

BMIH6007

Assignment 2: Event Strategic Planning and Delivery Considerations for an International Meeting / Event

Event Name: Wales International Food & Culture Festival

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Introduction

Event Overview

The planned event is a mass food and culture festival to advance the rich culinary heritage, culture, and history of Wales, as we also discussed in the Presentation. The festival shall be a colorfully festive gathering that brings together local and global visitors to taste Welsh cuisine, traditional handicrafts, music, dance, and cultural performance. It will provide a unique experience for tourists to relive the authentic Welsh lifestyle while boosting the nation's hospitality, home-grown foods, and traditional cultural practices (Hestler, Spilling, and Scirri, 2020).

Event Location

The event will take place in Cardiff Bay, an ideal location which has both outdoor and indoor facilities that can host large numbers of people. Cardiff Bay is not only well-facilitated but also located in the centre with peaceful environments, thus ensuring that it freely hosts international visitors. From sites such as the Roald Dahl Plass and Cardiff International Arena, the area is suitable for hosting multi-form spaces of action like culinary performances, taste stations, and public cultural performances.

Reason for Choosing the Event

The food and culture festival is a perfect activity for Wales in 2025 for several reasons. First, it complements the Year of Croeso 2025 campaign, which aims to highlight Wales' internationally renowned hospitality and rich cultural heritage. This campaign is about sharing the warmth of the Welsh welcome with the rest of the world, and a food and culture festival is the most appropriate vehicle to convey this message (Visit Wales, 2025). The event will promote Wales' rich array of cultural activity, from the internationally acclaimed foods and beverages to traditional handicrafts, music, and language. In promoting these, the festival will generate interest among foreign visitors in quest of a genuine cultural experience, and the priority among them is Europe, North America, and Asia, where gastro-tourism is thriving (Williams, 2024).

The Event Cycle

Definition of Event Cycle

The Event Cycle is employed to identify the sequence of stages by which an event moves from creation to demise. One of the most widely accepted models is the Event Lifecycle Model of Getz, splitting the process into significant stages: concept, planning, execution, and assessment. These stages outline the construction of an event, from conception to post-event evaluation, for a general framework towards effective event management. Another useful model is the Event Process Framework, which adds more detail to these stages, considering stakeholder engagement, logistics, and sustainability throughout the event process (Müller, 2018).



Figure 1 Event Cycle (Source: Author, 2025)

Project Timeline

Phase	Timeline	Key Activities
Concept Development	Jan – Feb 2025	Define event theme, objectives, stakeholder identification, and preliminary budget.

Planning	Mar – May 2025	Secure venue, vendors, permits; start marketing, logistics and schedule planning
Promotion	Jun – Aug 2025	Launch full marketing campaign, finalise sponsors, and begin ticket sales
Execution	Sept 2025	Event delivery: setup, live management, guest services, media coverage
Evaluation	Oct 2025	Collect feedback, conduct surveys, financial review, and prepare a post-event report.

Application to Your Event

For the proposed Welsh Food and Culture Festival, the Event Cycle can be applied as follows:

- **Concept Development:** The festival idea is by Visit Wales' Year of Croeso 2025, embracing Welsh culture, food, and hospitality. Some of the important milestones are establishing the event theme, identifying stakeholders, and developing a vision to target international tourists (Herbert, Clarke, and Barlow, 2022).
- **Planning:** Operating planning includes the reservation of the venue, vendors, and artists, logistics arrangements, and health and safety compliance. Key milestones include the reservation of the site, vendor reservation, and the achievement of sponsorships to set the stage for festival success.
- **Execution:** The execution stage is where the event logistics, personnel, and guest services are planned to provide a seamless experience. Key milestones are planning food areas and cultural performances, planning personnel, and arranging a timely setup and break for the festival.
- **Evaluation:** Feedback will be gathered from attendees, vendors, and staff after the event to assess the success of the festival. This involves checking attendance numbers, financial success, and enhancing future events from observations made.

