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

The Event Cycle – The Planning Phase

WEEK 2

HOSPITALITY

Week 1 Recap – Q&A/Quiz

What are the key typologies of Events…?

What are the main impact areas of Events?

In what ways can you measure the success of an event?

What case study did you look into from last week?

Week 2: Session Aim:

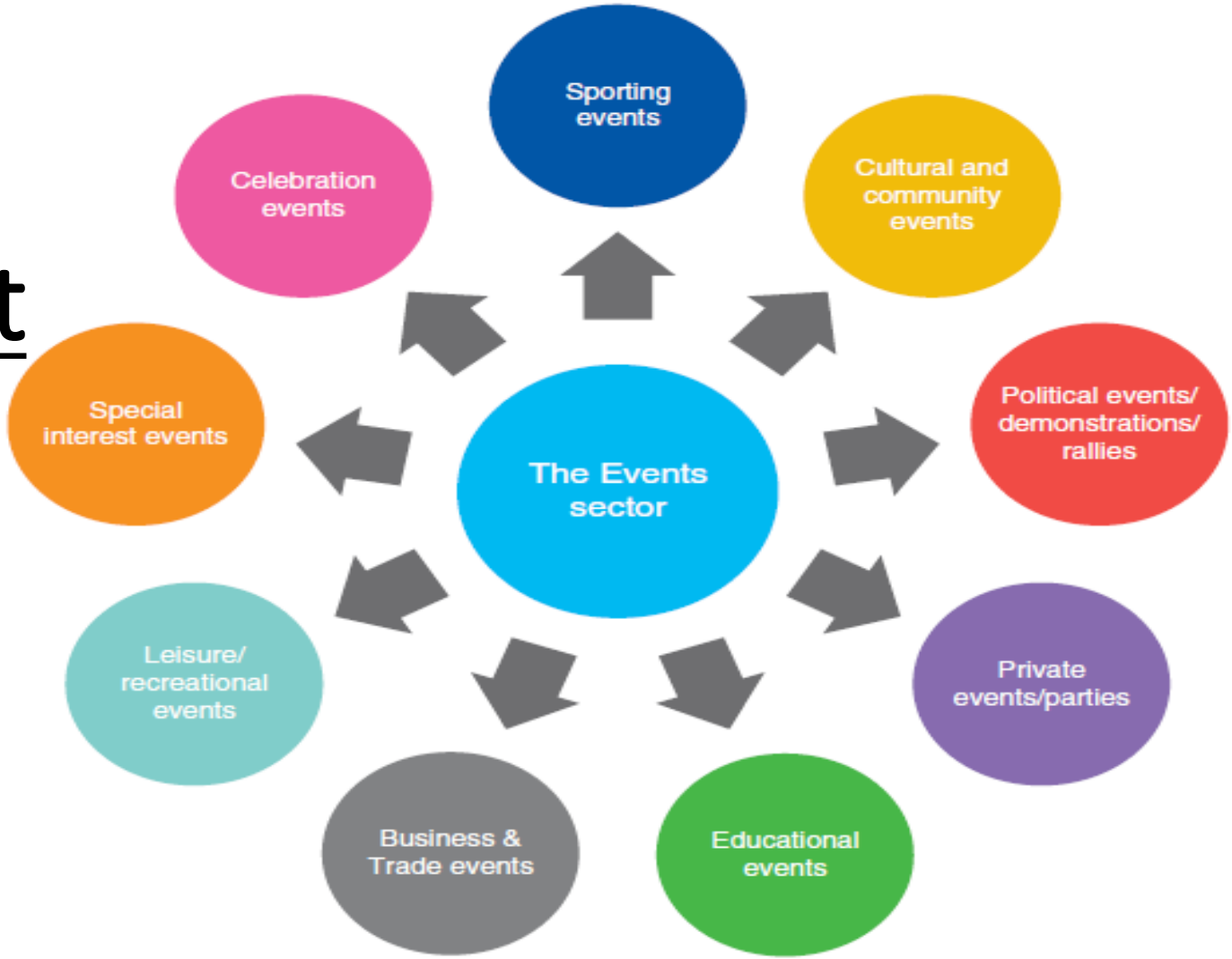
- *To help identify and understand*:
  - Industry sectors
  - The three phases of the event cycle
  - Stakeholders
  - The structure of the industry
  - A breakdown of the planning process
  - The need to manage various stakeholders
  - Sponsorship

Event Sectors ?

- What categories make up the Events Industry?

