

destinations : wellbeing tourism



RESOURCE 3

FOCUSING ON MANAGEMENT,
FINANCE AND MARKETING

**A GUIDE TO CREATING
A WELLBEING
FESTIVAL OR EVENT**

CREATED BY: MOMENTUM, IRELAND



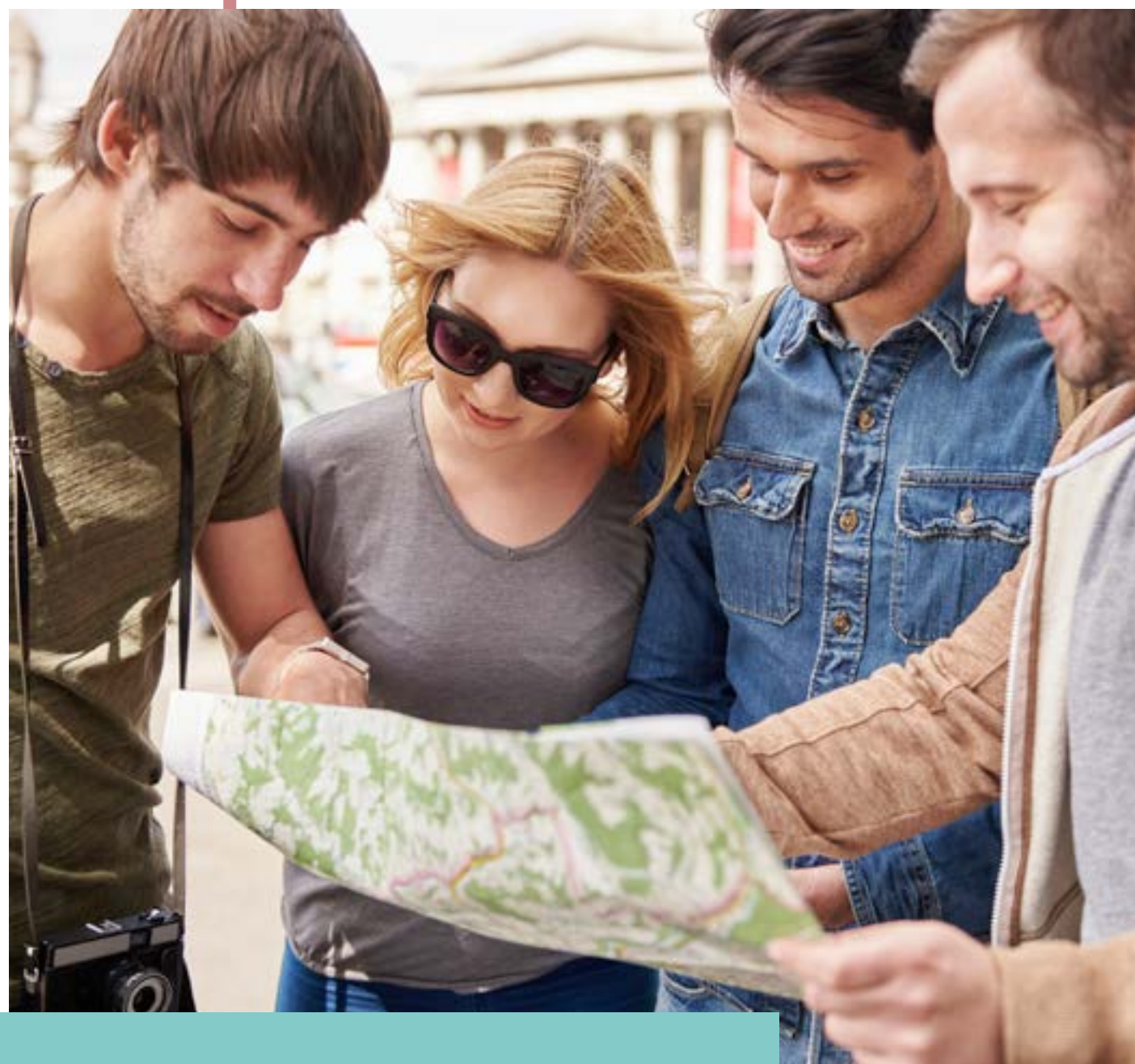
This ‘Wellbeing Regional Events Best Practice Guide’ has been written to provide a source of reference for those planning and organising community, destination or regional festival or event, in the wellbeing tourism context. It is a tool to provide a greater understanding of events and festival management and organisers in terms of planning, managing, financing, and marketing. The guide is presented in a planned and considered, practical framework and its contents should be used when planning either an indoor or outdoor event or festival.

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INTRODUCTION

Wellbeing Tourism Festivals and Events Guide



Wellbeing Tourism Festivals and Events Guide

Throughout the DETOUR Festivals and Events guide, we will introduce best practice case studies and examples that will build on [DETOUR Resources 1 and 2](#). We recommend you consider the assessment questionnaires, mapping, templates, frameworks and checklists provided in the [DETOUR Creating a Wellbeing Festival Event Workbook](#) so you can put pen practically to paper and understand all that need to be considered when managing, financing or marketing a wellbeing tourism event. This is available to download in a printer-friendly version so you can easily start working on it or distribute to your team or management committee for further discussion. The appendix includes some key event and festival support organisations in Ireland, Scotland, Slovenia, Portugal and Iceland.

Section 1

Wellbeing
Festival & Event
Management

Section 2

Wellbeing
Festival & Event
Financing

Section 3

Wellbeing
Festival & Event
Marketing

Creating a Memorable Wellbeing Regional Event

From a global perspective, there has been unprecedented interest in festivals and events – in regions, towns, cities, villages, rural and coastal areas and within communities. People want to celebrate, engage and immerse themselves in experiences and entertainment of interest. Wellbeing audiences like to engage in holistic experiences that involve their core motivation (e.g. detox retreat, yoga, activities, treatments, music) but also extended elements of culture, traditions, heritage, nature and engaging with regional communities.