Event Concept

Delegate/Guest Experience:

Welsh Food and Culture Festival will create a lively and interactive experience for visitors, featuring gastronomic delights alongside traditional cultural performances. It will be held

over two days, with an eclectic schedule of activities celebrating the cuisine, music, language, and heritage of Wales (Bradbury, 2020).

Day 1:	Day 2:
Opening Ceremony: Formal welcome with traditional Welsh choir, followed by a speech from key stakeholders, such as Visit Wales representatives. Food Zones: Designated areas for Welsh produce, including cheese, lamb, seafood, and vegetarian. Visitors can sample regional food and interact with food sellers. Cultural Performances: Live music, traditional Welsh dances, and poetry readings will be presented throughout the day to engage guests in the cultural heritage of Wales (Herbert, Clarke, and Barlow, 2022).	Workshops: Participants will be exposed to the Welsh language, traditional craft-making practices (e.g., pottery), and local, sustainable food preparation methods (Gramich, 2016). Family Activities: There will be a dedicated family section, with activities for children, including storytelling, arts, and a mini food market. Local Attraction Tours: Optional guided tours to nearby Welsh sites to promote tourism outside the festival.

Festival Components

- **Immersive Experiences:** Guests get to participate actively in tastings, cooking classes, and the making of traditional crafts, having a better understanding of Welsh culture.
- **Global Collaborations:** Global chefs will introduce global influences to Welsh produce, creating fusion food that unites Wales' food culture with global flavours.
- **Special Attractions:** There will be a "Croeso Zone," where the visitors get to experience the Welsh hospitality, including greetings, music, and food as traditionally Welsh as possible (Herbert, Clarke, and Barlow, 2022).

Aim and Objectives of the Meeting/Event

Overarching Aim

The overall objective of the Welsh Food and Culture Festival is "To showcase the unique food, culture, and hospitality of Wales as a world-class tourist destination and to bring international visitors to Wales in line with Visit Wales' Year of Croeso campaign." The festival will showcase Wales' rich food heritage, traditional arts, and friendly people and deliver a strong experience that will draw people from around the globe.

SMART Objectives

Objective	Specific	Measurable	Achievable	Relevant	Time-bound
Attract 50,000+ International Visitors by the End of 2025	Focus on attracting international tourists from Europe, the USA, and Asia.	Track visitors through ticket sales, registrations, and on-site visitor counting methods.	Global marketing campaigns, international partnerships, and the Year of Croeso 2025 initiative make this target achievable.	Supports the festival's goal of increasing international awareness of Welsh culture and tourism.	Target to be achieved by the end of 2025 during the Year of Croeso.
Increase Global Awareness of Welsh Food and Culture through 20+ International Media Partnerships.	Secure partnerships with global media outlets in the food, culture, and travel industries to showcase Welsh food and heritage.	Count the number of media partnerships and press mentions before and after the event.	With the right outreach strategy and collaborations, engaging with 20+ media outlets is feasible.	Media coverage will help increase global recognition and tourism growth in Wales.	Establish partnerships and secure media coverage by the event date in 2025.
Achieve an 80% Visitor Satisfaction Rate.	Ensure high visitor satisfaction through engaging activities and excellent hospitality.	Measure satisfaction through post-event surveys and feedback forms from attendees.	Based on previous event feedback and planned interactive activities, achieving 80% satisfaction is realistic.	Visitor satisfaction is crucial for future growth and positive word-of-mouth promotion.	The satisfaction target is to be measured immediately after the event concludes.

Event Management

Required Skills and Resources

Operational Skills

Venue Operations: Trained staff will implement efficient venue operations, including floor planning, crowd control, and accessibility. They will assist staff in the setup and take-down

process while keeping operations going steadily through heavy-use areas such as food sections and performance halls (Moorman, 2020).

Logistics: Proper coordination of the parking, signage, crowd movement, and transport is required. This includes planning the movement of goods and commodities, arranging for the installation of the food stalls, and passing on event materials in an organised and safe manner.

