



**Operations management
Stakeholders & supply
chains**

Lets discuss

- <https://sgsa.org.uk/greenguide/>
- <https://www.thepurpleguide.co.uk/>



Lets discuss



- <https://sgsa.org.uk/greenguide/>
- <https://www.thepurpleguide.co.uk/>
- The SGSA is currently consulting the football industry about its annual licence fee payable by grounds used in the Premier League and EFL. We are conducting this consultation on behalf of the DCMS. Any change to the licence fee will be decided by Government.
- The SGSA licence allows the admission of spectators into the ground to watch matches. Without this licence, it would be an offence under the **Football Spectators Act 1989** to admit spectators. The cost of this licence was set at **£100 in the early 1990s** at the inception of the Football Licensing Authority, the SGSA's predecessor. Since then, the licence fee has not changed.
- This consultation asks the industry and other stakeholders for views on reforming the licence fee so that the cost of regulation is met directly by grounds. At present, the SGSA is currently funded by taxpayer money, via the Department for Culture, Media and Sport.
- What is Martyns Law ? - piece of legislation in the United Kingdom that is aimed at enhancing security measures in public venues and crowded places to mitigate the risk of terrorist attacks.

Consider your department & workplace planning.



Workforce planning (HR)

- Workforce planning is a core business process which aligns changing organisation needs with people strategy.
- It can be the most effective activity an organisation can engage in. It doesn't need to be complicated and can be adjusted to suit the size and maturity of any organisation.
- It can provide market and industry intelligence to help organisations focus on a range of challenges and issues and forecast to support business goals.
- CIPD 2021



Workforce planning processes can:

- Reduce labour costs in favour of workforce deployment and flexibility.
- Identify and respond to changing customer needs.
- Identify relevant strategies for focussed people development.
- Target inefficiencies.
- Improve employee retention.
- Improve productivity and quality outputs.
- Make recommendations to deliver strategic value through talent.



Hard' workforce planning (HR)

- **Predicting how many people with what skills are likely to be needed.**
- Workforce planning **is an integral part of people management** and provides the context for most other activities concerned with acquiring, developing and deploying people.
- hard workforce planning requires a deep understanding of the unique challenges an organization faces and a commitment to addressing them proactively and strategically.
- **Highly Specialised Workforce:** a workforce with very specialized skills or expertise, finding and retaining such talent can be extremely challenging.
- **Labour Shortages:** In regions or industries with labour shortages, it can be hard to find and recruit qualified employees. This often occurs in fields like healthcare, technology, and skilled trades.
- **High Turnover Rates:** Some industries, like retail or hospitality, often deal with high turnover rates, which can make it hard to maintain a stable and reliable workforce.
- **Regulatory and Compliance Challenges:** In industries with complex labour laws and regulations, such as healthcare or finance, workforce planning can be hard due to the need to ensure compliance.
- **Crisis or Emergency Situations:** In situations like the COVID-19 pandemic, workforce planning can become extremely challenging due to rapidly changing conditions, remote work requirements, and unpredictable market shifts.