Although festivals and events vary enormously in type and form, the planning process, management issues and considerations are similar. With today's audiences expecting high-quality entertaining and memorable events, is no easy task! Whatever reason you want to organise a festival, for or within your local region or community there are several key areas to be considered and issues addressed. As a general rule wellbeing festivals and events follow the same practical processes and guidelines with a few tweaks which will be highlighted throughout this guide.

Understanding the motivation to visit particular tourist destinations and festivals is important for building effective tourism marketing strategies. This guide demonstrates how to create an effective festival or event using health and wellness values on the motivation to visit a destination or region. On a global basis, there is an unprecedented interest in festivals and events – at regional, international and national level, in cities and towns, in villages, rural and coastal areas and within local communities. Most people want to immerse and celebrate in a particular interest, experience or entertainment with others. Festivals can help to promote these regions and destinations who are highlighting this new phenomenon, trend, activity, resource or attraction of significance.

Wellbeing festivals and events are different to other festivals and events focusing on the relationship between health and wellness values. Festival attendees need social interaction connections, togetherness, cultural exploration, novelty, natural environment, relaxation, activities, engaging experiences, sustainable and environmental focus and the wellbeing morale of wider stakeholders and communities. They also need food, music, nature, location and immersive experiences as key motivators. This guide can bring your festival or event marketing up another level to demonstrate how to tap into these key motivators and health-related interests which can be significant catalysts for attracting festival attendees.

Definitions: The Difference Between Festivals and Events

Festivals	Events
<p>A festival is a kind of celebration to commemorate something special and happens on a pre-defined day or time, it occurs regularly and is usually repeated every year as part of a tradition. Festivals can include a series of days with mini-programs, performances and themed activities. They usually, involve a larger crowd who come together as part of an immediate community but usually have an international reach. Usually celebrate cultural or social themes with traditions and rituals. They create a joyous atmosphere, shared history and demonstrate celebration among goers. They can be religious, themed, seasonal, historical or cultural. <i>Findafestival.com</i></p>	<p>An event is an occurrence, something that is remarkable or noteworthy and occurs at some point in time. It can be a one-off or mark a period of time and space as something memorable; it is not as collective as a festival but does provide opportunities for participation, skills development, networking, volunteering and social, cultural, economic and environmental developments; usually staged by a local community, which centers on some theme, sometimes on some unique aspect of the community. Events can be conventions, exhibits, workshops and entertainment that bring like-minded people together. They can be themed and more formal but also celebratory. <i>Findafestival.com</i></p>



‘An event is a more than normal occurrence which may be of international, national, regional or local significance, which will have implications for the host community, stakeholders, participants and spectators’

(Causeway Coast & Glens Borough Council, Northern Ireland)

Festivals are a celebration that focus upon a theme and may run for hours to weeks. The theme of a festival might be an area of interest such as art, or an aspect of the community in which the festival is being held, such as the community's history or culture. Festivals are often periodical, for example, held annually.

A festival is a gathering of people to celebrate something. Festivals are an expressive way to celebrate glorious heritage, culture and traditions. They are meant to rejoice special moments and emotions in our lives with our loved ones. They play an important role to add structure to our social lives and connect us with our families and backgrounds.

Types of Festivals food, drink, harvest, culture, comedy, film, music, religious, educational, storytelling, theatre, video gaming, winter or summer festivals....

Festival Activities ceremonies, concerts, competitions, contests, dancing events, meals, drinking, parades, parties, performances, races, singing, speeches, sports...

Festivals can also be by region and the regional attributes see a list of festivals in the **UK and Scotland** covering regions from A – Z

Event is something which ‘happens’ or ‘takes place’. An event is brief. Includes an important activity, or item in a program, or the program as a whole. Is collectively important each port having something for each of its priority target audiences. Can be of importance, a planned public or social occasion, an occurrence, noteworthy happening, a social occasion or activity.

Types of Events seminars, conferences, trade shows, workshops, reunions, parties, galas, fundraisers...

Event Activities volunteering, mystery dinner, outdoor activity, do something touristy, painting class, cooking, exploring, competition...

It goes without saying often events combine festival activities, and vice versa.



Typical Wellbeing Event Characteristics

Must promote and include wellbeing and health of mental health (mind), physical health (body) and holistic, emotional, spiritual or internal health (soul). They should include health promotion activities aimed at strengthening such elements and provide individual, environmental and social resources to ultimately improve overall well-being. Should ultimately assist attendees satisfying their needs and cope with their daily (often stressful) environments when they go home in order to live a long, productive, and fruitful life. Wellbeing events should have crowd control measures so people feel free and relaxed with plenty of spaces where they can go and chill, take a break and have privacy. These events must evoke positive emotions and experiences that benefit the overall health of the attendees. They should enable social, economic and personal development activities and attractions which are fundamental to the holistic well-being of its attendees. Let's take a closer look at some of the key characteristics of a Wellbeing Event.

1

Personal Development so people can strengthen and improve their personal health by strengthening autonomy, learn healthy behaviours, understanding mental and physical illness, have access to social connectedness, improved productivity, better understanding of self-perceived health, can improve it and are able to increase longevity and quality of life

2

Entertainment should be non-invasive, relaxing, motivational, optimal. Level noise control, consideration for noise pollution be within regulated time frames.

3

The line up can involve multiple wellbeing or complementary stakeholders, nutritional foods (vegan, vegetarian, organic), have key speakers, health treatments, activities, therapies, educational workshops, positive social engagement areas and workshops. Can involve display and communication of wellbeing offerings in an exhibition area from multiple stakeholders and businesses. It is always advised to provide at least one or two of these experiences so attendees can truly engage and understand the benefits of your offering.

4

Environment plenty of green wide open space, fresh air, natural décor and natural attractions, good weather, removed from busy and stressful environments (cities, crowded places)...

5

Wellbeing Activities key wellbeing speaker engagements, physical activities, nutritional and healthy food and diet programs, positive social engagements, positive emotional expression and release activities, educational talks on health and nutrition...

6

Provide Environmental and Social Focus on Health peaceful environment, be environmentally friendly, economic security, a stable ecosystem, and safe accommodation. It should also give back to society by either having a charity or donation element and support inclusiveness. It should integrate with the local communities by ensuring they have a say and

7

are considered in event developments. You could also give an automatic discount for your existing customers or a special discount for community attendees to ensure inclusivity.