Catering: Expertise in food vendors management, cooks, and food hygiene practices is required. The event will have a range of food to cater for, and preparation procedures, cleanliness procedures, and security measures for all food areas are necessary (Brito, Júnior, and da Costa Diniz, 2020).

Security: There will be a dedicated security team to guarantee visitors' security by controlling crowd volume, handling emergencies, and adhering to security procedures. Experts will lock all event areas, food, and cultural zones to create a safe environment.

Planning Skills

- **Event Concept Development:** Developing a strong and effective event theme, calendar, and activities is vital in building a memorable guest experience. This means positioning the event's product alongside its vision and making sure all elements come together to create a unifying environment.
- **Budgeting:** Having a budget that includes all likely revenue (ticket sales and sponsorships) and expenses (venue, labour, marketing) is important to maintain financial control. This enables the event to be in a position of financial resources appropriately (Bowdin et al., 2023).
- **Scheduling:** Scheduling is done with caution to facilitate a balanced sequence of activities, avoiding event conflicts or inactivity. Demonstrations, performances, and workshops have to be scheduled in advance to maintain the audience active and engaged at all points throughout the event.
- **Risk Management:** Active risk management is what is needed where possible threats, such as unfavourable weather, safety threats, or logistics issues, are established. This entails insuring against risks, ensuring health and safety measures, and putting contingency strategies in place for the smooth flow of operations even with obstacles (Bladen et al., 2017). Health and safety, risk management, and accessibility are essential to the success of the Welsh Food and Culture Festival. There will be a full Health and Safety Plan in operation, including first aid stations,

fire safety, crowd control measures, and food hygiene policies. All staff and vendors will be instructed and trained as necessary. A risk assessment will take place before the event, determining possible hazards like weather disturbance, overcrowding, and foodborne illness. There will be contingency plans, including emergency escape routes and security action, in place. Accessibility will be ensured through step-free entry, mobility aid areas, clear directional signage, provision of BSL interpreters and accessible toilets, providing an experience for all to attend.

Marketing Activities:

- **Offline and Online Campaigns:** Combining online advertising (website, social media, email) with offline practices (flyers, posters) to gather global interest, make tickets available, and provide updates to potential attendees.
- **Social Media Management:** Leveraging influencers, food bloggers and travel specialists to promote the festival. Employing hashtags, real-time updates and behind-the-scenes updates to engage with the audience and generate hype (Evans, Bratton, and McKee, 2021).
- **Media Relations:** Developing relations with international media, distributing press releases, and asking media to write articles. It will increase exposure for the festival and develop the buzz internationally.

Team and Staffing

Volunteer Management: Volunteers will help in registration, guide visitors, assist in food areas, and ensure smooth operation. Recruiting, training, and assigning tasks will be carried out by a coordinator.

Professional Caterers: Professional caterers will provide authentic Welsh and international cuisine. Food vendors must be compliant with food safety standards and provide a memorable dining experience to the participants.

Event Staff: Event staff will manage setup and tear-down, trash and waste removal, and sanitation. They will also offer crowd management and keep operational traffic moving throughout the festival (Lockstone-Binney, Hanlon, and Jago, 2020).

Theories and Framework

Maslow's Hierarchy of Needs is a theory within psychology that may be used in guiding guest satisfaction and event experience design. It describes five levels: physiological, safety,

love/belonging, esteem, and self-actualisation. In event planning, this translates to addressing fundamental needs such as food, resting areas, and safety (lower levels) first. Then, the event can provide a feeling of belonging through common cultural experience, build self-esteem with fun and inclusive activities, and lastly, provide self-fulfilment through artsy, educational, and memorable festival experiences.

Getz's Event Tourism and Planning Theory focuses on the strategic position of events in tourism planning and destination promotion. Festivals and events, for Getz, can lead to economic impact, enhance destination image, and facilitate cultural exchange. Successful event planning according to this theory entails linking the event to tourism objectives, collaboration with stakeholders, sustainability, and the creation of long-term legacies. For your Welsh food festival and culture festival, implementing Getz's structure requires leveraging the event as a mechanism to draw global visitors, showcase national identity, and promote Wales' Year of Croeso 2025 initiative.