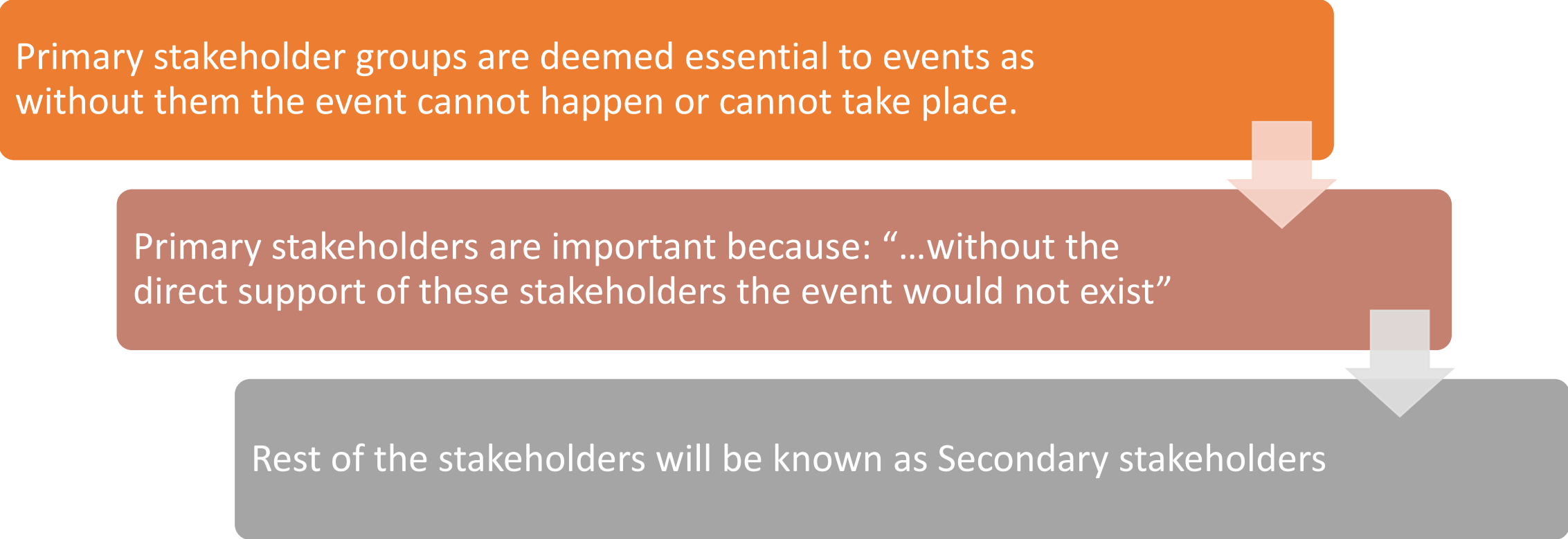


Stakeholders & supplier chains



Classification of Stakeholders

Primary stakeholder groups are deemed essential to events as without them the event cannot happen or cannot take place.



```
graph TD; A[Primary stakeholder groups are deemed essential to events as without them the event cannot happen or cannot take place.] --> B[Primary stakeholders are important because: "...without the direct support of these stakeholders the event would not exist"]; B --> C[Rest of the stakeholders will be known as Secondary stakeholders];
```

Primary stakeholders are important because: "...without the direct support of these stakeholders the event would not exist"

Rest of the stakeholders will be known as Secondary stakeholders

Stakeholder theory to the management of events

- “... the organisation is a system of stakeholder groups and a failure to retain their participation will result in the failure of the enterprise”.
- Event management is a strategic process, differing from other organisational contexts in terms of the limited time-spans of events.
- In managing successful events, it is essential to engage event stakeholders throughout the event planning process to gain community satisfaction and support for the event: resulting in competitive advantage.

Bladen et al 2012

Stakeholder Management

- Capture multiple addresses and contacts at each organisation
- Categorise organisations and individuals (customer, vision)
- Define organisation/stakeholder hierarchies and relationships
- Define stakeholder roles and responsibilities
- Capture individual's relationships with organisations (advisor)
- Define account managers and team responsibilities
- Assign contact strategies and account management plans

Stakeholders

Stakeholders involved will vary from event to event and may

include:

- event organisers
- employees and volunteers
- service and contract providers (e.g. catering, merchandise, amusement structures and equipment)
- emergency services (e.g. Ambulance Service, Police, Local Fire Service, St Johns Ambulance)
- local council
- security services
- transport services
- regulators
- Media
- Members of the public who attend the event

