

Live Music & Event Management

Portfolio 2



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Module: Live Event Management

Module Number: BMTY7005

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Introduction & Event Theme

District 7 is a 1-Day multi-arts festival commencing on Sunday 30th May 2021, the Spring bank holiday weekend, at Tileyard Studios, Tileyard Road, London. The event is inspired by Wynwood Walls in Miami, a street-art based festival which developed a pedestrian area into a huge art installation celebrating culture, arts and graffiti (Wynwood Walls, 2021). The overall goal for District 7 is to celebrate Latin-American culture and street art within the Tileyard Studios space, ultimately turning Wynwood Walls' concept into a potentially global one. The event entertainment will create a street party atmosphere and will include live music, South American-themed food stalls, art installations, street performers, salsa dancers, face painting and magicians.

The 5 W's

The 5W's constitute a formula for obtaining the complete overview of an event (Workfront, 2018). These include the concept of 'Who' the event is for and who is involved, 'When' the event will take place, 'Where' will it take place (and where certain aspects/facilities will be located on the site), 'Why' the event is happening (its purpose), and finally 'What' the event specifically is defined as.

- **What:** 1-Day multi-arts street party-style event with a 2000-person capacity, recreating the Wynwood Walls concept, bringing a sense of Latin culture to London.
- **When:** Sunday 30th May 2021 (10am-10pm).
- **Why:** To celebrate street-art and build awareness of culture/creativity surrounding Tileyard Studios. To extend Wynwood Walls concept to London and highlight importance of Latin culture within London, celebrating multiculturalism.
- **Where:** Tileyard Studios, Tileyard Road, London, N7 9AH.
- **Who:** Tileyard-based community, Latin-American communities, multi-arts communities & general public (ages 18+).

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Team Roles

The District Dreams Ltd core team comprises of five members. These are Lucan Mills (Creative Director), Christian Gillett (Finance, Box Office Manager and author of this portfolio), Sharon Manganaro (Site Manager), Phil Normand (Marketing Manager) and Jack Smith (Event Manager). Other staff involved will be hired as freelance contractors specifically for the event's duration and will be paid on a pre-agreed per-project basis.

As Finance and Box Office Manager, I will be responsible for the event budget, designing tickets and wristbands and the operations around distribution and event entrance protocols for staff and attendees. Meeting Minute (Appendix A) duties will be delegated evenly between members throughout the planning process.

The Site Manager will be responsible for creating stage plots, a site plan, organising the staffing for the event, hiring security and stewards and overseeing small venues (i.e. vendors/stall plots) and where they will be located within the site.

The Event Manager will be responsible for all the respective licensing applications, for example the Premises and alcohol licenses. Ensuring healthy and safety protocols are adhered to throughout the event will also be covered by the Event Manager through an Event Safety Management Plan, as well as creating and filing relevant risk assessment forms. Risk Assessment templates will also be drafted and distributed to the various vendors to fill out prior to the event's commencement. Communication between the Events Manager and Site Manager will be required in relation to crowd control to safeguard attendees and staff at District 7.

The Marketing Manager will be responsible for designing flyers and programmes, conceptualising marketing strategies such as a marketing timeline, social media utilisation through paid advertisements and video content, creating and distributing a press release and any potential branding partnership placements within the site.

The Creative Director will be directing the entire team via mood boards, event themes and creating a one-sheet of the overall District 7 concept. Once these aspects have been completed and shared on the team's Google Drive, The Creative Director will programme the entertainment.

Due to extensive workloads and shifting priorities in the lead up to the event date, some duties will likely be shared or re-allocated in order for all imperative duties

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to be fulfilled in conjunction with the event timeline to create a successful and seamless event.

Meeting Minutes

Meeting minutes are a written account of topics discussed during a team meeting documenting all the relevant details covered, decision-making and tasks assigned. Minutes can be a useful reference point and help prevent potential confusion at a later date (Lorman, 2018).

The District Dreams process will involve group meetings being conducted via the video-conferencing app Zoom, with each session being recorded and uploaded to the group's shared Google Drive account. Each meeting will be administered by a different member in order to share responsibility and encourage involvement from each party.

I will be responsible for recording and sharing the second meeting's minutes (Appendix A) with the team. Key elements will include noting the date and time of the conference, the attendees present along with their initials in brackets and identifying the minute-taker. The agenda will be structured with bullet points for ease of reference and action points will be highlighted in bold where appropriate. Action Points are essential for duties progressing forward in-between meetings. They can provide a focus both for the closing of one meeting and the opening of the next (British Council, n.d.). Finally, any outstanding tasks to be completed for the next meeting will be listed at the bottom of the document. Once completed, the minutes will be distributed to the attendees via the Google Drive folder, thus making the information easily accessible.