- Think about the types of Events you have attended over the years to help you create the list……

Event Types The Event Sector



Managing and Running Events?

- Who manages and runs events?

Businesses / Organisations / Sectors?

- Discuss in groups - (Levels of Involvement?)

The Public Sector

Event generators	Types of events
Central Government	Civic celebrations and commemorations, bidding for large events
Public space authorities e.g. National Trust, National Park Authorities	Public entertainment, festivals, leisure and recreation events
Tourism Boards e.g. VisitBritain, VisitScotland, Northern Ireland Tourist Board, VisitWales	Festivals, special interest and lifestyle events, destination promotions
Visitor & Convention Bureaux e.g. London Convention Bureau	Meetings, incentives, conferences and exhibitions (MICE)
Arts e.g. Arts Council England/Wales	Arts festivals, cultural events, touring programmes, theatre, themed art exhibitions
Sport e.g. UK Sport, Sport England Sport Scotland Sport Northern Ireland Sport Wales	Sporting events, hosting of national and international events
Economic development e.g. Event Wales, EventScotland Northern Ireland Events Company Regional Development Agencies	Focus on events with industry development and job creation benefits
Local government e.g. City Councils	Community events, local festivals and fairs

The Private Sector (for profit)

Event generators	Types of events
Companies and corporate organisations	Promotions, product launches, incentives, corporate hospitality, corporate entertainment and image building sponsorships
Industry associations e.g. BAFA, IFEA etc.	Industry promotions, trade fairs / exhibitions, seminars, training, conferences
Gaming and racing e.g. Racecourse Holdings Trust (owners of Aintree, Epsom, Newmarket)	Race meetings and carnivals
Entrepreneurs	Ticketed sporting events, concerts and exhibitions
Media	Media promotions e.g. concerts, fun runs, appeals

The Voluntary Sector (not for profit)

Event generators	Types of events
Clubs, societies other groups	Special interest groups e.g. Rowing, Running, Triathlon etc.
Charities	Charity events and fundraisers
Individual Crowd funding?	Charity events and fundraisers
Social Enterprises	Social Crowdfunding

Event Typologies

- The following typologies are often used when discussing events:
  - Mega-events
  - Special events
  - Sporting events
  - Hallmark events
  - Major events
  - Cultural events and festivals
  - Minor and small-scale events

Mega events – Exceeds 1M Visitors / cost excess of $500M / 'Must See'

- Olympic Games
- Paralympics Games
- Commonwealth Games
- FIFA World Cup (Fédération Internationale de Football Association)
- World Fairs and Expositions
- IAAF World Championships (International Association of Athletics Federations)

Mega Events Cont'd

- According to Silvestre (2009), the main forms of social impact associated with hosting mega sports events fall under any one of these following seven headings:

- Openness, accountancy and community participation
- Land, housing and accommodation
- Employment, training and business development
- Recreation, leisure and accessibility
- Transport and urban fabric
- Human rights and civil liberties
- Taxes and social budget

Special events – ‘One Off Events’ / Often associated with the Hospitality Industry.

- National days and celebrations
- Important civic occasions
- Unique cultural performances
- Major sporting fixtures
- Corporate functions
- Trade promotions
- Product launches

Hallmark events – Where location and event are synonymous…

- Tour de France
- Carnival in Rio
- Oktoberfest, Munich
- Edinburgh International Festival
- Mardi Gras, New Orleans
- Mardi Gras, Sydney

Running / Managing Events.

What do you need to consider in the running and managing of Events?

The 3 Phases of the Event Cycle

- The planning phase (feasibility)
- The delivery phase
- The evaluation phase

The Planning Phase

- Detailed planning is the basic prerequisite of the process
- The first task is to establish a formal strategic plan

- This should identify the vision and detail the actions that will fulfil and achieve this vision. (Lynch 2009)

- Establish the sequential steps:
  - Establish the vision (Feasibility)
  - Develop the event objectives
  - Implement operational plans
  - Devise control systems
  - Plan for shutdown and evaluation

Considering the Feasibility of an Event

- What do you need to consider in the early stages of an event?
- What are the Key factors to consider in Events ?
- How do you determine its Feasibility ?
- *What is meant by Feasibility?*

Feasibility Study

Event Objectives

- These should be set in relation to the different areas of the event

e.g. financial objectives, marketing objectives, participation, etc.

- Objectives are important as they provide benchmarks and targets to aim for and performance indicators, which facilitate monitoring and measures for feedback and evaluation.

