance is a must.
- Venue Fees: Ask the following questions from venue manager before hiring a venue:
- Q1) What is the venue fee? Does it include all other taxes? (Negotiate rental fee to ensure the best deal.)
- Q2) What is included in the venue fee? Is dance floor included in venue fee? Are table, chairs and linens included in the venue fee? Is security and liability coverage included in the venue fees?
- Q3) What is not included in the venue fee?
- Q4) Is there any cost for parking? Generally parking space is provided free of the cost by the venue but some venues may charge separately for parking facility.
- Q5) What is the price range for a seated/buffet lunch and dinner?
- Q6) What are the Corkage fees? i.e. fees to server liquor. Make sure that venue has the license to serve alcohol. Check the license for expiration date.
- Q7) What is the cost of bed rooms?

- Q8) What is your cost per person and per food item?
- Q9) What are your bartending and bar set up fees?
- Q10) What are your fees and how do you charge for providing additional services? Such as floral decoration, fireworks, audio-visual aids; staging, lighting, props, decor for event production etc.
- Q11) What modes of payments are available?
- Q12) What are your payment, refund and cancellation policies?

Create a budget and find sponsors

Plan a budget for your event to determine the event's financial feasibility and set financial goals for the project. A budget will help you identify expenses, as well as expected net proceeds. The lower your costs, the larger your proceeds will be to the Foundation. Sponsorship can increase your revenues and donated product and services (also called in-kind donations) can lower your costs.

Financing the event can be a sensitive area so think carefully on how you want to proceed. Learn what amounts are reasonable and customary for sponsoring organizations. Inform their local representative or public affairs specialist of their opportunity to contribute, but do not solicit. You may begin your presentation with, "I'd like to tell you what we are doing. There is no pressure to participate, but I don't want you to feel you were intentionally excluded." Our experience is that 95% of supporters say, "Yes, I want to participate". Budget your resources for high impact activities that maximize your (and their) exposure and the quality of your event.

Promote your event

Promoting an event effectively is important to its success. The first step is to identify your target audience. Understanding those who support and attend your event is an important step in promotion and ticket sales.

Eye-catching posters, tickets, and other promotional materials will also help spread the word about your event. We would be proud to have your event materials display our logo and name, but we must ensure that you are using our identity correctly. Therefore, print materials and media releases bearing the Foundation's logo or name must be approved by the Foundation, prior to being released or printed (please allow 4 weeks for approval).

To make your event successful, people have to know about it. Use multiple means of publicity for the most impact. Consider your potential audience and best ways to get the word to them. Word of mouth is one of the most effective means of publicizing an event.

Know the key radio and television producers and media personalities, and print writers in your region. Contact them about your event no-less-than four months in advance. Be prepared to offer story ideas and information about the event in accordance with their prescribed deadlines, which, for TV and magazine announcements, can range from weeks to months ahead of the event. Arrange for live event broadcasts, guest appearances on broadcast programs, news articles, etc. Arrange for newspaper interviews at least three weeks and magazine stories three months in advance of the event.

If this is your first event, don't have a history of annual events, or your lab is located in a remote part of the country, make personal contact (phone calls or meetings) with key people, opinion-makers in the community, etc. a priority in your promotion strategy. Tell them what you are planning and why they should attend. This interaction is also a good time to begin gathering information on what people would like to see at future events. Another excellent thing to do is to attend meetings of your local agricultural and civic groups and ask for a few minutes of floor time to talk about your event. Find out if any of the groups have a "calling tree" and ask members if they would be willing to use that mechanism to remind members shortly before the event is to take place.

Promotion of your programs during the event shouldn't be overlooked. For example, handouts are a good way to incorporate a lot of other information that may not be displayed otherwise. Examples of this information would be contact names, phone numbers and emails, brief mission statements, etc. Putting the information in a single booklet or folder is a good idea so your visitor doesn't have to juggle too many items.

Develop a 'theme' for promoting your event. Selecting a theme for your event can help generate additional ideas for activities as well as help focus other elements where many options may exist. Depending on the nature of the event, a theme can also increase its "fun factor" and create broader public appeal. Keep in mind the nature of the message you want to share, however, and let it determine the level of "playfulness" you incorporate into your plans

Trainee self-assessment checklist

• As an indicator to your trainer of your readiness for assessment in this learning module please complete the following and submit or forward to your trainer.

Having thoroughly read the information sheet, I'm able to	Yes	No	Comments/feedback
Discuss and confirm purpose and scope of event or function with customer.			
Liaise with customer to determine specific operational needs, preferences and budget for event.			
Conduct site inspection as required.			

Hold ongoing discussions about event plans to satisfy all requirements and service expectations.							
Identify and pursue additional sales opportunities to ensure maximum event profitability.							
Develop options and ideas on event concept, theme and format for inclusion in event proposal.							
Use all information to enhance future event planning activities.							
 I. Choose the best answer 1. An event can be described as a public assembly for the purpose of A. Celebration B. Education C. Marketing D. Reunion. E. All can be defined as a gathering that is sponsored by a business for its employees, business partners, clients and/or prospective clients A. Corporate event C. Career event B. Theme event D. Social event E. None 3. The term MICE (Meetings, Incentives, Conventions and Exhibitions) represents a sector of tourism which includes: A. Business events and activities B. Leisure activities C. Trading activities D. All except B 							
4. The associations, corporations, and event planners who take part in the event preparation are said to be:							
A. Clients B. Supp	liers C	C. Event cus	tomers D. All				
5. Identifying the number and type of personnel the event requires lies under the phase of event management							

A. Planning B. Organizing C. Staffing D. Leading/Directing

_____6. Finding information about your audiences, their customs and traditions is referred to as:

A. Market analysis

B. Competitors' analysis

C. SWOT analysis

D. None