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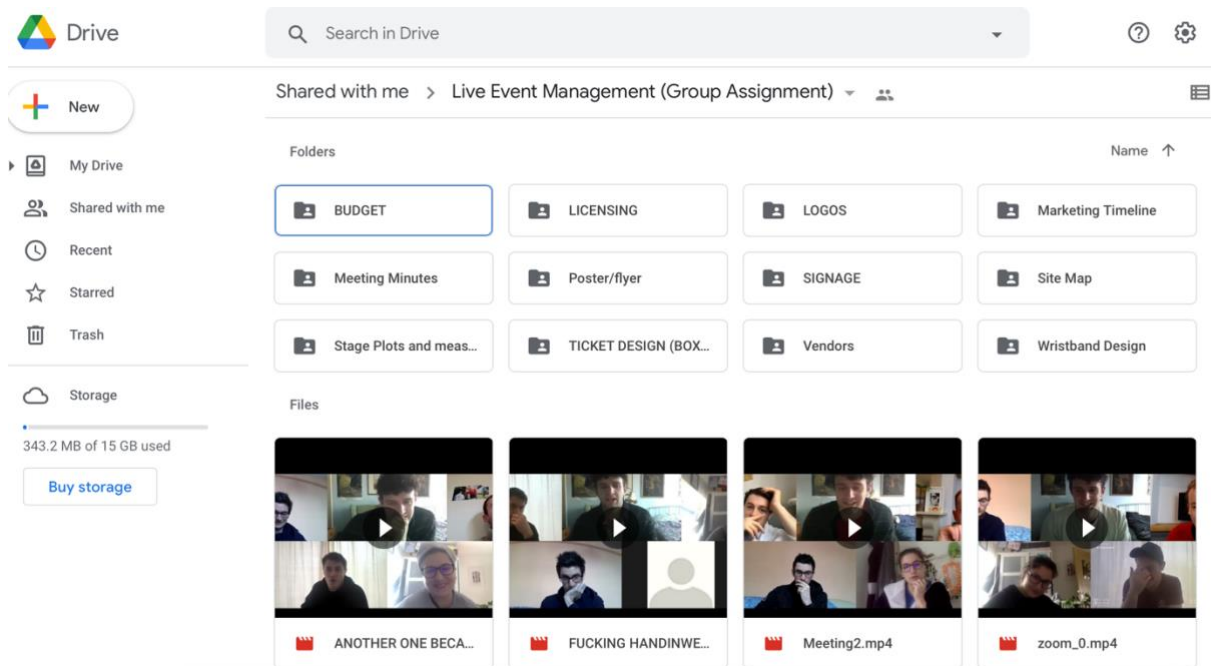


Fig. 1 – District Dreams Ltd Google Drive

Entertainment

The Creative Director was responsible for organising the event programming., which encompassed the booking of professional musicians, DJ's, magicians, street-performers and dancers throughout the day's proceedings.

Stages

The first stage will be located next to The Gallery venue near The Vinyl Café. This will be utilised for musical performances, while a second, similar-sized stage will be erected on the concourse situated by the Two Tribes Brewery and TYE Reception area to accommodate other performances. The Gallery venue will operate as a 200-capacity VIP area for artist and creative industry networking throughout the day. The venue is equipped with a functional bar and has two toilets available for use.

Lighting

As the event will be running from 10am-10pm some lighting will be required for the stages from approximately 8pm onwards, although both areas are relatively well-lit by streetlamps. This is due to the Tileyard Studios location being a well-populated industrial area with multiple offices located around the site. The stage lighting will be

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ascertained by the Site Manager hiring Lighting Technicians with their own lighting rigs.

Stalls/Vendors

To follow the event's theme and aesthetic, all food and drink stalls will be specific to South American cuisine where applicable. For example, quesadillas, breakfast tacos and chilli-cheese fries will likely be popular items available from the vendors. From a financial aspect, these stalls will provide fixed income for each plot, alongside a 20-25% commission being generated to the festival's overall earnings. As discussed in the team meeting dated February 7th, 2021, we will be operating our own bar in order to maximise profits as we anticipate high alcoholic sales throughout the day. In collaboration with Two Tribes, a Tileyard Studios-based brewery, the profits will be split equally between District Dreams Ltd and the brewery.

Design Aesthetics

The Creative Director created a mood board specific to the event's theme. This mood board was used to influence the event logo and subsequently all the design aesthetics involved with the project. This includes any marketing materials, leaflets, flyers, banners, staging decorations and ticket/wristband designs. Inspired by the Miami event Wynwood Walls, the Pinterest mood board is vibrant with pastel colours, particularly light greens, blues and yellows to create that tropical and summer visuals. This is paired with street-art and graffiti, so these will be elements implemented into the event's design.

