



Strategic Festivals and Events Management: Module M6X02118
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Executive Summary

This feasibility study has been undertaken for the “White Lady Festival”, which will be situated in the grounds of Oystermouth Castle. This research will determine if the festival should take place. The study conducted will look at the strategy and goals of the organisation development plans providing a common method. Giving direction for various subgroups who are involved with the staging of the event. This will enable all departments to work in their area of specialty providing guidance to the organisation.

1.0 Title: White Lady Festival

1.1 Introduction

Festivals and Events are an economic and social driver, they need to be assessed for their benefits and placed in the development plans of the organisation (O`Toole 2001). A strategy plan must be put in place to encompass all the divisions of the organisation to achieve the organisations – wider goals (O`Toole, 2001).

Understanding the strategy of the organisation will provide a clear pathway to the reason for the event and the feasibility of future events. The feasibility study is central to the decision on whether to support the event, and to create a full programme for the event itself.

Once all the objectives are formulated the strategic plan will push the organisation into a certain direction, but with basic assumptions and projections that can sometimes form the strategic plan, this can create major completions which may no longer be feasible and result in event failure. The strategic plan of the key stakeholders is a vital document in the feasibility and development of the event. This provides a framework and the objectives of the organisation which determine the future of the event (O`Toole, 2001). For the event to be a success there must be agreed – upon objectives supporting the framework.

Event settings are places that must be defined as `special` “ Pearce`s approach suggests that positive on – site experiences should offer clear concepts of what the place is about, what activities are available and accessible, and what are the physical elements that constitute the setting, are they distinctive and aesthetically pleasing “ (Pearce, 2005 p.136) (Getz, 2007 p 212). The main initial considerations are the location, is the site assessable, is it suitable for the event, and does it provide any historic and cultural meaning (Getz, 2007). Infrastructure and management must then be developed this being an important part of the event design (Getz, 2007). The specific context of this feasibility study focuses on the “White Lady Festival” which will be situated in the grounds of Oystermouth Castle Mumbles between the 7th-9th June 2019.

1.2 Rational

Swansea is situated in the middle of the South Wales coast, it is the second largest city in Wales, and is the regional centre of South West Wales (Swansea Profile, 2018). The City and County is broadly divided onto four geographic areas, north of Swansea lies the moorlands of the Lliw Uplands, in the west lies the more rural areas known as the Gower Peninsula containing the UK's first area of outstanding natural beauty (Swansea Profile, 2018). The coastal strip around Swansea Bay, includes the city centre and adjacent district centres such as Uplands, Sketty and the Mumbles area (Swansea Profile, 2018).

Mumbles marks the beginning of the Gower Peninsula's coastline it is a seaside resort and has one of the most exquisite areas of natural beauty in Europe (History of Mumbles, 2018). The area is well known for its fresh water seafood and has become popular with food lovers. The Mumbles Local Produce Market offers a wide range of enticing stalls as well as Oystermouth Country, Marina and Uplands markets. Mumbles is a residential area with many small independent businesses, the area is under threat to new development these will include chains, such as Tesco Express, Peacocks, Sea Salt, Marks and Spencer'. Mumbles has already seen new development such as the Oyster Wharf providing cafes, bars and restaurants (The Changing Face of Mumbles, 2018).

Oystermouth Castle overlooks Swansea Bay, and is nestled in the village of mumbles. Over recent years it has undergone conservation work ensuring the structure is safe and sustainable for the future of the castle (Mumbles History, 2018). It is a very popular destination for families with young children, creating a range of outdoor activities and events throughout the summer months. This makes the event site suitable to host the "White Lady Festival" as it has the compacity to hold large audiences, which in turn has the ability to accommodate the event (O'Toole, 2011).

1.3 Demographic Profile

In 2011 Swansea had a population of 239,023 (Swansea Census, 2011). The latest official estimate of the City and County of Swansea's population stands at 245, 500 (Swansea Profile, 2018). There are 16,603 residents living within the Mumbles area, age range within the area are as follows: Table and figures are indicated below.