8

Additional Support Services and Facilities A wellbeing event must include support services and facility provisions; such as accommodation, transport, accessibility, food and drink, cafes, restaurants, hotels, guesthouses, public transport, banking services, medical provisions, toilets, tourist information, customer service and have safety measures in place.

Optional retail, things to do and see in the region, excursions, visit neighbouring towns and villages, culture and heritage...

Types of Wellbeing Events

It is always best to provide a few different reasons or attractions to come to your event so the attendee has choice and variance when they attend. It is also beneficial to attract more types of peoples as the more you offer the more preferences you will meet. The best rule of thumb is to have a minimum of three of the following with 'Wellbeing' being the key attraction e.g. food, entertainment, wellbeing entertainment, wellbeing activities, wellbeing speakers, wellbeing attractions... Here are some examples of types of event activities and attractions you may consider

1

Provide some kind of mental or physical health screening or education; provide a health interview scenario, survey or a consultation with a specialist doctor. Have an informative session such as a speaking engagement or workshop. A motivational speaker can act as a huge pull factor and inspire your audiences to engage. You could look up TED talks on your subject choice for many speakers who can be available at a lower price. Webinars and seminars on particular topics an attendee may be combating (arthritis, skin disorders, high stress, work-related issues) so they can talk to experts and other people experiencing the same.

2

Wellbeing specialised attractions such as the launch or introduction of a new product, service or experience. You could have speaker engagement events around new treatments, therapies, Apps, organisations, experiences, your regional offerings, new innovative best practice measures they can implement into their daily lives. Think about speaker engagements around interesting trends or topics can be included such as 'Kicking Sugar', 'Going Vegan', 'Healthy Dieting'. This can also include a key race or activity event such as a marathon, triathlon or walk. You could have a pre-event sign up a challenge for 'Couch to 5k or 10k challenge'. These are also be a great community and regional revenue generation activities.

3

Include a wellbeing focused challenge or competition by hosting a Health or Exercise Challenge. These are extremely popular and can boost social media shares and likes. Usually, these challenges look to change behaviours by requiring some sort of healthy activity a month prior to the

event like giving up sugar, practising meditation or running three miles every day. Check with your regional community event organisers to see if they are already hosting some sort of fitness initiative, you can piggyback on it for greater publicity. Host a Healthy Cooking Contest, you can bring in local celebrities to judge who makes the healthiest, most delicious dish in town. It is always good to give a takeaway, think of a Wellbeing Event Cookbook as a result of the dishes cooked at the Healthy Cooking Contest.

4

Include a physical wellbeing activity such as yoga, canoeing, dance, mindfulness or meditation. This is a great way to help your attendees beat the stress from their daily lives. They will feel lifted and associate the good feelings and spirit of the activity with your event. Integrate team-building exercises into specialized attractions and activities. This can be a great way to get everyone working and harmoniously helping each other, strengthen bonds, create friendships and get them to collaborate on their common problems. Team building can be educational and improve attendees personal understanding of each other. Give them a common goal, exercise to participate and a little friendly competition as 'a problem shared is a problem solved'. As an introduction to the event or Event Opening, you could add a few stretches into it to get people loosed up and engaged. You could have an adult field day so people can act like a kid for an hour, get engaged in some friendly competition and have fun engaging in exercise. It's always good to host a few activity events for different fitness levels.

5

Provide healthy and nutritious food and beverages, it's always good to have food options that core all preferences. The wellbeing festival preference is to have catering tents, buffets or long table serving healthy nutritious food. Breakfast buffets can include things like egg white omelettes, fruit, and granola. Serving lunch? Look no further than the salad. And for dinner, serve up plenty of healthy greens, fruit and nuts. Your guests (and their stomachs!) will thank you.

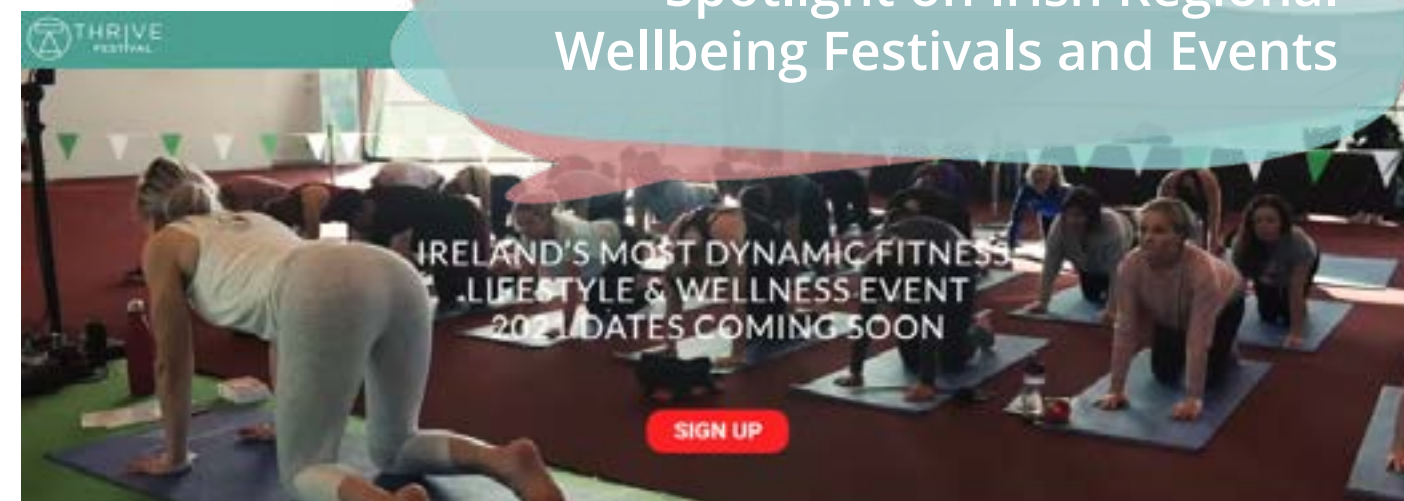
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Wellbeing health fair or exhibition invite complementary regional businesses, vendors and sponsors that work in health and wellness to exhibit at this event. You can offer healthy cooking demos, wellness learning sessions, and more. Invite the whole community. Some festivals offer niche wellness events by targeting seniors or women. Consider including Mental Wellness, it's just as important as physical wellness. Many people are stressed, have poor well being, fatigue and feel overwhelmed which can all impact mental health. You could bring in a key speaker to provide tips for your attendees on maintaining good mental health as they move through the exhibition.