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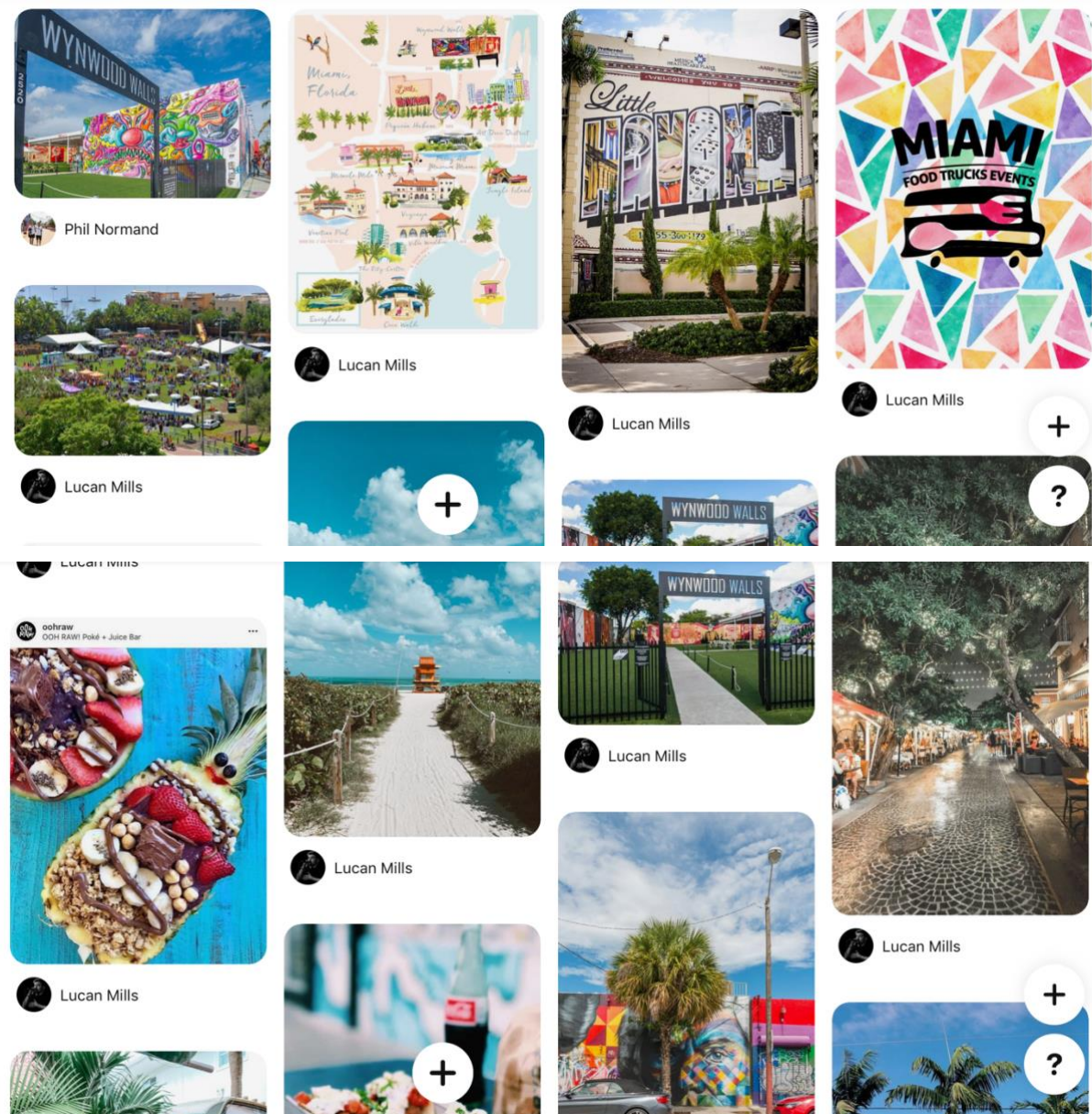


Fig. 2 & 3 – Pinterest Mood board (Mills, 2021)

Logos

These pastel colours bled into the company logo and event logo (Appendix E) which I created on design website *Free Logo Design* (Free Logo Design, 2021a, 2021b). The company logo did not include the street art and graffiti aspects as the District Dreams company may intend to diversify the type of events held in the future. The event logo, however, was more aesthetically parallel with the initial mood board. The District 7 font is slanted in a hand-written, street-art style atop a green, clenched-fist drawing. This symbolises the political and rebellious nature often attributed to the graffiti and street art movements.

