Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Week 6
Events Planning & Delivery

Operations / Logistics

HOSPITALITY
AND
TOURISM
MANAGEMENT

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

Today's Aims

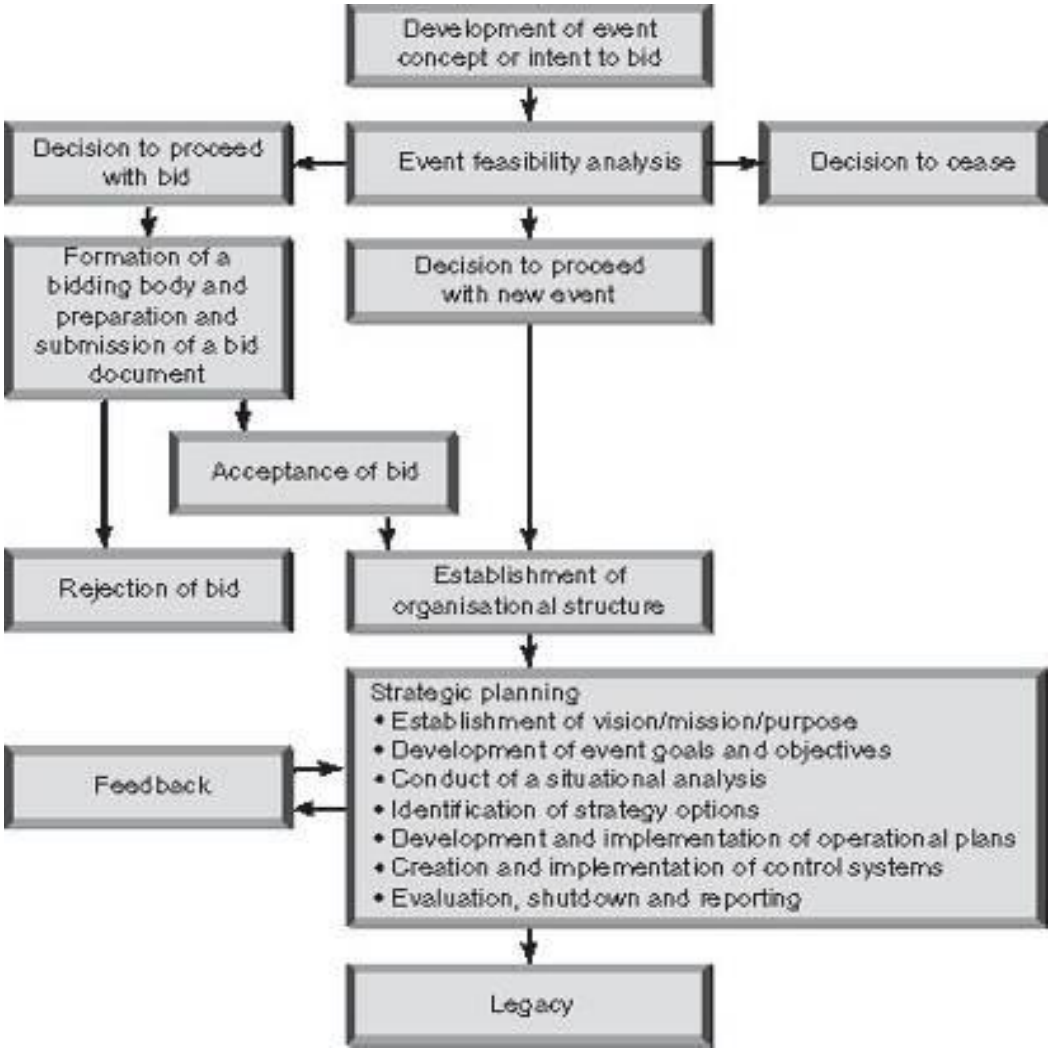
- Appreciate the importance of planning to ensure the success of an event
- Discuss the nature of the strategic planning process as it applies to events
- Describe the various stages in event strategic planning process
- Construct objectives for an event which are specific, measurable, achievable, realistic and time specific (SMART)
- To investigate the logistical considerations of planning an event
- To explore workforce planning

Event Strategy

- A process that involves determining where an organisation is at present, deciding where it should be positioned to progress its mission, and the strategies and tactics needed to achieve that position