- To enable this, objectives should conform to the SMART acronym:

  - Specific to areas of the event.
  - Measurable quantitatively i.e. through numbers.
  - Agreed / achievable by organisers and those assigned the tasks.
  - Relevant to the overall aims of the event.
  - Timed within the event schedule.
  - Event aims and objectives - Visit Monmouthshire

Event Objectives

Activity (25 minutes)

- For an event, (*this could be your proposed "Assignment" event*), prepare –
  - 1 event aim
  - 3-4 event objectives
- Carry out some 'Best Practice' research

- EG: Event aims and objectives - Visit Monmouthshire

The lead-in period within the event cycle

The Lead–In Period

What do you believe the Events ‘Lead –In’ period is?

and

What should it entail ?

The Lead-In Period

What happens during the lead-in period	The impact of a short lead-in period
Planning Booking entertainment Venue sourcing- Sourcing suppliers Client liaison Liaison with suppliers, such as caterers Research schedule Producing documents, i.e. production schedule Fact-finding	Limits creativity - as no time Unavailability of suppliers and venues Limits choice Compromises decisions Costs more Reactive, rather than proactive management

Factors to consider in the "Planning Process"

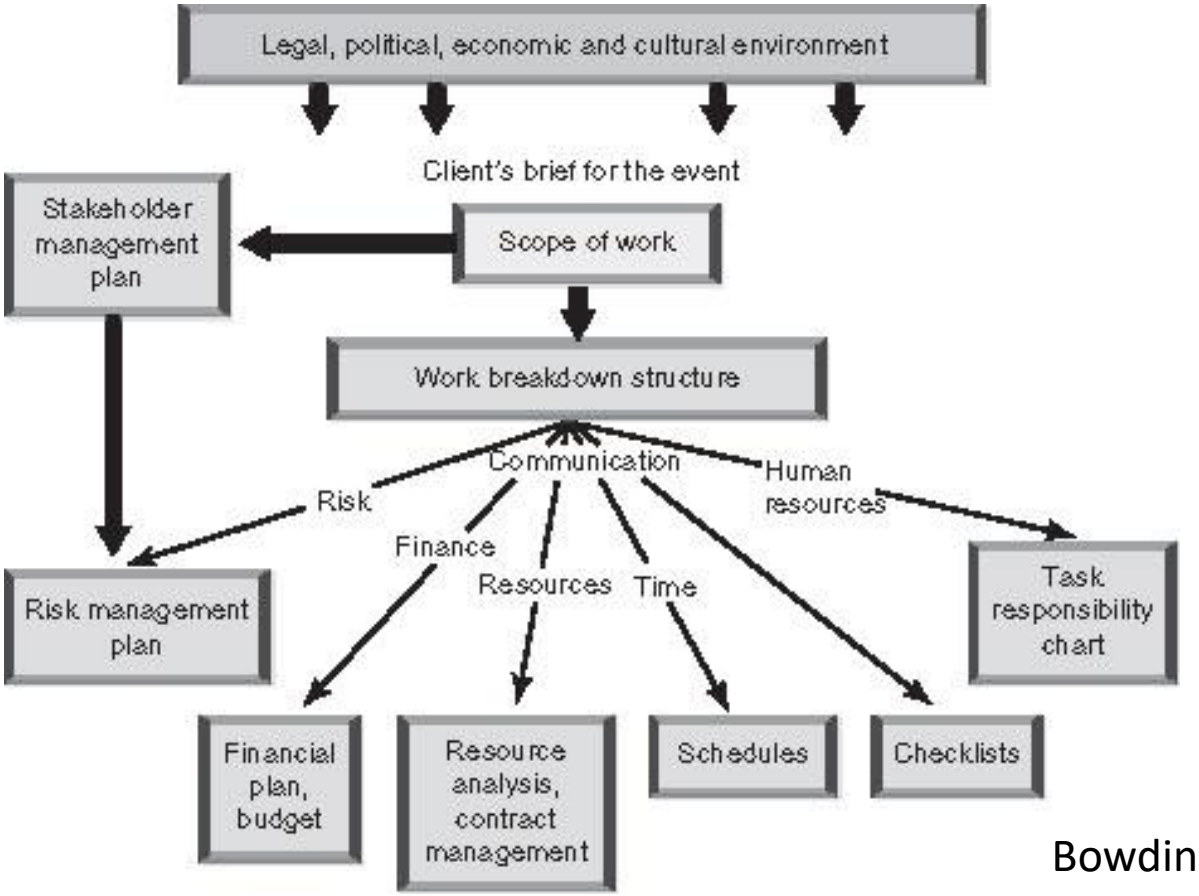
1. Define the objectives
2. Set the budget
3. Choose the venue
4. Invite the audience
5. Design the programme content

Factors to consider in the planning process

6. Select catering, entertainment and audio visual provision
7. Workforce planning
8. Liaise with stakeholders and suppliers
9. Determine how/when to evaluate

Project Management Techniques

Creating a work breakdown structure



Bowdin et al (2010)

Organisational Involvement in Events

- Who / What is needed in the Planning / Organising / Running / Managing of Events?