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Both designs were downloaded as portable network graphic (PNG) files and shared to the Google Drive for all members to utilise on any marketing materials, websites, social media or official documentation. PNGs are useful as they allow for transparent backgrounds, making them easily placeable over various asset designs (IT Pro, 2019) and preventing any unwanted dead space on the background.

Budget

The budget will be integral in indicating the potential profitability of District 7. It should mark out a break-even point and provide the team with the relevant information to assess whether any adaptations need to be undertaken, or furthermore, whether any restrictions need to be implemented within the expenditure. Furthermore, the event's financial projections are directly related to the outcome. Therefore, the need to create a realistic and thorough budget is fundamental to the overall success of the project (The Bizzabo Blog, 2020).

For clarity, the budget has been broken down into sub-sections and colour-coded using an Excel spreadsheet to make the financial data comprehensible to the entire core team. The budget income (Appendix B) identifies potential revenue streams by outlining key items under the sub-headings: Tickets, Stalls/Vendors, Merchandise sales, Sponsorship and Bank Loan (to finance the event). Each sub-section has a sub-total amount, which then contributes to the overall projected income of District 7.

Similarly, the expense budget covers all the anticipated costs involved in a 1-day event. The sub-headings in this document are defined by category or department. For example, venue, stage and PA hire constitutes as Site Management, while Staffing encompasses security, box office, stewards, volunteers, sound engineers, lighting technicians, crew catering and any Health & Safety Officer(s) required for District 7. Other categories include Utilities (electricity, waste, toilets, lighting), Box Office, Marketing, Programming/Finance and Licensing. The colour-coding on the Expenses spreadsheet varies to the Income. On this file, I have assigned each team member a colour and shaded each item accordingly with the responsible team member. For added ease, a column has been added specifically for the team member's initials. For example, event flyers are highlighted in light blue and adjoined by the initials of the Marketing Manager.

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As the budget income indicates, a £10,000 bank loan and sponsorship has been sought in order to generate cash-flow and off-set any immediate costs such as building a website, printing costs and artist guarantees before any ticket sale revenue is received by the company.

It is important to note that the budget is a working document, meaning that it is prone to changes as the event timeline progresses, and could see multiple variations from the projected expenses and sales. Further, given the extensive requirements for an event of this size, there are likely to be items which are added or removed in the lead up to the commencement date.