The strategic planning process and event organisation

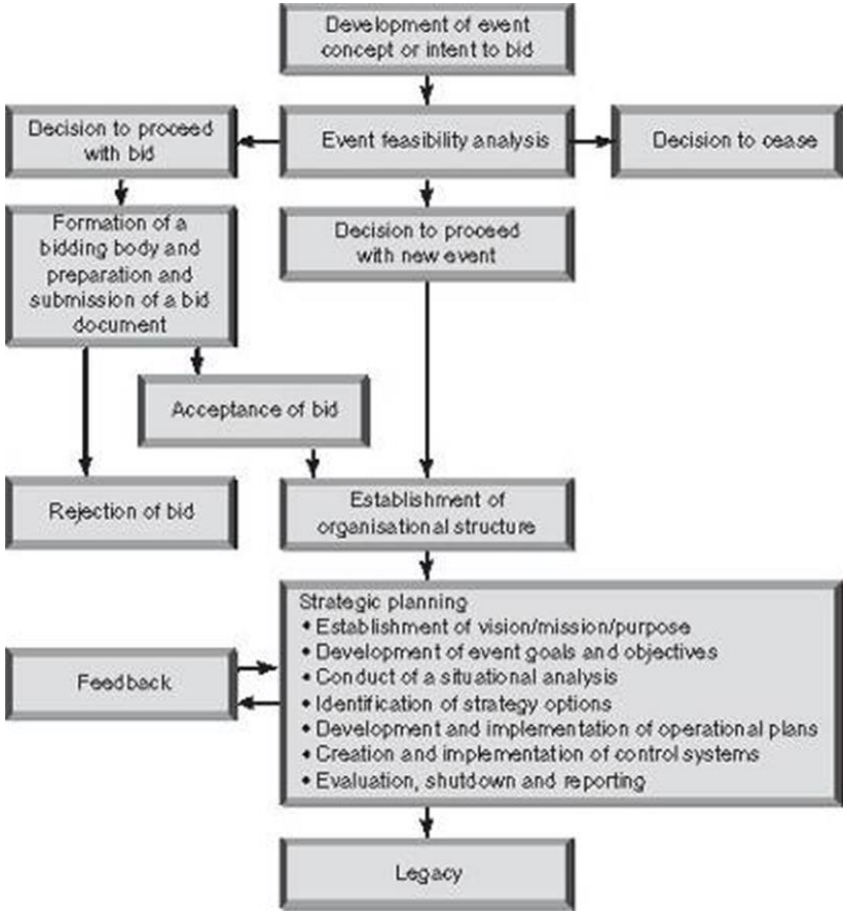
(Source: adapted from Grant, 2005)



‘Your’ Practical Event Focus

- Consider your own event and consider it against the Planning / Operations Process Slide

- Take 15 minutes to reflect. Have you covered all aspects of the planning stages?



The strategic planning process and event organisation

Concept or intent to bid

- Preliminary stage

Feasibility study

- Formal analysis of the event's potential
- Crucial for public funding (grants)

Decision to proceed or cease

- Directly determined by feasibility study

- **Can you think of any examples of where there is a 'BID' Process for events?**

The strategic planning process and event organisation

Formation of a bidding body and bid preparation:

- Developing a timeline for the bid document
- Responding to each of the bid criteria
- Identifying key elements of past successful bids
- Preparing the bid document
- Presenting the bid
- Lobbying in support of the bid
- Evaluating reasons for a bid failure

Events Proposals

- List all the elements that are essential to be added to an Event Proposal - - Consider how much detail is needed!