- Bodies? Stakeholders? List as many as you can ..... *Possibly thinking of a specific event may help you in this exercise .*

Stakeholders

98 Events Management

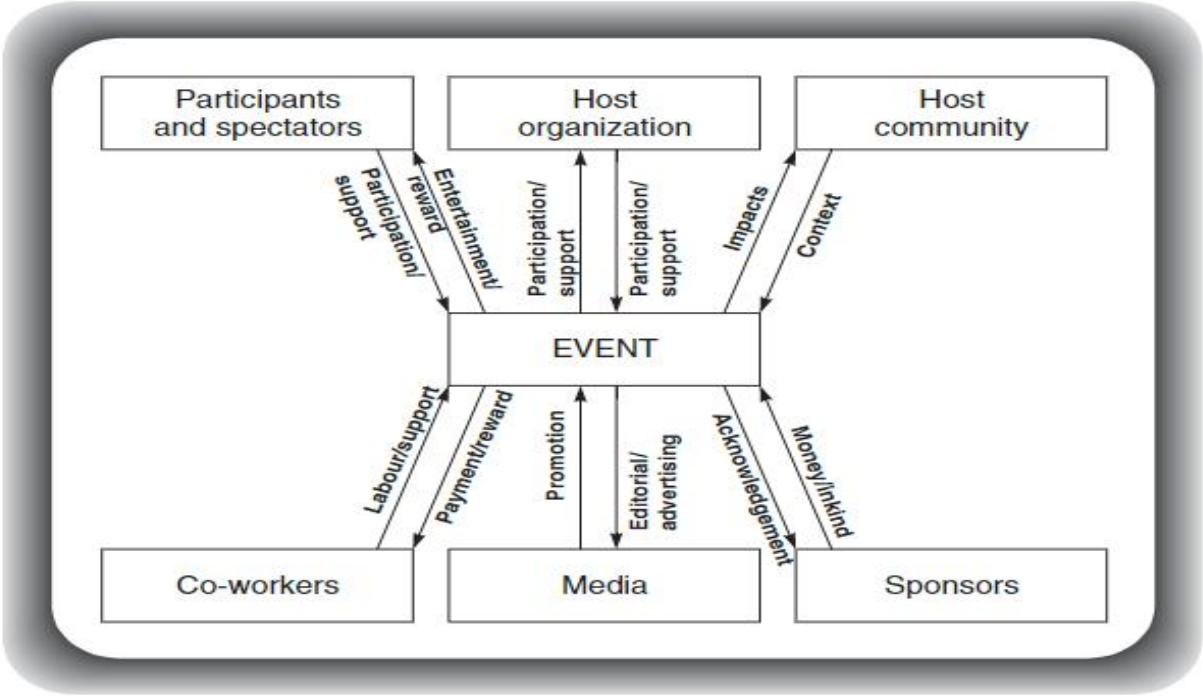


Figure 4.1 The relationship of stakeholders to events

Bowdin (2006)

Ex 1: Key 'Body' in Events Planning / Managing = Event DMC's

- A Destination Management Company (DMC) specialises in corporate event management, which includes the delivery of events, tours, staffing and transport, utilising extensive knowledge, expertise and resources.