Site Maps

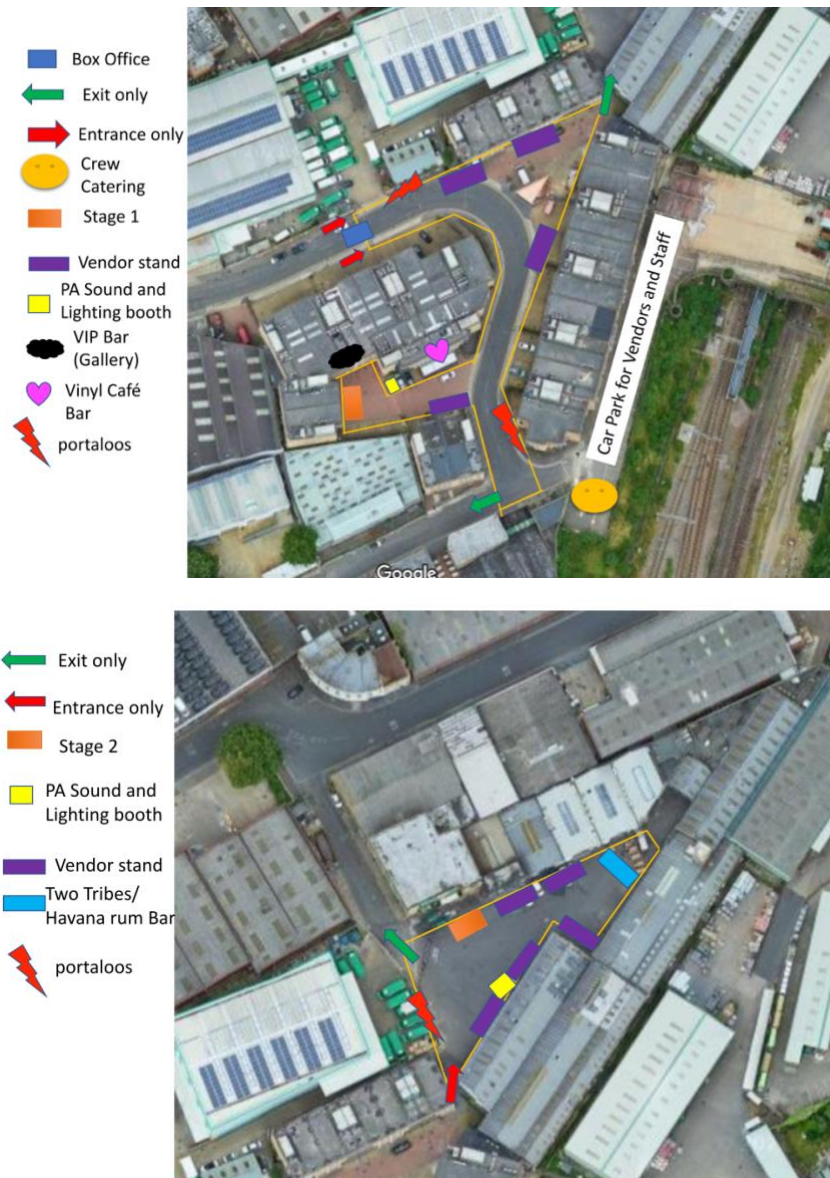


Fig. 4 & 5 – Site Maps (Manganaro, 2021)

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Tickets

Tickets for the event will be distributed as a PDF via email to the ticket-buyer. The PDF ticket will be printable from home, or accessible on a mobile phone. This will eradicate any losses in postal transit and reduce fees for ticket distribution. However, this direct-to-customer method removes the excitement and anticipation of receiving a physical ticket for the attendee. Therefore, the District 7 ticket (Appendix C) and PDF will be formatted like a traditional physical ticket, with colourful designs in an attempt to recreate the idea of pertaining a memento. A QR code will be included as part of this downloadable PDF ticket, which will be scanned upon entry to the event in exchange for a District 7 wristband. Side A of the ticket is simple, colourful and clean in design, while the reverse side includes all the relevant Terms & Conditions small print expected from a public event such as this (Eventify, n.d.) without losing the colour scheme.

Wristbands

The wristband (Appendix D) will follow the design aesthetics mapped out by the mood board, logo, marketing materials and ticket designs to maintain branding across all media and materials. These will make access to the two sites easier for necessary security checks and will also be utilised in identifying standard day passes and VIP ticket holders.

Box Office

Tickets will be available through an online Box Office available on the District 7 website, with a ticketing system being embedded into the site. Following some research, Ticket Tailor appears to be a suitable supplier with low costs (30 pence per ticket), customer support and an easy-to-navigate interface for ticket buyers (GetApp, 2021).

A Box Office will be established on the event site, located near the Tileyard Studios Main Reception area as indicated by the Site Map. This will be the initial access point where ticket checks, wristband distribution and security checks will take place to ensure the safety of the event. Two primary Box Office Managers will be hired for the day, and volunteers will be directed to cover some Box Office duties early in the day's proceedings to allow for adequate service to attendees and prevent long queues upon entry.

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Reflective Summary

Organising the District 7 event has been an exciting prospect, as I believe the members contributed effectively within their designated roles. However, despite the clear strengths that we collectively provide to create a successful event, there were some issues that arose throughout the process.

The recurring problem which presented itself was lack of communication and direction coming from the Creative Director. At times, we encountered large gaps between meetings, thus slowing down the process of organising the event. For example, the first two meetings were held in late January and early February, but the third meeting did not take place until March 10th – an entire month where certain aspects such as event name, logos and mood boards could have been agreed upon in a much faster time. Because of this, I took the initiative to create the logos as the lack of direction from the Creative Director was limiting our overall ability to complete any other design tasks that awaited completion.

Similarly, after being designated roles, there was minimal communication between members, when many aspects (particularly when drafting up a budget) require communication and collaboration between all departments. This ultimately slowed the process down for designing and completing the assets included within the portfolio. This being said, the work produced across the team has been thorough and of high quality. The collective input should theoretically lead to a consistent marketing roll out and smooth running of the event when it takes place in May 2021. Now that the creative aspect of District 7 has been finalised and implemented, the remaining time leading up the event will likely encompass the confirmation of contractors and ensuring the safety of the event to the best of our abilities.

Analysing the budget, we were able to accrue some savings across the expenses. For example, finding comprehensive packages in PA hire and engineers proved to be beneficial, as did the already established street-lighting at the location. Similarly, opting to distribute tickets via email saved on postage and printing costs, while having an Events Manager as a licensed Health & Safety Officer accumulated many additional savings. However, it is clear that further savings could still be made. The Creative Director's insistence on running an event from 10am-10pm with no musical entertainment until midday, alongside hiring The Gallery space without utilising the stage is, in my opinion, fiscally wasteful. If the event were to open two hours later (at the time of entertainment commencement), this could save District

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Dreams Ltd approximately £1,100 in staffing costs, while making use of The Gallery as a venue for entertainment would remove the need for a second stage hire, saving another £954.