Stakeholders in events



PEOPLE AND ORGANISATIONS WITH
A LEGITIMATE INTEREST IN THE
OUTCOMES OF THE EVENT ARE
CALLED STAKEHOLDERS

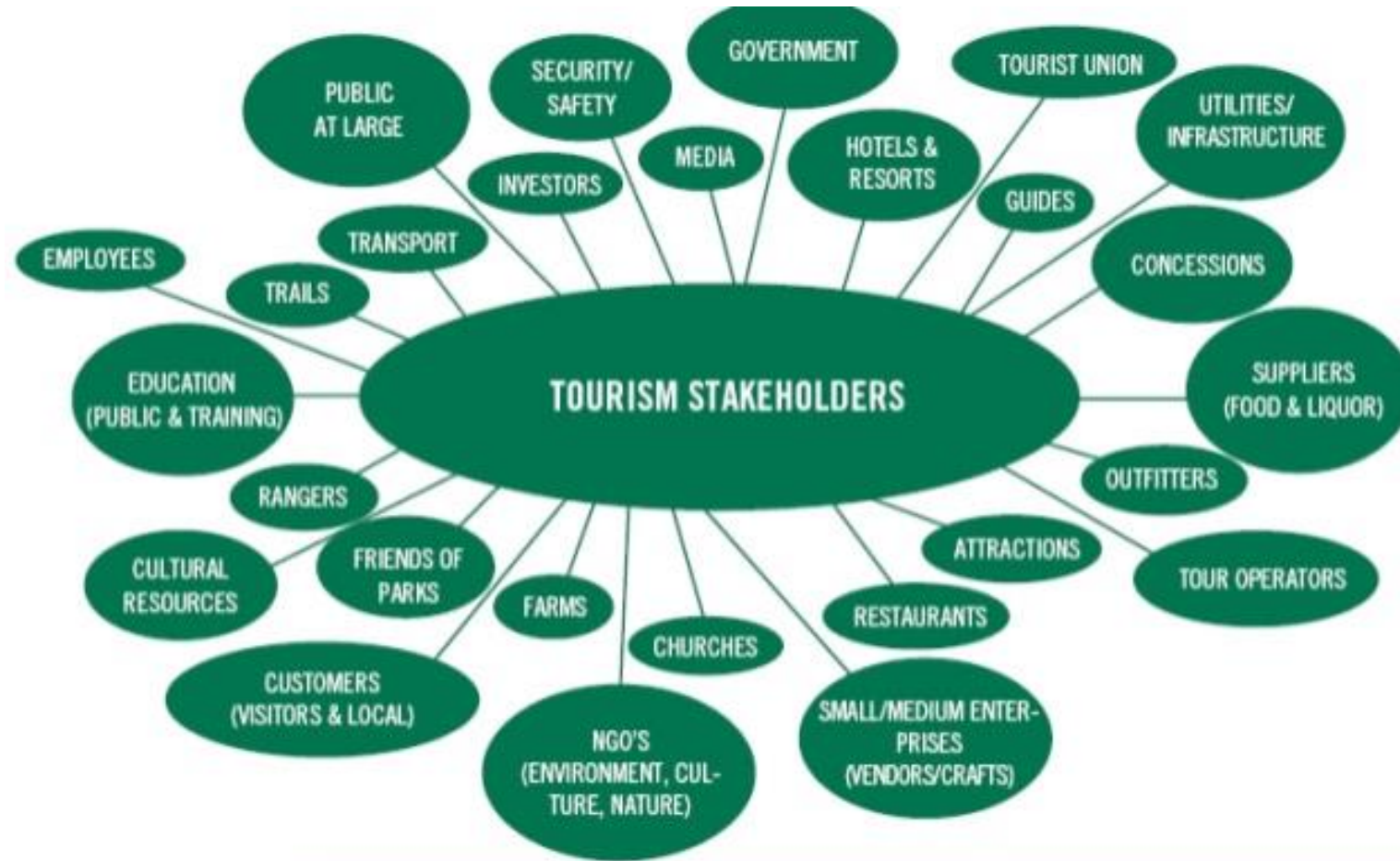


AN EVENT MANAGER MUST BE
ABLE TO IDENTIFY THE RANGE
OF STAKEHOLDERS



AN EVENT'S SUCCESS DEPENDS
ON THE EVENT MANAGER
BALANCING THE EXPECTATIONS
AND NEEDS OF THE VARIOUS
STAKEHOLDERS

Stakeholders in Tourism



Tourism Stakeholders (Gutierrez et al., 2005)

Stakeholders in tourism events can vary depending on the specific event and its context.

- **Government Authorities and Agencies:**
- **Local Government:** Municipal and regional authorities responsible for permitting, safety, and infrastructure.
- **National Government:** Ministries and agencies responsible for tourism, transportation, and border control.
- **Tourism Boards:** Organizations that promote tourism in the region or country.



Event Organizers:

- **Event Planners:** Individuals or organizations responsible for designing, planning, and executing the event.
- **Event Managers:** Those responsible for the day-to-day operations, logistics, and coordination during the event.
- **Event Owners:** Individuals or entities that own the event, often for-profit or non-profit organizations.

Participants and Attendees:

- **Tourists:** Visitors who come to the destination specifically for the event.
- **Delegates:** Attendees of conferences, trade shows, and conventions.
- **Sponsors:** Companies or individuals who financially support the event.



Service Providers:

- **Hotels and Accommodation Providers:** Lodging establishments that house event attendees.
- **Restaurants and Caterers:** Food service providers catering to event participants.
- **Transportation Providers:** Airlines, car rental companies, and transportation services facilitating travel to and from the event.
- **Tour Operators:** Companies offering tours and excursions related to the event.



Sponsors

Enormous increase in sponsorship in recent decades

Sponsorship is now viewed as primary promotional tool in an event's marketing mix

Successful events can increase brand awareness and sales for sponsors

Social media marketing gains

Sponsors as partners in events

Creating win/win marketing campaigns



O2 Arena

O2 wins Best Sponsorship of the last 25 years
for The O2



Co-workers

- Sharing the vision of an event
- Forming and managing event teams
- The importance of the event team
- Volunteers for events
- <https://www.bbc.co.uk/news/uk-19201329> - London Olympics: How volunteers made the Games



Participants and spectators

- The importance of participants and spectators to an event
- Connecting with the emotions of the audience
- The criteria by which spectators judge events
- Context of the event and impact on spectator, ie. Covid



Supply Chain

Who are your suppliers

Why is supply chain management so important?

Software such as Supply Chain Event Management (SCEM) can be used to provide transparency in events in the supply chains.

optimises the logistics performance

reduce logistics costs.

- The execution fulfilment of order in accordance with the expectations the timely arrival of inventory can be ensured by the suppliers
- Ensure timely pickup and deliveries to the carriers
- It enables the assurance of acceptance of orders by the buyers
- It also allows raising of critical awareness if the suppliers are unable provide the order
- It strengthens the decision-making process of the logistics team pertaining to expediting the inventory by knowing when the disruptions in supply chain can delay the shipments in real time
- It allows adjustment of schedules, reduction of labour costs based on delayed shipments and delivery notification

SCEM – Logistics

- Supply Chain Event Management (SCEM) addresses a fundamental business problem: inter-organizational processes rarely execute as scheduled, since they happen in an environment prone to failure and disturbance.
- SCEM attempts to identify, as early as possible, the resulting deviations between the plan and its execution across the multitude of processes and actors in the supply chain to trigger corrective actions according to predefined rules.

(Otto, 2003),

references

Otto, A. (2003), "Supply Chain Event Management: Three Perspectives", *The International Journal of Logistics Management*, Vol. 14 No. 2, pp. 1-13.

<https://sgsa.org.uk/greenguide/>
<https://www.thepurpleguide.co.uk/>