Every event planner knows that festivals take a lot of work. But regardless of the scale of your Wellbeing Event, there are basic steps involved which apply to most festival planning stages. So use this ultimate festival and events planning guide to make your next festival a successful one.

CASE STUDY

Spotlight on Irish Regional Wellbeing Festivals and Events



If only you could have a fun-filled weekend of socializing without the physical and mental toll. Well, thanks to the wellness revolution, you can. Here are some of Ireland's summer fitness and wellness events. In this section, the guide covers different types of wellbeing regional events designed to get attendees feeling rested and re-energised after a festival weekend.

Regional Wellbeing Event 1

Thrive: Fitness and Lifestyle Convention

What are you waiting for, get packed and get ready to Thrive?

Thrive Festival: February - March, The Convention Centre, Dublin Set in the heart of Dublin City over multiple floors and multiple days. Thrive Festival is a fitness and lifestyle festival rocked onto the Irish wellness scene in 2019 and it's gone from strength to strength. There's a packed timetable of workout classes from CrossFit to meditation plus a special spot with Gym+Coffee pal, Julie B. Yoga!

Regional Wellbeing Event 2

EarthSong: Alternative Wellbeing Activities and Entertainment in Nature with Camping

What better way to escape and re-energize!

EarthSong: June - July, Glendree, Co.Clare Earthsong is a unique type of music festival that is much like a summer camp for adults. There is no alcohol, late-night noise or electric music. Earthsong is held in the secluded fields of Glendree and was created to help its attendees reconnect with nature. The festival was developed by drum teacher John Bowker and is unlike anything else in Ireland. Attendees can enjoy days full of yoga, chanting, drum circles, dancing, indigenous songs from foreign cultures and more. It is something a little different that will introduce you to a whole new way of thinking and living. For the next event, they will be adding a bonus of 9-day camps in Tipperary!



Regional Wellbeing Event 3

Wellfest: Physical Activities, Cooking, Education

Wellfest's Virtual Festival Experience!

Wellfest, May, Royal Hospital Kilmainham, Dublin is an absolute favourite wellbeing event in the summer season. Covering pilates, yoga, dance, cooking, gut health to Meditation. For their **Virtual Festival Experience 2021** Event Activities the covered four main wellbeing sections or categories.

- **Event Main Stage:** Bodyweight Workout, HIIT Sweat with Mr PMA, This is Yoga, Rockout, Workout, Awakening Yoga, Guided Meditation.
- **Wellbeing Talks** included The Basics of Nutrition; Vegan Cookery Demo; Sleep for Tired Parents; Rise Thrive in Change; Skin Immunity and Self Care.
- **Wellfit;** Conditioning, Pre and Post Natal Fitness, FlyFit, Vinyasa Flow
- **Wellflow;** Breathwork, Full Body Pilates, Mandala Power Flow, Stretch and Flow, Ashtanga Flow, Immune System Flow, Hatha Healing

Tickets sell out every year so much so this originally small event has expanded to Wellfest UK!

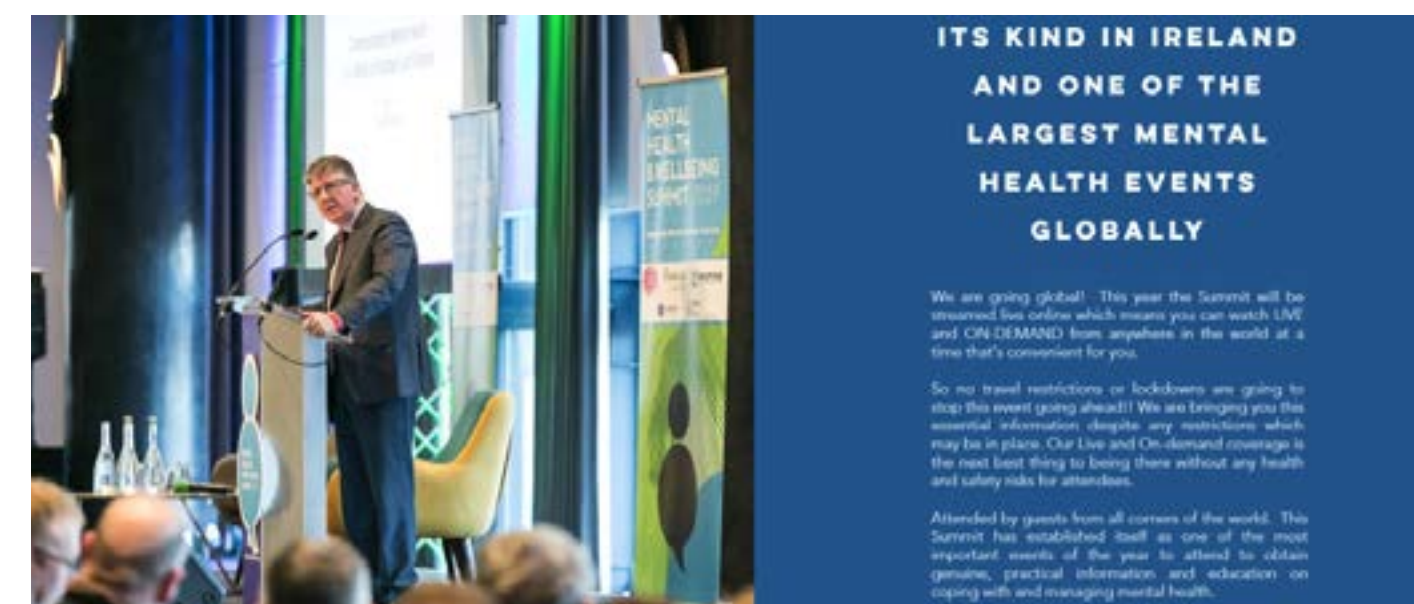


Regional Wellbeing Event 4

Educational Mental Health and Wellbeing Exhibition Summit

One of a Kind Mental Health and Wellbeing Summit

Mental Health and Wellbeing Summit, October, Croke Park, Dublin As the only event of its kind in Ireland, this is a one-day event that focuses solely on providing practical advice, tools and information on managing your (or other's) mental health. This Mental Health and Wellbeing Summit features talks, seminars and an exhibition hall plus uplifting, live performances! A little different than some of the other events in this post, this is more summit than a festival, but we think the focus on mental health is an important one and the range of speakers and exhibitors means there really is something for everyone.