McCarthy's 4 Ps of Marketing

Marketing Element	Application to the Festival
Product	The festival itself offers authentic Welsh food, cultural performances, workshops, and interactive experiences that reflect Welsh heritage.
Price	Affordable ticket pricing (£20 average), vendor fees, and merchandise – designed to be accessible while generating revenue.
Place	Held at a high-profile, accessible venue such as Cardiff Bay – a strategic location with good transport links and tourist appeal.
Promotion	Global and local marketing via social media, influencer partnerships, press coverage, and targeted email campaigns to boost attendance and visibility.

Event Budget

A detailed and comprehensive budget is essential to ensure the financial sustainability and success of the Welsh Food and Culture Festival. Below, we outline the expected income, expenditure, profitability, and potential funding sources for the event.

Income

Revenue Stream	Details	Estimated Income
Ticket Sales	Estimated 50,000+ attendees at £20 per ticket	£1,000,000
Food Vendor Fees	50 vendors paying £1,000 each for participation	£50,000
Sponsorships	5 sponsors at £20,000 each (food, beverage, tourism, local businesses)	£100,000
Merchandise Sales	Sales of t-shirts, bags, and Welsh-themed products	£15,000

Expenditure

Expenditure Item	Details	Estimated Cost
Venue Hire	Cardiff Bay or similar, including outdoor/indoor spaces and infrastructure	£200,000
Catering Costs	Vendor support, stall setup, kitchen staff, and food safety logistics	£100,000
Marketing Promotion and	Social media, print ads, press releases, influencer campaigns	£150,000
Staffing Security and	Temporary staff wages, security personnel, and volunteer support	£200,000
Permits Logistics and	Permits, insurance, transport, waste management, signage	£50,000

Profitability: From the estimated outgoings and income, the total expected income from the festival is approximately £1,165,000, with the total outgoings expected to be around £800,000. This leaves an estimated profit of £365,000. This is a modest sum, and subject to increased sponsorship and unforeseen merchandising opportunities and vendor rates, the total profitability may be even higher.

Funding Sources

Visit Wales Event Grants: Visit Wales can offer event grants or funding to festivals that fit its vision as part of the Year of Croeso 2025 campaign. We will seek funding from Visit

Wales to assist in part-funding marketing costs, cultural programming, and event promotion as a whole.

Sponsorships: Beyond ticket sales income, sponsorships by national and foreign brands whose line of business interests include food, tourism, and Welsh culture will also become key. Business houses that must get their goods presented at a highly profile international event will appreciate paying to sponsor the festival (Davis, 2022).

Local Government Assistance: Local government assistance, in the form of grants or facilitation support, will be considered, particularly for city promotions, transportation, and infrastructure. In return, government cooperation can provide tax subsidies or provide tourism events.

Industry Trends / Issues / Impacts

Industry Trends

Growth of Gastro-Tourism and Cultural Festivals: There has been an exponential increase in gastro-tourism, and travellers are now seeking more food experiences when organising travel. The World Food Travel Association notes that 33% of global travellers today focus on food experiences. This is evidenced by more attendees at cultural festivals celebrating local heritage, tradition, and cuisine (Nesterchuk et al., 2022).

Interest in Sustainable Events and Local Food Movements: The global call for sustainability has significantly influenced event planning, especially within the food and hospitality sector. Travellers are increasingly attracted to events that emphasise sustainable practices, from locally sourced ingredients to waste management efforts and eco-friendly packages. The trend for local food is also on the rise, with a concentration on farm-to-table and reducing the carbon impact of food sourcing.

Technology in Event Planning: The use of technology in event organisation has gained pace, particularly in the post-pandemic era, with the use of virtual presence, augmented reality (AR), and experiential events. Hybrid models have also become the norm in events, providing virtual presence platforms in addition to real participation. More and more audiences are now capable of accessing events remotely with this (Randall, 2024). For the Welsh Food and Culture Festival, technology can also promote the visitor experience by way of interactive food zones, virtual cooking demonstrations, and virtual festival tours.