The initial concept of District 7 being a family-orientated festival did not come to fruition, and instead became an 18+ adults-only event. If the 2021 event proves to be a success, this is an aspect which the core team would want to remedy for any forthcoming events in the future.

In summary, although the event may run into some challenges, we believe this could be the first of many District 7 events held at Tileyard Studios, rather than a one-off experience.

Word Count: 2,733

Appendix

- A. Meeting Minutes – 7 February 2021.
- B. Budget
- C. Ticket design
- D. Wristband design
- E. Logo Designs

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Appendix A

MEETING MINUTES

Date/Time

7TH February 2021 – 11am-12pm

Attendees: Jack Smith (JS), Lucan Mills (LM), Christian Gillett (CG) - minute taker, Sharon Manganaro (SM), Phil Normand (PN).

AGENDA:

EVENT BREAKDOWN & TASK DELEGATION

Following an initial brainstorming session between members allocating specific key duties to job titles:

- JS proposes the role of Site Manager – which entails the organisation of Floor Management, Staffing and Small venues. Event Mgmt: Licensing, Event Safety Management Plan.
- JS proposes role of Finance Manager as being responsible for Budget and Meeting Minutes, with Marketing & PR as a separate designated role covering all social media strategies.
- JS suggests LM designated as the “Ideas” man i.e. Creative Director due to his initial ideas from Meeting 1.
- Creative director would involve Programming to book artists to fit into the “Why?” aspect of the 5W’s in relation to the event.
- Event Management: Licensing, Health & Safety and the Event Management Plan (EMP).
- JS asks whether crowd control would go under Floor Management. Event Manager & Site Manager will have crossover of responsibilities.
- LM designated as Creative Director (Ideas, 5W’s + Programming).
- **Action Point:** PR/Marketer to look for email marketing plans, leafleting and secret artist shows.
- LM suggests reaching out to contacts for a template programming plan to work from.

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- SM takes role of Site Manager: Staffing, floor plans, crowd control, small venues.
- LM asks for doughnut stand on floor plan, and £10 for 3 as potential pricing structure. Suggest adding to budget the food stalls due to their profitability at events if we run the stalls ourselves as a company.
- SM interjects to remind members of the Latin theme and should be employed by food stall choices also.
- **ACTION POINT:** JS asks LM to research the Miami/Latin themes by making a mood board through Milano or Pinterest so other members can use as a reference point.
- CG questions if Finance roll overlaps with Marketing/PR. Suggests distributing meeting minutes to different member for each meeting.
- PN chooses role of PR/Marketing.
- JS takes role as Event Manager.
- CG to write up Press Release.
- JS suggests experiential aspects for PN to include. References mobile Red Bull sponsored DJ vehicles. Could use artists programmed to do pop-up event to promote the event.
- CG reneges on PR role to save confusion, instead takes responsibility of ticketing, wristbands and box office systems.
- LM brings up topic of car parking and vehicle safety. Informs of large gated area within Tileyard estate to use for car parking. Designated to Site Manager (SM).
- SM brings up topic of the event name. LM hints at a taste of Miami being brought to Tileyard. Tileyard x Miami crossover inspired by Wynwood.
- LM asks PN to set up social media pages specifically for event once name chosen.
- Meeting concludes.

Tasks to complete for next meeting:

LM to create mood-board.

CG to write up meeting minutes and upload to Google Drive.

Team to think of event name.

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Appendix B – Budget

DISTRICT 7 EVENT						
INCOME						
Item	Quantity	Cost per item	Predicted Income	Actual income	Difference	Notes/Details
TICKETS						
Early Bird Tickets	100	£20.00	£2,000.00			
Day Tickets	1700	£25.00	£42,500.00			
VIP Tickets	200	£35.00	£7,000.00			
		TOTAL	£51,500.00			
STALLS VENDORS						
Stalls	9	£500.00	£4,500.00			
Stall Commission	20%	£44,000.00	£8,800.00			£22 per head on food x 2000
Bar Sales	1500	£13.50	£20,250.00			50/50 Split on average of £27 per head on alcohol
		TOTAL	£33,550.00			
MERCHANDISE						
Event Programme Flyer	800	£2.00	£1,600.00			
Cloak Room	100	£3.00	£300.00			
		TOTAL	£1,900.00			
SPONSORSHIP						
Two Tribes	1	£3,000.00	£3,000.00			
Havana Club	1	£1,500.00	£1,500.00			
Crosstown	1	£1,500.00	£1,500.00			
		TOTAL	£6,000.00			

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Bank Loan	1	£10,000.00	£10,000.00			£10k 24 month loan (5.5% APR)
		TOTAL	£10,000.00			
		TOTAL INCOME	£102,950.00			