Age Groups	Percentages
0-9	1.5%
10-19	1.6%
20-29	1.2%
30-39	1.4%
40-49	2.0%
50-59	2.3%
60-69	2.4%
70- 79	2.1%
80+	1.6%

The proportion of Swansea's population aged between 16-64 stood at (63.5%) in 2001 this is higher than Wales (61.5%) and the UK (62.9%). However, Swansea had a low proportion of children in 2001 only (17.1%) of children aged (0-15) lived within the area. This was incredibly low compared to the rest of Wales (Swansea Census, 2011). Population trends have changed within the last ten years, the area is now largely driven by in-migration which has increased from 1,500 to 2,200 within the last three years (Population Change, 2017). International in-migration remains relatively constant, this has seen a small increase of (1.8%) of children coming to live within the area (Population Changes, 2017). 2016/17 both the 'in' and 'out' migration figures have increased, but effectively balance in net terms (Population Changes, 2017).

2.0 Market Demand

2.1 Local Events

The Gower Folk Festival takes place in the second week in June and is situated at Weobley Castle Farm. The festival runs over three days with camping facilities on site making for an easy transition from tent to festival activities (Gower Folk Festival, 2018). Real Ales are provided by the Gower Brewery with all food sourced from local suppliers (Gower Folk Festival, 2018). It is a celebration of traditional folk music supplied by local musicians within Swansea area. Ticketing is priced between £25-£55 this excludes charges for camping.

The Gower is also host to the Chilli Festival that takes place in the month of July and runs over the weekend. The venue is the Gower Sports Club just near the village of Port Eynon` (Chilli Festival, 2015). The festival was founded by Andrew Brooks of Gower Chillies and incorporates the Gower Chilli Cookoff, which is run by the UK Chilli Cookoff Association (Chilli Festival, 2015).

The festival includes a wide range of chilli sellers, street food, Live music, cocktail bars, children's corner and a chilli eating competition. The community event has grown from around 300 visitors in 2011 to over 5000 by 2018 (Chilli Festival, 2015). The festival has a laid-back vibe attracting families with camping facilities available. Ticket pricing is set at £6 a day or £10 for the weekend making it popular with an attractive pricing strategy.

These small and often special interest events have grown they represent the real community culture and they bring support for larger events (O`Toole, 2011). Their growing demand can have a direct and immediate impact on tourism outcomes. Community events allow the community to become more "event literate" they are understanding the major events and are more likely to appreciate their value (O`Toole, 2011). This research shows there is a demand for community events within the Swansea area.

2.2 Competitors

2.3 Local Markets

Mumbles, Uplands and Marina markets trades on different weekends within the month this could affect local food chains that would supply the event. (Look at Appendix 1 Timetable).

2.4 Cardiff Competitors

The Principality Stadium in Cardiff's City centre plays host to Take That on the 8th of June with over 75,000 tickets sold this could influence domestic tourism being driven into the city centre. Concerts within the City has seen domestic tourism rise with over 2.6million visitors staying overnight this has seen an increase of over (2%) since 2016 (Cardiff Tourism, 2018). This could deter domestic tourism from attending the festival over the weekend.

To plan effectively the organisation needs to find out all it can about its competitors (Kotler & Armstrong, 2012). By analysing and comparing its marketing strategies with those of close competitors the organisation can find areas of potential competitive advantage or disadvantage (Kotler & Armstrong, 2012). Competitive awareness involves first identifying and assessing competitors. This information will help with the planning of the event (Kotler & Armstrong, 2012). Having identified the competitors the organisation must now look at the competitors' objectives and what are the strategies each competitor is using. This will identify the competitor's strengths and weakness (Kotler & Armstrong, 2012).

3.0 Stakeholders

All events have a temporary organisational structure. One aspect of a public event that stands out is the number of event stakeholders. A stakeholder is defined as any individual or organisation that has an interest in the event (O`Toole, 2011). Strong relationships must be built in the event planning stage as this will determine the success of the event. Changes in stakeholder relationships can arise, this is due to internal developments such as growth in the number of attendees or a decrease in available funding (O`Toole, 2011).

As part of the feasibility study all stakeholders must devise a plan and decide on the feasibility of an event and its development. Understanding the strategy of the organisation is an essential part of the event planning process, and the feasibility of future events (O`Toole, 2011). Engaging the stakeholders throughout this process provides a stronger likelihood that the community is satisfied and will support the event. This will provide a competitive advantage to the event organisers (Reid, 2011). Research has sought to classify different categories of stakeholders (Getz et al., 2007). Categorizing a range of event stakeholders will show the differences between primary and secondary stakeholders (Reid, 2011).

