

BMBM5009

Events Operations Management Planning Report

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Nass festival is a four day medium sized music festival held near Bristol at the Bath and West Showground. It unites roughly 16,000 lovers of music, skating and Bmxing to celebrate their lifestyle (skiddle.com, 2019). Many pro skateboarders such as Andrew Reynolds and Tony Hawk have attended Nass festival, and it attracts attendees from all around the UK and even the world. There are skate and Bmx competitions hosted every year, one for street and one for vert.

There is no minimum age for the festival and families often attend, the main audience is teenagers and young/full grown adults.

Some massive names in music have performed at Nass over the years, such as RunDMC, Cypress Hill, Damian Marley and some of the biggest names in DnB, Garage, Dubstep and Jungle music. It also hosts hundreds of locally famous up and coming UK artists.

After the success of Nass 2019, where the numbers of stages and people attending was increased even more from 2018, it is necessary to access any managerial changes that need to be made before the planning process begins. (Tatiana Caciur, 2012) quotes that *'The development of an existing event occurs when a new management team is assigned to work on an event that has already been ongoing. In this case the event will already have an established format and process, making the task of the new team to update and modify it in order for the event to gain possibly lost success or become more relevant.'* In the case for Nass Festival, the management team need to access the success of the last event, and underline any key changes that need to be made and which organisers can stay or go. Due to the success of the festival not many managerial changes would have to be made, however positions may be moved around and updated for a smoother planning process and event delivery for the next festival.

Venue

In phase one, the very first thing event managers at Nass will look at is the venue. Is it still big enough for the size? Is there a more suitable nearby location? If the answer is no and the previous venue is still the best option, contacts with royal bath and West showgrounds need to be made urgently, to book the venue so that no other event replaces Nass in the time slots. Due to Nass increasing in size each year, adjustments may need to be made like bigger camping areas, extended stage sizes etc. If the event does need expansion, does the venue have the infrastructure to deal with the

expansion? Surrounding landlords will need to be also contacted in case expansion carries over into their land, to ensure no illegal expansion takes place and permission is guaranteed to evade any legal issues during planning process.

Another section that needs booking and accessed immediately is the stage and accommodations, lights, speakers/equipment and bathroom facilities. Questions need to be asked like were there any major issues with the equipment, stages or facilities? If so, are there any more suitable companies to hire more suited stages and equipment? With speakers for example, some sound issues occurred in certain stages, so speakers and microphones might need to be updated or completely changed to provide a cleaner sound. If so, then new speakers and microphones need to be hired as soon as possible through phone and emails. If not, then previous equipment companies need to be contacted to maintain the suitable equipment and facilities for the next festival.

It is also worth noting that if improvements are needing to be made, does Nass have the budget to pursue the improvements, as going over budget can seriously affect the smoothness in the planning of the festival.

If there's a change/update in the venue, It's important to visit the future venue as early as possible to get a better vision of if the area is suitable. Efsharp @DJEfsharp advises, *"With #events, time your site visit at sunset. It's the best way to get a see how the #eventvenue looks in day and night time."* (Sally Painter, 2016). This is necessary for a 4 day festival such as Nass as attendees will be in a day and night environment. It would also be necessary to visit the event at sunrise as the more times of day accessed the better.

Staffing

Another vital part of phase one in the planning process is to start hiring staff to make the event run. The range of staff needed for a festival is widely diverse. It is necessary to list through all the vendors that attended the last festival, research trends, and make changes where necessary. For example if there wasn't enough vegan vendors then more of that vendor type should be hired, and maybe should replace vendors that weren't as popular. This goes for any type of vendor including food, clothing, souvenirs, etc. When it comes to enticing vendors to your event, (eventmbstudioteam, 2016) suggests to *"follow them on social media and distribute their content to help them improve their reach. Assisting them to grow their business makes them look good and makes an impression on them about your commitment to the vendor relationship."* This is key because going the extra mile to impress potential vendors means repeat interest to vending at the event in the future, and builds Nass's business reputation as a festival. Volunteers are another massive part of festival staffing. Many festivals such as Nass like boomtown and Reading/Leeds offer volunteering programs where people of all legal ages can work at the festival for an incentive such as a free ticket and product discounts, some are even paid on top. Volunteering roles can range anything from bar

staff, ticket checking, security/stewarding, traffic control, setting up/clearing up and so on. The earlier Nass can offer these volunteering opportunities the better, as it gives people more time to apply. Promoting the applications as much as possible is also important so that many people know about it as possible. Security companies also need to be contacted as soon as possible as well trained security can deal with the more serious issues that can occur in such an event. Good relationships sustained with security companies is a must, and changes should be made where necessary. Another very important part of staffing is hiring medics. Hiring professional, well trained medics is key as this minimizes the amount of health and safety incidents that can occur. Anything from drug overdoses, injuries, and even death are all sadly prominent in music festivals. Due to skate/bmx competitions on top the chances of injury are further increased. The better quality medics that are hired the better treatment attendees will get, further improving how smooth Nass will run.