	EXPENSES							
Category/Dept	Item	Quantity	Cost Per Unit	Predicted Cost	Actual Cost	Difference	Team Member	Notes/Details
Site Mgmt	Venue Hire	1	£1,500.00	£1,500.00			SM	
	Staging Hire	2	£954.00	£1,908.00			SM	
	PA Hire	2	£0.00	£0.00			SM	Included in cost of sound/light engineer fee
	Signage	12	£11.10	£133.20			SM	
			TOTAL	£3,541.20				
Staff	Security	378	£15.99	£6,044.22			SM	27 Security x 14 hours = 378 Units
	Core Team	5	£5,400.00	£27,000.00			CG	£1,800 p/m salary x 3 month contract
	Box Office	24	£15.00	£360.00			SM	2 BO Staff x 12 hours = 24 Units
	Stewards	84	£15.00	£1,260.00			SM	6 Stewards x 14 hours = 84 units
	Volunteers	62	£0.00	£0.00			SM	
	Sound Engineers	3	£400.00	£1,200.00			SM	
	Lighting Technicians	3	£400.00	£1,200.00			SM	
	Bar Staff	253	£10.00	£2,530.00			SM	23 bar staff x 11 hours = 253 units
	Crew Catering	146	£20.00	£2,920.00			SM	146 staff (including vendors) 2 meals each at £10 per head per meal
	H&S Officer	0	£500.00	£0.00			JS	Not required as Event Manager is qualified H&S Officer
			TOTAL	£42,514.22				

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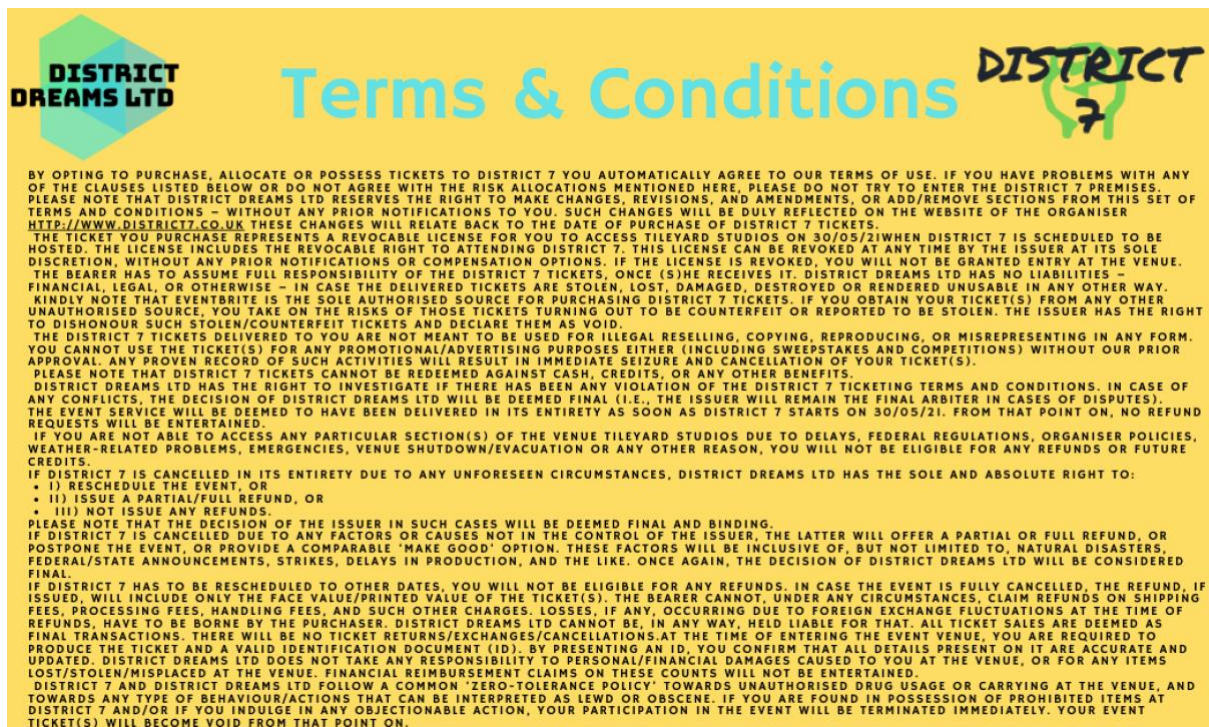
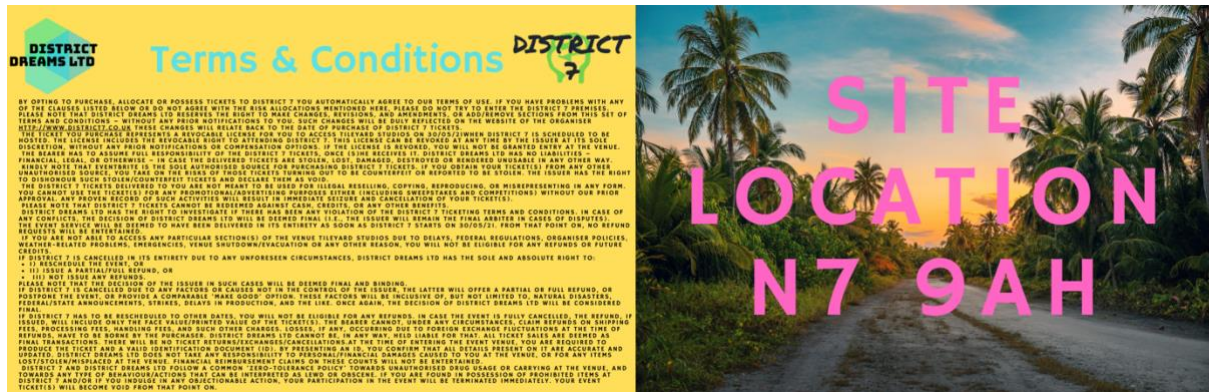
Utilities	Electricity Generator	2	£220.50	£441.00			SM	1 generator at each site section
	Radio Comms	20	£10.00	£200.00			SM	20 Walkie-talkies + 4 charging pods & 20 spare batteries
	Waste Disposal	1	£290.00	£290.00			SM	1 full van, 60 mins loading, 80 bin bags
	Toilet Hire	23	£50.00	£1,150.00			SM	3 toilets already available in The Gallery space
	Site lighting	0	£0.00	£0.00			SM	Street lighting available throughout the site
			TOTAL	£2,081.00				
Box Office	Website	1	£1,250.00	£1,250.00			LM	
	Wristbands	2000	£0.12	£240.00			CG	
	Ticket fees	2000	£0.30	£600.00			CG	
	Ticket distribution	2000	£0.12	£240.00			CG	Tickets distributed through email - no postage costs.
			TOTAL	£2,330.00				
Marketing	Marketing budget	12%	£51,500.00	£6,180.00			PN	
	PR Campaign	1	£1,500.00	£1,500.00			PN	
	Posters	1	£265.20	£265.20			PN	100 Posters (20xA2 posters at £150/100xA3 at £115.20)
	Social Media Ads	8	£250.00	£2,000.00			PN	
	Flyers	3000	£75.00	£75.00			PN	3000 flyers
	Pop-up Events	4	£500.00	£2,000.00			PN	
	Social Media Events	1	£150.00	£150.00			PN	
	Programme Printing	1000	£95.00	£95.00			PN	1000 folded leaflets
			TOTAL	£6,085.20				
Programming	Artist Fees	15	£500.00	£7,500.00			LM	