Regional Wellbeing Event 5

Walk NI: Walking & Hiking

Hike in the Land of the Game of Thrones!

Mourne International Walking Festival, 3 days, June Co Down This festival celebrates the regional beautiful surroundings of the Mourne Mountains with a focus on a plethora of hikes. The event lasts three days and attendees can take in some amazing scenery while mingling with fellow hiking enthusiasts. The festival is internationally recognized and a real highlight for the walking community. Another bonus is this is the land of the Game of Thrones!



01

SECTION 1

Festival and Event Management Collaboration and Implementation

Event Strategic Management and Governance

Setting up the Event Management Team and Committee | Responsibility Allocation | Managing Successful Team Meetings | Reporting | External Stakeholders Consultations | Legislation | Insurance | Contracts | Procurement | Event Business Plan
(Worksheet)

Case Study Virtual Wellness Events



Section 1 Festival and Event Management

Your event should be primarily a platform where you can develop and showcase your key or unique regional wellbeing experiences and learn how to work together as a collaborative destination. Events can make your experiences and offerings more accessible and easily communicated holistically in a short time frame to target audiences. You can enhance your offerings through your headline acts or performers who are also motivated by the opportunity to enhance their work and engagements. Events are the ideal platform for wellbeing tourism providers to develop and support each other's businesses on an equal footing.

Please do not underestimate the time it takes to plan and organise a festival or event. Festivals and events take a dedicated Event Committee and 'action-orientated' efforts over a sustained period. Organising any event is a demanding and tiring task. Ideally, if you're planning a major event or festival, you should start planning at least 12-18 months before you intend to hold the event. That way you will stand a better chance of getting what you want and need and whom you want. It is much better to start early than be disappointed or be unable to secure adequate funding and other support. You need to have a plan, have the right people in place and manage it with multiple elements and criteria ticked off.

Strategic Management & Governance of your Festival

Depending on the type, scale and location of your event several elements need to be considered based on governance, policy and decision making. To facilitate the management and governance of such you should establish a festival/event management committee within your community group, company or region, with various sub-committees and allocate specific tasks and functions to each.

The Event Management Committee must have a diverse range of skills and expertise covering event management, marketing, financial management, logistics, health and safety. Their role is fundamentally to make the decisions, plan, implement and evaluate. They allocate the tasks and responsibilities, hire and recruit the staff and volunteers, and engage specialist consultants where necessary. From the onset, an organizational structure should be developed naming people to specific roles and responsibilities, even go so far as to include a short job description for clarification.

In many ways, the key to the success of putting together and implementing any festival plan is continuous consultation and ongoing collaboration between all of those participating. There is simply no substitute for dialogue and discussion.

Setting Up the Event Committee

The Event Committee should be made up of and include all key event staff. They should attend all meetings as they are key in the decision-making process. It is a good practice to develop a structured Event Committee and set of rules that govern operations and the management of the Committee that reflect how you will manage your event. If needed a solicitor is recommended but should not be necessary. You need to decide what will the organizational structure be and how will it operate? This will give a Committee of approximately 20 people. Do remember that large Committees does not necessarily achieve a greater volume of work.

The main recommended Event Committee or Event Team Positions are as follows:

Event Director or Chairperson	The Event Director is the person who leads the big picture. This role leads the Event Strategy, sets the vision, builds the team, allocates the budget and manages external and internal partnerships. The Director/Chairperson is responsible for presiding over board or committee meetings. S/he often sets the agenda and has significant sway as to how the board votes. The chairman ensures that meetings run smoothly and remain orderly, and they work at achieving a consensus in board decisions.
Vice-Chairman	The vice-chair stands in for the chair and helps with difficult decisions between meetings. The chairs should liaise regularly with the vice-chair and ensure he or she knows enough about the current issues within the organisation to be able to stand in at short notice.
Secretary	The Secretary is responsible for taking detailed and accurate minutes at each committee meeting, and for organizing and archiving key project documents.
Treasurer	Manages all aspects of financial management, working closely with other members of the Management Committee to safeguard the organisation's finances. The Treasurer is responsible examples; general financial oversight, funding, fundraising and sales, financial planning and budgeting, reporting and banking
Public Relations	PR's role is to persuade the public, investors, partners, employees, and other stakeholders to maintain a certain point of view about the festival or event, its leadership and political decisions. They explore every opportunity to showcase the festival or to the general public. They usually organize publicity and external media relations.
Marketing Lead	Marketing promotes the festival or event brand in-person or real-time engagement. These events can be online or offline, and companies can participate as hosts, participants or sponsors. Through their activities, the idea is to create a memorable impact on the consumer through event experiences. Memories and experiences that will inspire them to share with their friends both online and off. This role looks after all even communications online and offline before during and after the event; save the dates, invitations, social media posts, website placements paid adverts, content, follow up emails etc.