Refer back to your assignment brief for guidance

Contents of the Event Proposal

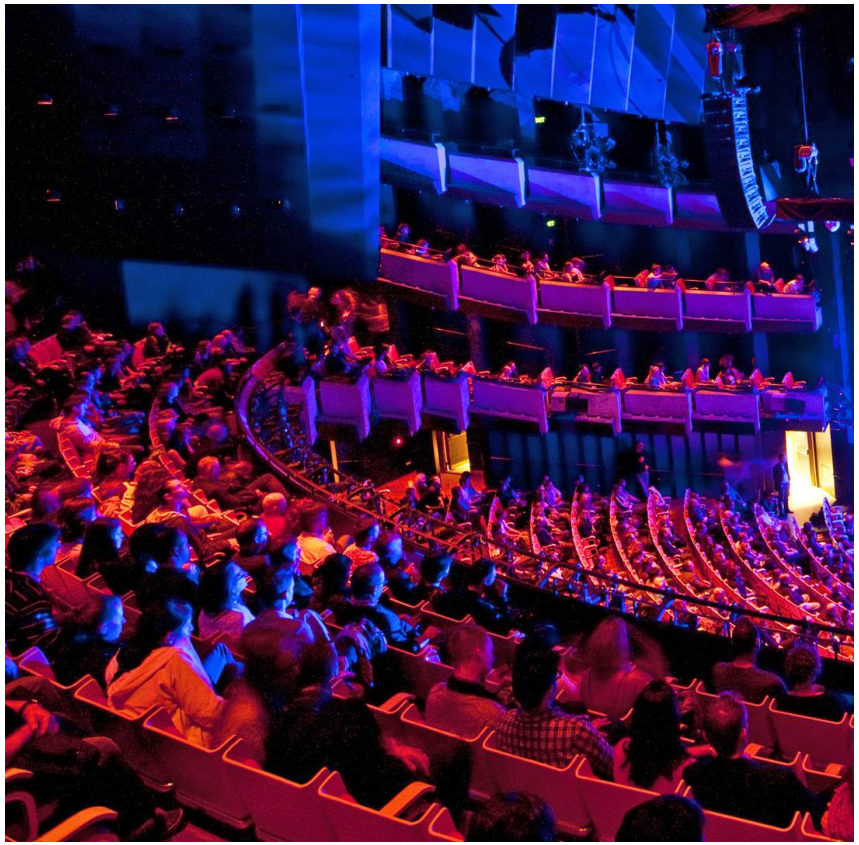
(Source: O'Toole, 2004)

- CoverLetter
- Title Page
- Proprietary Notice – cautions about unauthorized disclosure
- Table of Contents (TOC)
- List of Abbreviations
- Executive Summary
- Body of Proposal
  - Profile of the Event Company:
    - General: including mission, background, credentials
    - Specific: including previous similar events and resources available
- Project partners and their profiles
- Event Specific information:
  - Objectives
  - Scope of Work
  - Stakeholders
  - Themes, design and ideas
  - Site/venue assessment
  - Resources required : AV, entertainment, catering, staff, suppliers.
  - Marketing and promotional services needed
  - Possible sponsorship
  - Budget – corresponding to functional areas of programme elements
  - Control management – reporting processes,organization structure responsibilities
  - Schedules – planning, transport, running order, promotion
  - Environmental impact – natural environment, traffic, transport.
  - Risk issues including insurance.
- Appendices

Example: Liverpool's bid video to host the Eurovision Song Contest

(The Guide Liverpool, 2022)

The Strategic Planning Process and Event Organisation



Establishment of an organisational structure:

- Simple structures
- Functional structures
- Program-based matrix structures
- Multi-organisational or network structures

The strategic planning process and event organisation

Strategic plan:

- **Purpose, vision and mission statements**

An event planning mission statement is a short, written explanation of the purpose and values of you or your organisation.

Mission, Vision & Values

Mission

We aim to provide for our customers the best and most competitive advantage for their required needs in events management and strategies and their utmost satisfaction for our services.

Vision

We continue to strive for the goal of becoming the industry leader in our field of expertise, not just locally but also in the international circuit.

Values

We believe in impeccable service backed up by each individual team players character, strong core values and principles of honesty, integrity, and accountability.

Table 6.1 Sample event mission statements

Event	Mission Statement
Bath Festivals Trust	To enrich people's lives through participation in the arts
Boscombe Arts Festival	Boscombe Arts Festival works to promote participation, enjoyment and creativity for all Bournemouth residents through an annual Boscombe based festival.
Manchester 2002 Commonwealth Games	To deliver an outstanding sporting spectacle of world significance, celebrating athletic excellence, cultural diversity and the unique atmosphere of 'The Friendly Games'. To deliver a successful Games on behalf of all competitors, spectators and stakeholders. To leave a lasting legacy of new sporting facilities and social, physical and economic regeneration. To set a new benchmark for hosting international sporting events in the UK and the lasting benefit they can generate for all those involved.
Salford Film Festival	The Salford Film Festival will promote and raise the profile of Salford as an area of creative excellence in image media. The Salford Film Festival will focus on the community of Salford using moving image, still image and self-image. Through the production and screening of new productions, the festival will encourage the development of links regionally, nationally and internationally and encourage and promote new media work.
Worcester Festival	The Festival is an opportunity for local people to attend and participate in a wide selection of professional and community events and activities or even stage or host their own event. The Festival is for the people of Worcester and the surrounds and is a series of partnerships between large cross sections of the community and an umbrella for a huge range of activities. The Worcester Festival is neither a music festival nor an arts festival (although it has features of both), but is simply a festival for all to enjoy. It is a coming together of people of all ages and backgrounds and is a celebration of life, of Worcester and its people.