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	Headliner Fees	6	£2,000.00	£12,000.00			LM	3 Headliners per stage
Finance	PRS Royalties	3%	£51,500.00	£1,545.00			CG	
	Insurance	1	£150.00	£150.00			CG	
	Loan Repayment	106%	£10,000.00	£10,568.40			CG	£10k loan over 24 months 5.5% APR
	VAT	5%	£51,500.00	£2,575.00			CG	
			TOTAL	£34,338.40				
Licensing	Licenses	2	£100.00	£200.00			JS	Premises License & ABS License
			TOTAL	£200.00				
	EVENT TOTAL			£91,090.02		0	£91,090.02	

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Appendix C – Ticket Design



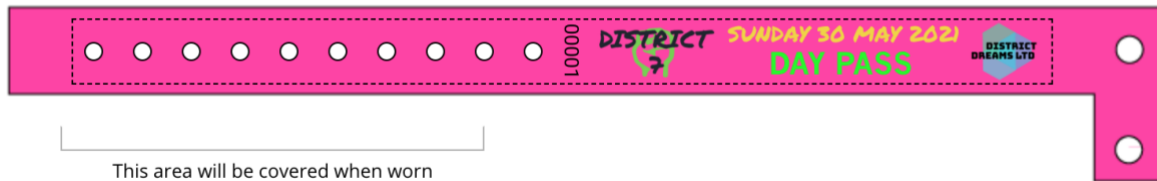
Enlarged Terms & Conditions (Eventify, n.d.)

https://drive.google.com/drive/u/0/folders/1JklUc8YFA_3-A32LtmqZwXf5_-b3lg2v

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Appendix D – Wristband Design

FULL COLOUR L SHAPE WRISTBAND



(ID&C Band, 2021)

Appendix E – Logo Designs



District Dreams Ltd Logo (Free Logo Design, 2021a).



District 7 Event Logo (Free Logo Design, 2021b).

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