DMC's services fall into one or more of the following categories:

- **Program Design**
- **Logistics Management**
- **Supplier Management**
- **Accounting**

- **What do you think the benefits of using a DMC are ?**

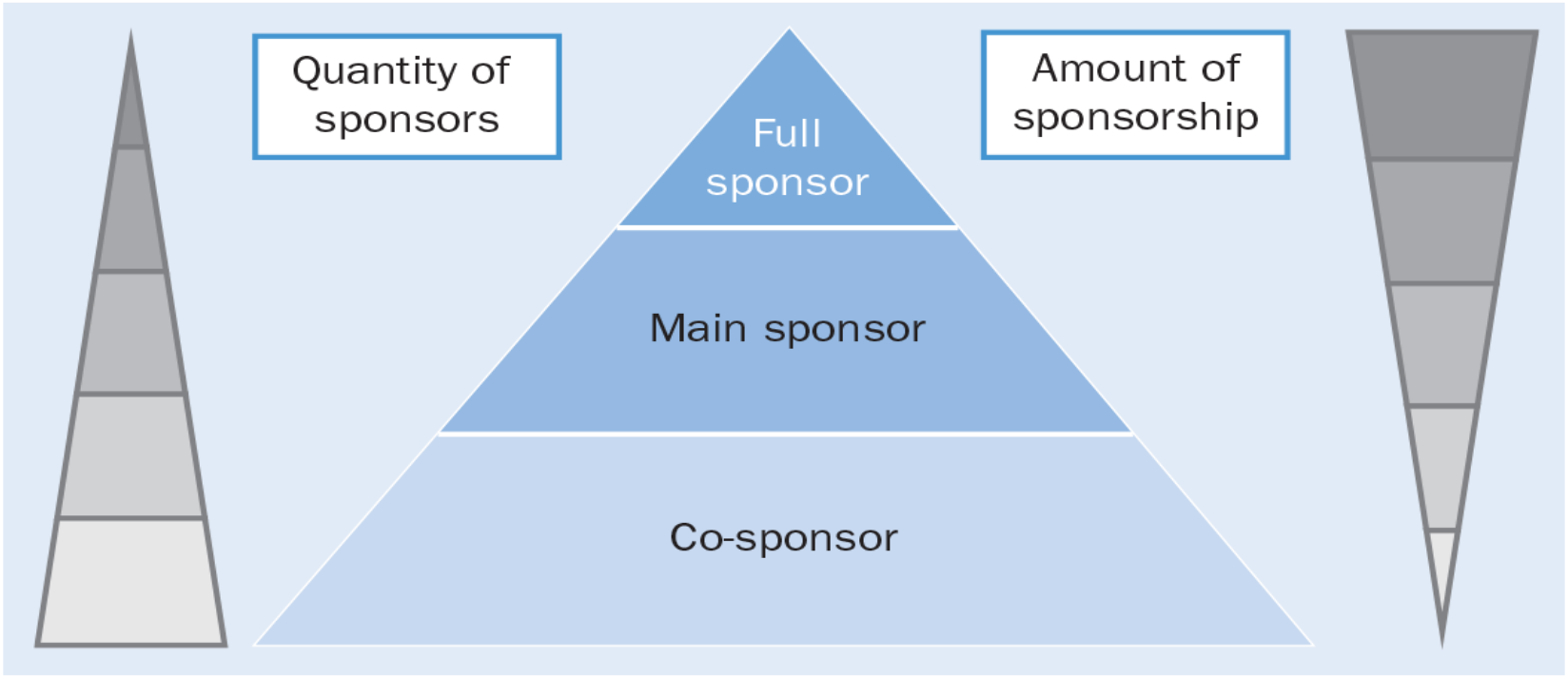
Ex 2: Stakeholders = Sponsorship

- 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

Sponsors as partners in events

- Creating win/win marketing campaigns

Example of a pyramid structure of sponsorships



Source: Beech, Kaiser and Kaspar (2014) Business of Events Management

Post Events

What do you feel is important to complete after the running of any event?

Project/Event Evaluation

- Comparing task descriptions and planned timelines with actual performance
- Assessing the flexibility of the system
- Evaluating the timeliness of reports
- Assessing the effectiveness of management decisions
- Comparing planned milestones with the reality

Bowdin et al (2010)

Self Study – Assignment 1 Focus Theme = WINTER

- Start thinking about where in the world you might choose to host your hospitality event and pick an ideal location.
- You are a business running a MICE event - what is your event (corporate or leisure), give a brief introduction to the event concept/aim
- Using today's session information give a list of 10 things you would consider in your planning specific to that venue
- List 5 stakeholders specific to that venue
- Who might sponsor your event and why? (will you use more than 1 sponsor?)

Recap – The Planning Process

1. Setting up and defining the event objective
2. Setting the event budget
3. Choosing the venue
4. Inviting the audience
5. Designing the programme content
6. Selecting the catering, Ents & AV provision
7. Choosing the event team
8. Liaising with stakeholders and suppliers *
9. Determining how to measure success

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NEXT Week

- Events and Meetings Management.
- Recap Presentation Skills.