Design and Experiential Designer	Your designer is in charge of all of your event's visual components: from the landing page, emails, and social assets to on-site signage, decor, and branded swag. They work closely with the Marketing Lead on creative development during your event's promotion phases.
On-Site Operations Lead	Depending on the event, you will most likely need some extra bodies on-site to help run the door, check people in, and be on hand for any extra help. Your On-Site Lead is your go-to point person for anything related to what happens on the day of the event at the venue.
Sales or Customer Lead	If your event involves attracting an audience or new customers, you need someone who can help you facilitate the relationship between the event and the target markets. They are also valuable when managing sponsorship and funding relationships, talking to VIPs and managing key event relationships. This person will not only help you get buy-in but will also help make sales and provide valuable event data and help track sales performance on event outreach.
Safety Officer	Looks after crowd safety, risk analysis, safety management, health and welfare, event management planning, safe capacities, licensing, site evaluations, medical management, transport management etc.
Event Manager	Depending on the size of the event, the Event Manager may also be the Event Coordinator or if the event is a large regional scale s/he may need a supporting role Event Coordinator. This role oversees the entire event process, supervises the rest of the team to make sure no balls are dropped. They are the custodian of all relevant information an ability to see the big picture and need to be prepared to bring all necessary planning to the table including any issues which may be emerging to challenge the Festival's success. Tasks include site or venue booking, temporary staff recruitment, staff travel coordination and events' material organization, booking vendors, manages and coordinates all on-site requirements and pre-event requests, contacts agencies, negotiates costs, verifies contracts, manages event staff etc. This role communicates regularly with the Event Director to make sure day to day work is leading up to the overall vision.
Approximately six Committee members	Roles include support the efforts of the committee chair and carry out individual assignments made by the chair to keep up with the festival or event commitments and objectives. Carry out their delegated responsibilities, facilitate discussions, make decisions, take action, provide information and report where needed.
Sub-Event Committee roles	Sub-Committees can be one or more small groups of people assigned to focus on a particular task or area, such as finance, recruitment or contracts. They generally make recommendations to the Management Committee for decision. They can also be involved in decision-making if delegated. They and their actions are the responsibility of the whole Management Committee.

Tips to Managing a Successful Committee

Meeting Chairperson It is vitally important that the meeting Chairperson, with the best will in the world, is open to new ideas and suggestions from, by majority voting he/she may have to accept the majority views for the good of the festival or event.

Minutes should be typed up at all meetings and circulated with the Agenda for the next meeting. These should be kept in a formal Minute Book and processed as being Proposed and Seconded. Key issues arising at Meetings should also be formally adopted or defeated.

Meeting Sample Agenda Items

- 1 Guiding policies of the festival/event
- 2 Procedures for Event Committee meetings
- 3 Do you have a clearly defined organisation structure?

Decisions taken at all subsidiary meetings will always need to be brought back to the regular planning meetings. It is this constant free flow of information that lubricates the festival machine and allows the Event Manager to see where gaps may be appearing. Such regular communication will also record the successful completion of each stage in the development process.

Duration Meetings should be of a defined length longer meetings are not necessarily more successful than shorter ones.

Frequency Within the festival plan there has to be sufficient time and space allowed for that dialogue so committee members need to timetable all of these meetings into their work schedule. The Core Committee Team will meet regularly and often. You should agree on the number of meetings that will be held annually. Quite often meeting attendance will be much better if all meetings are held on the same day, venue and time – for example on the first Tuesday of every month at 8.00 pm in the Community Centre. Meeting dates can therefore be agreed at the beginning of the year for the full year.

Voting Your Event Committee should agree on what constitutes a majority vote at meetings. Will your Chairman have a casting vote or an additional vote to break a tied vote? Sometimes this can be most important, but it can also divide a Committee going forward.

Sub Team or Sub Committees Have you agreed on a Sub-committee structure and responsibilities? For all but the smallest festivals/event Sub-committees are recommended. The degree of authority delegated must be agreed, and recorded in the minutes. Possible Sub-committees include Finance, Marketing, Production, Programme and Public Relations. Agree on cap budget sanctioned, reporting responsibilities and who they report to.

Consultation and Collaborative Approach should be the approach from the beginning so that everyone feels they can provide regular input throughout development. It also allows for improved development through each of the event phases e.g. recruiting volunteers, agreeing on the best internal communications, keeping the festival plan on track, making funding applications and allocating roles and responsibilities.

External Stakeholder Consultations

The expectations of stakeholders will also need to be taken into account at the very earliest stage of the process. Depending on the type and location of your festival or event you should initiate a number of different important consultations and meetings with some local authorities and organisations:

- 1 **Local Authority** Events Manager, Environmental Health/Enforcement Officer, Building Control Officer, Specialist Officers – Arts, Community, Sport, Tourism, Local Planning and Development,
- 2 **Emergency Services** Police Service, Fire and Rescue Service, Ambulance Service, Coastguard, Air traffic control
- 3 **Others** Transport, Northern Ireland Electricity, Local Hospital, First Aid Organisations, Social Services, Event Stakeholders, Local Institutions, Local SMEs, Local Tourism, Sponsors, Funders, Members of your local Business Community, Local Residents and other community groups, Suppliers

Safety Advisory Group

Depending on the size and complexity of your particular event, a Safety Advisory Group (SAG) meeting may be organised by your local Council. A Safety Advisory Group is made up of mainly specialist officers from your local Council, Police, Fire & Rescue Service, Ambulance Services and others as deemed necessary to be involved.

The purpose of this group is to make sure, as far as possible, that people attending or working at events are safe and people through their enjoyment of an event, doesn't affect members of the public in an adverse way. They provide advice and guidance on the levels of risk involved, assess your event safety plan, risk assessments etc. In other words, the group is there to help you, as an organiser, make sure your event is a happy and safe one for all concerned. An early consultation is recommended to ensure a safe, memorable and enjoyable event is achieved.

Legislation

Event organisers, concert promoters, licensees, specialist contractors and venue owners all have a statutory duty to protect the Health and Safety of their workers and others who may be affected by their work activity. All entertainment events are classed as work activities and are therefore subject to the Health and Safety at Work with various regulations and Codes of Practice. It is very likely licensing legislation will need to be applied to your event or festival.

Sub-Contractors Community event and festival organisers should check that all sub-contractors and self-employed contractors have the relevant insurance, trade memberships and risk assessment policies.

Other Legal Considerations Trading, Disability Discrimination, Duty of Care and Liability, Copyright, Food and Hygiene, Employment Law etc. Seek professional advice and guidance with issues you are not familiar with as, ignorance is no excuse, in the court of law.