Impact on Your Event

These industry trends have a profound impact on the festival's **planning, marketing strategies, and guest experiences.**

Planning: The growth of gastro-tourism requires our festival to provide quality, varied cuisine experiences featuring Welsh food culture and ensure that the event is sustainable. Working with local suppliers, chefs, and artisans will ensure that the event is aligned with the ethos of local sourcing and sustainability. Blending technology, for example, hosting a hybrid event with virtual attendance and interactive food experience, can facilitate a wider audience and more engagement opportunities (Getz, 2025).

Marketing Strategies: Increased interest in cultural festivals and eco-tourism presents the opportunity to promote the festival not just as a food festival but as one that is sustainable. Online marketing strategies can bring to the fore our initiatives towards promoting locally produced food, greenery, and creative cuisine (Graves, 2022). Culinary bloggers and social media influencers can promote these features among international audiences.

Guest Experience: The tourists of today demand a more interactive, immersive, and personalised experience. This trend dictates that our festival must have even more interactive events, including cooking demonstrations, food tasting sessions, and a glimpse into Welsh history and culture. With digital technology such as mobile apps and AR, we can give visitors interactive maps, real-time information about festival activities, and personalised content that can make their visit a better one (Arapou and Kapiki, 2023).

Situational and Cultural Considerations

Situational (SWOT Analysis)

Strengths	Weaknesses
Strong alignment with the Year of Croeso campaign	Logistical challenges in coordination
Diverse offerings (food, culture, workshops)	Weather dependency affecting the event
Unique Welsh identity (food, traditions, hospitality)	
Opportunities	Threats
Rising interest in food and culture tourism	Competition from other events

Collaborations with international chefs/influencers	Economic instability is affecting visitor travel.
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Cultural Considerations

The festival will attract diverse international guests, and cultural sensitivity is crucial. To ensure that the event reflects a spirit of inclusivity and respect for all cultural groups, it will:

- **Highlight Welsh diversity:** In addition to highlighting Welsh music and food, highlighting multicultural cultural performances that represent Wales's multiculturalism ensures that the festival involves all attendees in participation, regardless of their background (Stone et al., 2018).
- **Honour cultural exchange:** International collaborations, such as visiting chefs or cultural ambassadors, will bring diverse global influences to the festival without desecrating Welsh heritage.
- **Be sensitive to culture:** Programming will be stereotype-free, and all aspects of the festival's culture will be represented respectfully and authentically (Tiến et al., 2024).



Figure 2 Cultural Visuals (Source: Wales, 2025)

Conclusion

In conclusion, the suggested Welsh Food and Culture Festival is fully in line with the Year of Croeso 2025 programme, which will make Wales the number one cultural and food tourism destination. Surfers' latest gastro-tourism and greenness trend, the festival will be able to unite a global gathering. With meticulous planning, firm budget, and awareness of culture as a priority, the festival shall be in a position to portray the distinctive Welsh hospitality and heritage. With attentive marketing, alignment with international influencers, and experience-based activities, the event has the potential to thrive, establishing long-term bonds and projecting Wales' global repute.

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Appendix

PESTLE Analysis

Factor	Analysis
Political	Support from Visit Wales and potential government grants; Brexit implications may affect EU visitor travel and regulations.
Economic	Post-COVID recovery and inflation may influence spending habits; festivals could boost the local economy through tourism and vendor sales.
Social	Growing demand for cultural and gastronomic experiences aligns with global interest in heritage and authentic travel.
Technological	Use of digital marketing, ticketing platforms, and social media for global promotion; interactive apps or AR could enhance the guest experience.
Environmental	Focus on sustainability—reducing waste, sourcing local produce, and eco-friendly logistics are expected by modern audiences.
Legal	Health and safety regulations, food hygiene laws, and licensing for large events must be strictly followed to ensure compliance.