(Source: Boscombe Arts Festival (2005); Bath Festivals Trust (2005); Manchester 2002 (2003), p. 3; Salford Film Festival (2010); Worcester Festival (2009))

The strategic planning process and event organisation

Strategic plan:

- Goals and objectives
  - economic
  - attendance/participation
  - quality
  - awareness/knowledge/attitudes
  - human resources

Goals and Objectives

For example, if your purpose is to profit from ticket sales, you might use the following approach to measuring success:

- **Goal:** Generate twice as much revenue from ticket sales versus your costs for organising the event.

- **Objective:** Sell a certain number of tickets at various price points to ensure you hit your goal. Your objective should be something you can realistically achieve. If ticket sales from previous or similar events haven't reached your objective, you might need to reconsider your goal.

Sample….

Table 6.2 Sample of event goals and objectives

Event	Goals
Salford Film Festival	To present a showcase of past present and future filmmaking in Salford alongside a range of relevant international film productions. To identify and raise the aspirations of emerging filmmakers, primarily in Salford and its environs, by developing sustainable partnerships with key stakeholders and sector champions. To develop pathways into image media partnerships with community groups, educational establishments and professional bodies. To increase the cultural and leisure opportunities and in doing so bring about a positive impact on the lives of young people To utilise culture and leisure to provide more opportunities to develop skills and improve esteem
SeaBritain 2005	To raise awareness of Britain's maritime and coastal heritage To encourage participation in maritime sport and leisure activities To promote the UK coast and its islands as a tourism destination and travel by sea to European visitors To promote an understanding and involvement with the marine environment and marine conservation To raise awareness of the contribution made by the sea and seafaring to the UK economy and culture To develop maritime learning materials designed specifically to link with the National Curriculum To leave a legacy in 2006 and beyond
Windsor Festival	Continue to promote quality performances of music and the arts within the Royal Borough of Windsor and Maidenhead. Increase local access to the arts and music in the unique venues available in Windsor, Eton and Maidenhead. Encourage the development of young musicians and other artists. Provide opportunities for local performers.

(Source: Salford Film Festival (2010), SeaBritain 2005 Press Office (2004), Windsor Festival (2010))

Over to you….

Using the information in this session and earlier weeks, revisit your event aim and objectives.

Spend 15 minutes reviewing - - are your Aims / Objectives specific enough?

- **1 Aim**
- **3 Objectives**

The strategic planning process and event organisation

Strategic plan:

- Situation analysis
- Identification of strategy options
- Strategy evaluation and selection
- Operational planning

Situation Analysis

Situation analysis is the process of collecting, evaluating, and organising information regarding an organisation's internal and external environments.

- **Political/legal**
- **Economic**
- **Social/cultural**
- **Technological**
- **Demographic**
- **Physical/environmental**
- **Competitive**

Situation analysis also involves evaluating the business's strengths, weaknesses, opportunities, and threats (SWOT analysis).

	Strengths	Weaknesses
Internal	1 Established longer than competitors' events 2 Strong brand image 3 High levels of customer feedback 4 High customer loyalty	1 Low volunteer retention 2 Low use of web-based applications
	Opportunities	**Threats**
External	1 To set up an additional event in a new venue 2 To sell more tickets to overseas visitors 3 To increase sponsorship revenue	1 New safety regulations for events 2 Leading competitor has grown more than current industry average 3 Key target group has reduced spending power

Figure 7.2 SWOT Analysis

Strategic planning for existing events

- For recurring events (e.g. annual concerts), organisers must:
  - Conduct an appraisal of current situation faced by the event
  - Review the organisational structure and previous strategic plan and make minor or major changes where needed

‘Planning Stages’ Summary

- Strategic planning process provides an event organisation with a systematic approach to the challenge of planning and delivering successful events.
- Preliminary stages involve the decision to proceed or not to proceed with an event.
- Appropriate organisational structure is needed
- An event organisation following the strategic planning model would then progress to establish a strategic plan.
- Flowing from the implementation, depending on its mission or purpose, will potentially be a range of legacies.