Further Reading Legal Issues and Requirements Event Planners Should Know

Insurance Cover

Insurance is essential for the proper management of events and festivals. For example, volunteers can expose themselves to risk with or without realising so. They risk personal injury, claims of damage coming from their volunteering activities or loss or damage to their property. Community organisations will have a responsibility for damage, loss or injury experienced by volunteers but also for any loss, damage or injury caused by those volunteers being negligent. Therefore it is in everyone's best interest to ensure that adequate insurance cover is provided to cover your volunteers and their activities. Even if you book facilities with your local authority, as a community group, you will still need your insurance cover to be in place.

At the very least both public and employers' liability insurance (employers' liability cover is needed for volunteers and not just employees).

Public Liability protects against legal liability arising from accidents that cause injury to persons or damage to property. Depending upon risk and your associated activities, cover for community groups is provided up to an agreed maximum sum often between £2 million & £5 million. You may need additional cover for one-off events/activities. Always inform your insurers of any one-off events which your organisation is organising.

Employers' Liability covers employees for injuries suffered in the course of their work. Volunteers are not employees and therefore will not automatically be covered by this insurance. Law requires this type of insurance and a copy of the certificate must be displayed on the premises.

Entering into Contracts

The nature of organising events and festivals is such that the organising committee will be involved in agreeing and entering into several contracts. These can be wide-ranging and will place responsibility and a liability on the actual organisers. The contracts will be very much dependant on the nature and scale of the specific event or festival but could include some of the following: broadcasting, catering, hospitality event management, entertainment/performers, funding (agreements), merchandising, sponsorship, suppliers, venue lease, vendor commitments... Contracts should only be signed at full Event Committee meetings and the details carefully recorded in the minutes and filed in the Minute Book.

Further Reading Event Planning Contracts

Procurement of Suppliers & Other Services

Prudence in the planning and organisation of your event will perhaps see organisers seeking competitive prices for a range of services and supplies. This includes larger items of equipment or services. You will need to carefully consider your exact requirements and write the specification for all required items to adequately supply your event needs. This is an important part of the planning process as this may take a few weeks to complete and agree.

Event Business Plan

The core element of good festival and event management is a properly prepared and implemented Event Business Plan. Festival and event management is about the reason why your festival or event exists. It is also about the future vision that your Committee has for your festival/event. Above all, it is about having a Strategic Event Business Plan, agreed by your Committee, and set out in writing.

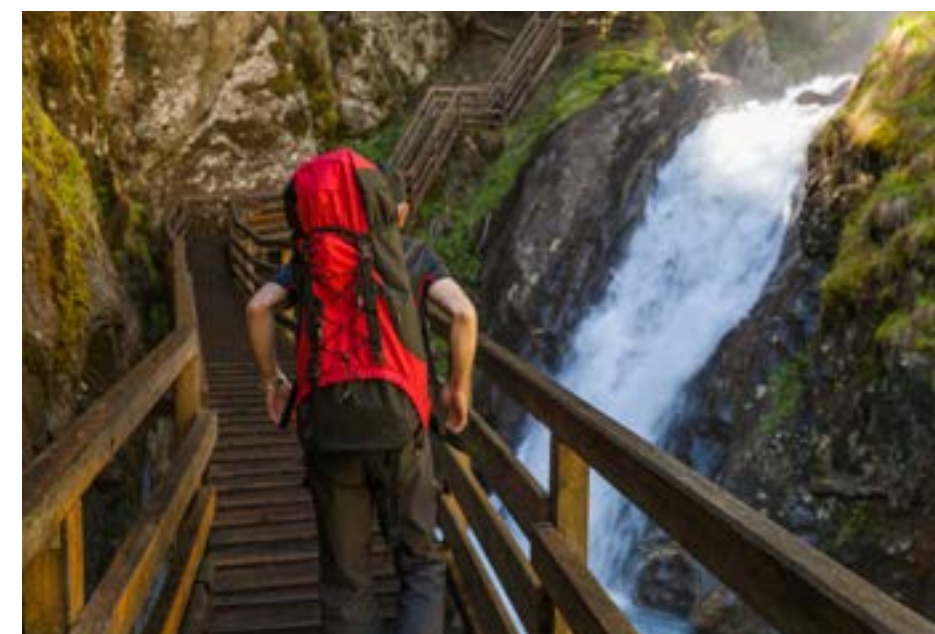
The Event Business Plan will help to guide your work as the Committee strives to achieve the objectives of the Plan. Of course, the Plan should not be a static document, it should be dynamic and change with experience and as new opportunities arise from time to time.

The Event Business Plan can be looked on as a document with a series of steps that helps your Committee to move the festival/event from your current point to the desired point of development 2/3 years hence. The preparation of the Business Plan is the role of the total Event Committee, guided by the Director/Chairperson.

Grant and Funding Support It is worth noting that if you are applying for grant support (through your national tourism support organization, Arts Council, Local Authority, other grant support agencies or potential sponsors), grant administrators will be anxious to review your Event Business Plan, as evidence that you are adopting a professional approach to the management of your festival or event. Sponsors will always seek a copy of the Business Plan. Keep it simple and understandable to all!



**Event
Business
Plan**
page 5



CASE STUDY

Virtual Wellness Events



- 1 **Technophobic Yogi, Orla Punch, [Punch Yoga](#), Dublin, Ireland**
- 2 **Dietician [Dr Laura Stewart](#), [Laura's Laughter Yoga](#)**

Eventbrite reported during COVID lockdown with gyms and fitness classes forced to close their doors. At the height of lockdown, around 25% of Eventbrite's online events were focused on health and wellness. A surge in interest for all things mindfulness and meditation showed that there was a real appetite for it, too.

Approach

Technophobic yogi Orla Punch, Punch Yoga, Dublin, Ireland went through a huge learning curve, she had to think outside the box and bring her hands-on teaching approach to the virtual world.

Dietician Dr Laura Stewart has been running Laura's Laughter Yoga sessions throughout lockdown. Unlike traditional yoga, there are no poses in laughter yoga. Instead, deep breathing and playful techniques are used to relieve feelings of stress and anxiety.

Both practitioners used Eventbrite and Zoom as their delivery platforms. Eventbrite online events are set up by simple **[step by step approaches and guidelines](#)** integrating Zoom and a field of other functions.