Primary stakeholders are those who are directly involved with the event organizing these are internal stakeholders (e.g. local community, volunteers, local traders). Further identification of event stakeholder roles and responsibilities has built upon the secondary stakeholder (Getz et al., 2007). These external stakeholders form several sub-groups (e.g. City Council, Oystermouth Castle, Media, Mumbles Development Trust, Emergency Services, Friends of Oystermouth Castle).

Should the event stakeholder`s involvement deteriorate the community event would cease to exist resulting in diminished social and recreational opportunities for residents (Reid, 2011) Designing an event stakeholder model and a triple bottom line map would determine the effect the event would have upon these individuals or groups (Reid, 2011). A table will show all primary and secondary stakeholders, and their involvement with the event. (Look at Appendix 2: Stakeholders Table).

3.1 Aims & Objectives

To produce a family friendly local community festival which showcases Mumbles Welsh Heritage: Objectives are as follows.

1. To build on community engagement providing opportunities for social transitions.
2. Revitalising traditions, building community pride.
3. To leave a Legacy for future events.

3.2 Resource Example

Category	Cost	Can we source
Event staging & Lighting 61sqm	Weekend £3300	Private hire festival stage hire.
Marquee 15m x15m	Weekend £1125 each	
Grandstand seating – seats 180	Weekend £1800 each	
Volunteers Marshalls	Free Churchill Security £18 per hour per officer	Advertise with local universities and utilize Friends of Oystermotuh Castle
Car park Mumbles road	Free for the venue	City & Council
Shuttle bus from Oyster wharf	Free to venue	City Council
Local Produce Food Suppliers	Pitch free- event to receive 25% of takings from traders	Local traders within the Mumbles area.
Local Beers, Ales and soft drinks	Pop-up bar £360 for weekend – event to receive 25% takings	Mumbles brewery
Festival toilet hire	Price will fluctuate – due to footfall at the festival	Loo Hire Swansea
Bench sets	£22 each	Furniture Hire UK
Ice cream vendor	Event receives 25% takings	Joes Ice-cream
Entertainment		Located in the Swansea Area
Give me some love – Soul Band	£1500	
The Beats – pop	£800	
The Talking Bird Collective -folk	£300	
Kodiak Avenue – Country	£250	
Black Velvet Band – Irish Folk	£350	
Mickey`s soft play area	£360 for the weekend	Local Businesses
Inflatable Bungee Run	£250 for the weekend	
Loopy Lewis – magic	£500 for the weekend	
Children`s book corner	Local supplier of books – Volunteer	Cover -to -Cover shop Mumbles (Tim- Batcup)
Ostreme Theatre Players	Community based – volunteers	Mumbles Theatre group

4.0 Staging and Timings

Having decided the event concept, the event designer can draw together a cohesive system of logistics in order to deliver the experience to event attendees (Bladen et al., 2012). The event outcomes must be clarified, what are the design elements that will deliver those outcomes, and what are the specific staging elements, for example timings, service, attendees, programming, entertainment, lighting, seating, food stations, themes, sound, and the use of technology can be set planned and delivered (Bladen et al., 2012). A site map can be used to analyse the feasibility logistics good logistics will be reflected in the smooth running of operations and the programme of the event (O'Toole, 2011)

(Look at Appendix 3: Logistics Mud Map).

4.1 Pre-event

The event evaluation process will observe, measure and monitor the implementation of an event in order to assess its outcomes accurately (Bowdin et al., 2011). This is an important part of the event evaluation calculating the positive and negative economic impacts the event has on their stakeholders and the wider host community (Bowdin et al, 2011). Development of a holistic triple bottom line approach will identify three key performance indicators, economic, social and environmental impacts. Economic traditional indicators should be in place such as net income over the expenditure, measuring the financial yield of visitors and the net benefits per person of the event to the host community (Bowdin et al., 2011).

For social impacts percentage indicators must be used to measure how many residents and non-residents attend the event or volunteer. These indicators also measure the percentage of local businesses contracted to supply goods and services (Bowdin et al., 2011). Residents need to be able to access all facilities within the town when the event is taking place. Traffic management, crowd management, crime and media exposure which is generated by the event must to be monitored. Whenever there is a huge gathering of people this has an enormous impact on the environment (Jones, 2010).

This impact will influence air, land and water, with knock- on effects on the wider environment (Jones, 2010). Energy consumption, transport, water consumption, waste management and purchasing are all areas the event wants to influence change (Jones, 2010). The events sustainability management must communicate and involving and inspire all attendees and stakeholders, giving the event the power to create a mini- utopia inspiring people to live a more sustainable life-style (Jones, 2010). Creating the events legacy to a more sustainable future.