Events Operations and Logistics

Q&A

- What needs to be considered in relation to Events Logistics - - what does this involve?

Logistical Considerations in the Planning Phase

- Destination knowledge
- Venue sourcing and accommodation
- Site inspections
- The venue report
- The infrastructure
- Working with vendors and subcontractors
- Contingency planning
- Event set-up

Logistical Considerations in the Planning Phase – Cont'd

- Meeting rooms/lay out plans
- Air and ground transportation
- Pre-event catering planning
- Provision of drinking water
- The invitation and registration process
- Financial management

Further Logistical Considerations

- Load-in timings
- Guest arrival times and patterns
- The flow of people around the venue at key or busy times
- A plan for on-site communication
- Space for amenities
- Removal of waste and cleaning
- Determining requirements for VIP's, artists and media representatives
- Emergency planning and risk assessment

‘Your’ Practical Event Focus

- Consider your own event and consider it against the Event Planning LOGISTICS

  **Consider also SITE / VENUE Considerations*

- Take 15 minutes to reflect. Have you covered all aspects of the planning stages?

Areas for consideration at the venue site inspection

1. How many rooms does the venue have of the same standard to accommodate delegates?

2. How many suites and junior suites does the hotel have?

3. Is there Wi-Fi and fast connectivity in each room?

4. What other events will be taking place in the venue at the same time?

5. Has the venue/hotel had previous experience dealing with similar groups?

6. Is there an early check-in, late check-out facility for group bookings?

7. What car park facilities are on-site?

8. How long is the transfer time to major transport links?

9. What discounts are the hotel prepared to offer for delegates and crew?

10. How long will the hotel hold provisional space for?

11. What are the hotel payment terms?

There are several points to consider as part of venue site inspection - -reflect on your own event with respect to these!

EVENT STAFFING:

What about Man-Power and Operational Delivery at 'Your' Event?

- ***Consider all staffing requirements (including all stakeholders) that would be essential at your event for its 'smooth' delivery.***

Key on-site stakeholders

- The Conference/Duty Manager
- Catering Manager
- AV/Technical Manager
- Security Manager
- Health and Safety Manager

On-site operations

- ✓Venue facilities/lay-out plans
- ✓Staff resources, contact details and duty rotas
- ✓Registration and signage
- ✓Event programme and timings
- ✓Speakers and/or entertainment
- ✓Food and beverage details
- ✓Cloakroom, toilet facilities

On-site operations

- ✓Transportation/parking
- ✓Accommodation and rooming lists
- ✓Movement and distances and audience flow
- ✓Technical and production aspects
- ✓Audience disabilities and any special requirements
- ✓Emergency procedures

Infrastructure planning

- ✓Outside space?
- ✓Specialist structures
- ✓Create a ‘temporary’ venue
- ✓Unique and bespoke
- ✓Temporary or pop-up structures
- ✓They can also meet a specific client brief requirement
- ✓The cost of building a temporary, pop-up, or specialist structure?
- ✓Infrastructure considerations of catering areas

Capacity Planning and Provision

- *Safety*
- *Safe Capacity*
- *Legal capacity*
- *Crowd prediction*

Workforce Planning – Choosing the on-site team

- Who is in charge?
- Who will liaise with the client or budget holder?
- What specialist skills are required to deliver the event?
- How many additional staff or freelancers will need to be recruited?
- What tasks will the various team members carry out?
- Who in the team will do what?

Choosing the on-site team

- What will the support staff do?
- What will support staff and any volunteers do?
- What do they need to know?
- Who are the key supplier contacts and who within the team will they liaise with?

On-site Training

- ✓Overview of the budget holder
- ✓Event detail and programme overview
- ✓Introduction to core planners
- ✓Roles and responsibilities of freelancers and tasks involved
- ✓Health and Safety details and risk management
- ✓Duty rosters, team structures, shift patterns and timelines
- ✓Code of conduct and any on-site rules and regulations

Overview -
What makes event projects succeed?

- **A good project charter**
- **Good use of project tools**
- **Strong project management**
- **Good workforce planning, the right people with the right skills and training**
- **A good decision-making structure**
- **Good communication**
- **Team members working towards common goals**
- **Sponsorship/Funding**

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