Marketing

Marketing is another section of festival planning that needs to be worked on straight after the last event. One of the first things Nass does after their festival is produce an aftermovie of the festival (Festival, Nass 2019). This is a great way of promoting the event straight after the last one as it gives potential attendees an insight on the visual on going of the festival, allowing them to envision themselves there. The aftermovie is usually released a week or two after the event on platforms such as YouTube, Instagram and Facebook. Nass also uses another clever promotion tactic by allowing future attendees to place £30 deposits on tickets (Nass festival limited, 2019). This certifies the festival attendees as giving them the option to pay for the ticket in instalments making it an easier payment rather than a one off. The tickets are also sold in tiers, meaning that the earlier you purchase the ticket, the cheaper it is. The higher tier the ticket the more expensive it is. They do this to maximise the amount of early ticket sales to increase the chances of achieving target numbers and profits. Sponsors are another massive form of advertising for music festivals and Nass is no exception. Brands such as grm daily, nitelife, upfest and skatepal all sponsor Nass, providing them with skate ramps, products to sell etc (Nass Festival limited, 2019). Fans of the brands that sponsor Nass will entice the fans to attend the festival, and provide further coverage and financial support for the festival. Other forms of promotion involve regular updates on all social media platforms, that must be maintained all the way until the day of the festival. Things like line up releases happen a few months prior to the festival and need to be heavily promoted. All forms of marketing need to be maintained throughout the entirety of the Gantt chart timeline and is critical to the events success. Any new sponsorship deals need to be addressed as quickly as possible to ensure maximum promotion and support.

Other Stakeholders

We've touched on important Nass Stakeholders such as staff of all types, venue holders, Sponsors, equipment and stage supplier companies, Security, promoters/video makers, ticketers etc but there are still more to be acknowledged in order for a smooth running festival. One of the main stakeholders to consider is the artists that are performing. In the market Nass is in it maintains certain favourite performers each year, while topping up the line up with fresh new artists that are raising in popularity. It is therefore important for organisers to urgently contact existing artists to Nass in order to secure them to perform again. It's equally important to research the best artists that will increase the quality and status of the festival. This ranges from big budget headliners to smaller cheaper local artists; both hold equal importance. Further down the line it is key to provide VIP spaces and staff to ensure the artists are well treated and catered for during the event. Problems with this could cause them not to come back to perform again. Another important stakeholder to consider is the surrounding villages and landowners of the festival venue. Somerset live, 2019 stated: *During the the three day event this year, locals from around the towns and villages near Shepton Mallet reported anti-social behaviour from "feral youths", gridlocked traffic chaos and The Mendip School in Prestleigh - that looks after children with special educational needs - even had to shut due to 'unacceptable behaviour.'* It is vital that the event organisers address this issue and finds traffic solutions for the 2020 festival, and to assure the local community that such chaos won't re occur. Portaloo providers also need to be kept in contact to ensure the right amount of toilet facilities per amount of attendees. It's also important that any customer questions get answered promptly, as customers are a vital stakeholder for Nass's success and the better customer experience the better reputation and popularity the festival will get.

Contingency Planning

Contingency Planning is a crucial part of the planning process for a festival as it helps minimise the amount of serious risks that can occur at a festival. (Tutor2u.net, 2018) defines the aim of contingency planning is *"to minimise the impact of a significant foreseeable event and to plan for how the business will resume normal operations after the event."* (tutor2u.net, 2018) also splits this method into three different approaches:

Risk management: identifying and dealing with the risks threatening a business

Contingency planning: planning for unforeseen events

Crisis management: handling potentially dangerous events for a business

In the case for Nass festival, the worst possible scenarios need to be assessed, such as an act of terrorism, large scale tent fires or serious drug issues should all be included in the contingency plan. Plans need to be put in place such as thorough site checks, thorough attendee searches and proper security training to ensure that these worst

case scenario aren't a reality, otherwise it could ruin the festival or dissipate the entire festival in the future.

Evaluation strategy

One of the best ways to ensure the festival is being run to the best ability, is to evaluate everything about the festival once it's happened. This includes the actual attendance compared to expected attendance, listening to attendee feedback and things they want to see in the next festival, the amount of money made compared to predicted revenue and how happy each stakeholder was with the way the event was organised and held.

(Tetiana hanchar, 2018) explains some advantages of event evaluation, which include:

"checking the completion of long-term and short-term event goals;

tracking the engagement of attendees to understand which activities work best for your target audience;

monitoring team success;

finding ways to increase the event revenue in the future."

Doing this allows Nass Festival to update and improve the event where necessary, adding in New exciting facilities and artists to replace old ones that had negative feedback. It also allows the organisers to fire staff/suppliers that were bad and hire better staff and suppliers to replace and further improve the attendees experience.

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