One of the ways to look at future events is to understand the pattern of trends this can be done by assessing the speed of developments and consideration of the impact they may have (Yeoman, 2013). For example, one of the considerations to look at are the Baby Boomers these could dominate wealthy patterns their distribution of income will drive the growth of the heritage festival (Yeoman, 2013). (Look at Appendix 4: Pestle).

4.2 Leverage

Strategy plan for anticipating potential sources of revenue should be given as much attention as projecting expenses (Bowdin et al., 2011). Potential revenue can come from the following resources ticket sales, sponsorship, merchandising, advertising, grants from local governments and fund raising. The revenue they will generate will impact on the cash flow and the break-even point (Bowdin et al., 2011). The most common strategy is to vary the ticket price according to the number of tickets sold and the time of sales. Discounts of early bird tickets are an example for accumulating more capital and sales. Additional revenue can also be generated from auctions, raffles and crowd funding giving the event more opportunities to raise income to regenerate run-down areas.

Leveraging is the most current term for using the event sponsorship to gain further support from other sponsors (Bowdin et al, 2011). Not many organisations want to be the first to sponsor an event. However, once the event has one sponsor's support, credibility is gained enabling the organisation to approach different sponsor`s to support the event (Bowdin et al., 2011). Gaining the support of the media will provide free publicity for all sponsor`s involved adding to the sponsor`s benefits though extra services and innovative ideas (Bowdin et al., 2011).

Financial report will highlight any problems and suggest solutions, it is an efficient way of communicating this to the event committee and should be readily understood (Bowdin et al., 2011). A budget report must be sent to all parties with a list of all actual amounts that have been spent. A profit and loss statement must also be prepared and sent to the host organisation at the end of the event (Bowdin et al., 2011).

4.3 Legacy & Tourism

Good policy and sound planning must be conducted to ensure that the destination will be both competitive and sustainable (Edgell. Sr & Swanson, 2013). Strategic tourism planning for the "White Lady Festival" must consider that adjustments must be made for new trends, changing markets and a competitive marketing environment (Edgell. Sr & Swanson, 2013). Planning well for tourism will give the event a competitive edge in the marketplace (Edgell. Sr & Swanson, 2013). The long-term positive impacts the event has on the host community will determine the events legacy.

Current events to Oystermouth Castle have already generate a lot of tourism to the area. Domestic tourism has increased by (9%) and currently stands at (40%) compared to 2012 (Strategic Marketing, 2015). Inbound tourism has increased since 2012 by (22%) showing that visitors who live outside of Wales are more likely to stay overnight. This creates the multiplier effect where by input can influence output creating a large economic impact on local businesses (Strategic Marketing, 2015). The derelict buildings within the area, such as burnt out cottages, derelict tennis courts and parks will influence tourism and could deter any future tourism to the area, in turn affecting the tourism legacy.

5.0 Recommendations

For the “White Lady Festival” to be a success all stakeholders must be involved through every stage of the planning process, with the staging of the event from the start to shut-down of the event. Market research must be carried out on all competitors this will give the event a competitive edge within the marketplace. Social media, newspapers and radio need to be utilised to get the event out there. The budgeting plan must be given to all parties that are involved with the event planning, so that all monies spent can be accounted for. Crowd funding at the event could provide money to help regenerate some of the derelict areas in Mumbles that could be deterring tourism to the area. These positive impacts will give the event a Legacy for a sustainable future.

5.1 Conclusion

The “White Lady Festival” will have to deliver upon all its aims and objectives for the event to be a success. In the planning process operations are the priority. Small problems can be amplified by the number of people that attend and in turn becoming a disaster. Operations will be down to the management team’s expertise and decision making long before the event takes place. The feasibility is vital to operations and must be a main priority. Research has shown that there is a demand for local community events. Figures that have been provided in the feasibility study show that there has been an increase in tourism since 2012 through the successful planning of such events. The “White Lady Festival” could be achievable with the right event design. The feasibility study can also be used for future events within the Mumbles area.

6.0 Appendices

Appendix 1 Market Timetable

Mumbles Market	Trades on the second Saturday of each month
Uplands Market	Trades on the last Saturday of each month
Marina Market	Trades on the second Sunday of each month



Appendix 2 Stakeholders Primary & Secondary

Primary Stakeholders	Notes of interest	How to communicate
Schools	Project taken up by schools to get all pupils actively involved with the event. E.g. Designing posters, School choir performances.	Contact surrounding schools within the Swansea area.
Main Performers	Local artists within the surrounding area.	Contact via email on websites or through booking agencies.
Local Traders Association	Local food providers	Contact all traders through Urban Foundry.
Infrastructure	Basic physical and organizational structures and facilities.	Telephone Stage hire Swansea for quote. Power supplies, road closures City Council.
Volunteers	Students	Contact all universities within the area.
Marshals	Churchill Event Security	Quote received via email from Event Security timings 11am to 11pm for the Weekend.
Community	Community involvement	Hold a community meeting providing a plan of action on how their involvement in the event is essential to the success of the festival.

Secondary Stakeholders	Notes of interest	How to Communicate
City Council	Enrolment of local council is essential in providing parking and road closures and funding.	Hold a meeting with local council with feasibility study contact via telephone and email.
Friends of Oystermouth Castle	Supervising public access to the castle	Contact through website. Help in providing volunteers, staff stands, provide information about the castle, help with set up and take down of the event.
Media	Social media, newspapers	Design webpage and contact local newspapers for advertising.
Emergency Services	Ambulance services and community policing.	Contact St Johns Ambulance services via telephone and local community police station.
Mumbles Development Trust	Grass roots membership organisation who support initiatives which benefit the community.	Contact Companies House. Company number 03853147
Oystermouth Castle	Meeting for planning	Contact City and Council Swansea

Appendix 3 Logistics Mud Map



Appendix 4 Pestle

- **Political**

The political environment consists of local governments, which will intern affect the outcome of the event. The event is subject to funding from City County Council who are prime givers for the funding of community events in Swansea. Political action is based on the degree of perceived ownership and the control City Council may have in the event.

- **Economic**

New wealth created through investment and tourism economically benefits the community and local businesses. This can occur when income from tourists flows directly into community-controlled events and local business, creating the multiplier effect, injecting money into the local economy.

- **Social**

Community benefits are determined by the extent the residents are involved with the event. Volunteering including citizen power influences the decision-making process this can contribute to well-being of a community, build community networks and give the community a sense of pride socially transforming the power of events.

- **Technological**

Media coverage of the event influences people and must be managed if the events promotion is to be positively enhanced. Social media, posters, advertisement including radio and newspapers must be utilized to its full extent. Media attention can also have an impact on the host community.

- **Legislation**

Protecting legal interests, abiding by ethnical practices, ensuring to protect the events finances and the security of all stakeholders. Complying with all Health & Safety at Work Act underpinning events legislation.

- **Environment**

To produce an event that is environmentally responsible, sustainable events are those that identify issues that are associated with the environment, water, energy, waste, recycling, transport this in turn will make the event green and provide a sustainable legacy for future events.

Appendix 5 Swot

- **Strengths**

The event can inject economic growth into the economy enhancing the ability to regenerate run down public areas within Mumbles. Attracting new tourism to the area through event activity, benefiting the local community and businesses.

- **Weakness**

The event relies heavily on Council funding this in turn could affect the design of the festival if funding was no longer available. Alternative methods of funding need to be assessed for the events sustainability.

- **Opportunities**

Has the ability to create a unique traditional festival show-casing the heritage of the Mumbles area and its community.

- **Threat**

Competition on the same weekend could be a problem deterring tourism from the festival. Non-promotion of enviromental concerns could affect the sustainability of the event.

Appendix 6 Churchill Security Quote: Example

The Quote

The provision of Event Security services at your site in Swansea, delivered by our dedicated and fully licenced team of security officers.

Duration:

The service is to commence on 7th June 2019 and is required for a duration of 3 days.

Hours:

7th – 9th June 2019: 11:00 - 23:00 (X4 DS Licenced Officers)

Costs:

£18.00 per hour / per officer

All Quotes are Exclusive of VAT and are Subject to site Visit & Risk Assessment carried out & quotes provided are valid for 31 days from 17th January 2019.

Payment Terms are strictly 14 days after invoice date, subject to Company Credit Report. Event

Security may be upfront payment before Service Commencement. All Statutory Bank Holidays are charged at double time including Easter Sunday, Christmas Eve & New Year's Eve.

N.B All charges are on the basis that a toilet, heat, light, drinking water, first aid facilities and shelter are in keeping with the Health & Safety at Work.

<https://www.churchillsecurity.co.uk>

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