It has made their sessions more accessible globally. People who had anxieties that prevented them from attending an in-person class are attending. Online sessions have helped people build up attendee and their self-esteem and confidence. Teaching online doesn't mean an end to offline classes, far from it, the benefits are numerous and here to stay.

For more information on how to set up an online event, check out **[online event resources](#)**. And head **[here](#)** for inspiration from other event creators who are finding new ways to bring people together.

Inspiration and Motivation

Event Planning Vision and Mission Statement | Aims and Objectives | SMART Objectives ([Worksheet](#)) | Event Situational SWOT Analysis ([Worksheet](#)) | Event Planning Process | Event Research and Feasibility ([Worksheet](#)) | Naming Your Event ([Worksheet](#)) | Choosing the Venue ([Worksheet](#)) | Choosing the Theme ([Worksheet](#)) | Wellbeing Event Program Theme | Fringe Events | Be Sustainable and Think Green

You have your committee recruited, committed and ready. Roles and responsibilities have been allocated. Before you make your wellbeing, festival or event happen you must first as a committee develop your Vision Statement, Mission Statement, Objectives and Situational Analysis before you delve into your Event Strategy and core theme.

You want your wellbeing festival or event to provide a platform where you can develop and support each other's businesses, region and showcase your offerings and experiences in their best light. It is important to work together at every event stage to thrash out any possible challenges or obstacles and avoid any potential problems. Come up with the best possible solutions and considerations together and adjust your Event Plan and Schedule accordingly. This will be covered in the next section. Here are a few other great reasons to consider planning a regional wellbeing festival or event.



Events encourage a sense of community pride and cohesiveness. It's not often that everyone in the region gets invited to the same party. Fairs and festivals provide a rare occasion for the whole community to relax and have fun.



Events may have certain educational values. For instance, important wellbeing knowledge and information can be brought to life through acting, visual displays, digital presentations or engaging speakers



Events are ideal occasions for wellbeing services and experience providers to demonstrate and exhibit their regional offerings and communicate their benefits



Events provide an opportunity for wellbeing tourism businesses to showcase for new ideas, new experiences, new products, new services and provide the opportunity to get connected with new wellbeing gurus



Events focus on the broad spectrum of the wellbeing industry and what your region can offer in this context



Events stimulate travel to a community and the surrounding region. This encourages the community to grow and prosper by attracting economic value in the form of tourism, and in some cases, new visitors



- Events can also be used to celebrate the launch of a new wellbeing tourism business, destination or region
- To raise money and help businesses become more profitable
- It is a great way to market in a direct and effective compelling way
- Builds reputation, sets standards and reinforces brand development

The Vision Statement

A vision statement usually describes what the event seeks to become and to achieve in the long term. In nature, it should be brief, precise and motivational. For example - "This will be the largest regional wellbeing festival in Slovenia by 2025, and it will attract visitors from all over Europe but primarily Ireland, Iceland, Scotland, France, Germany and Holland."

The Mission Statement

The Mission Statement should indicate what the festival or event is trying to achieve and to whom it is targeted. The following questions should be answered in the Mission Statement which should be about two sentences long:

- Who are our visitors?
- What are their wellbeing and entertainment needs?
- What are the core activities of our Event Committee, and why are these activities important?
- How can we use the festival/event to promote our wellbeing region?

Aims and Objectives

The key to the success of an event is that goals, aims and objectives must be identified and defined. An undefined or vague purpose is a near guarantee of festival failure. This means you know why you are running this wellbeing festival or event. The event aim is what you hope to achieve and the objectives are the actions you will take to achieve the aim. The aim is the statement of intent and the objectives should have the required steps and defined measurable outcomes.

Every event must have a clearly stated overall aim otherwise the event should not happen. Events demand a lot of concentrated effort and commitment. This commitment can only come out of a genuine belief among all participants that the objectives are worthwhile and that they

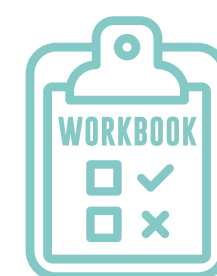
will be beneficial in the long term. Objectives should be clear and easy to understand, just a few words are all that is required. At the end of the festival/event, the outcome should be reviewed against the aims and objectives to judge the success of the event after completion.

The Objectives should be SMART, that is:

- Specific** objectives must be stated clearly in a few words
- Measurable** it must be possible to measure the success of each objective
- Achievable** there must be a realistic knowledge that the Event Committee can achieve these objectives
- Realistic** they must be realistically achievable
- Time Specific** set a timescale so that the objectives by a certain year/date

Some examples of Objectives are as follows

- To attract a minimum of 12,500 visitors mainly from the county
- To generate a gross income based on ticket sales and beverage and food of not less than €75,000
- To make a net profit of not less than €10,000
- That at least 4,000 of these visitors will be repeat visitors, having attended the festival at least once in the previous three years.



SMART Objectives Table

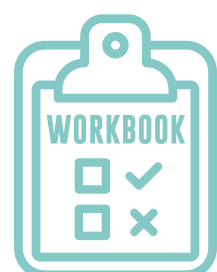
page 7



Situational SWOT Analysis

Carrying out a Situational Analysis involves looking at your festival or event honestly and critically. The usual way to do this is to carry out SWOT analysis. This involves looking at the strengths, weaknesses, opportunities and threats as they relate to your festival or event. Obviously, under each of the four headings, there could be several points. This analysis is worthless unless it is carried out in a very open and honest manner. Strengths and weaknesses usually apply to the internal management or production of the festival or event. Opportunities and threats refer to external issues not normally within your direct control. This analysis might reveal the following issues:

Internal	Strengths Well established and respected festival running for the past twelve years Excellent location, close to public transport and accommodation Organic locally sourced catering Customers are continually encouraging the committee to hold a regional wellbeing event Strong local and national wellbeing values and need for experiences	Weaknesses Existing Event Committee has been in place with little change over the past seven years, and no new ideas are being examined Limited parking, the closest parking is 1km away Modest advertising budget Speakers international travel needs to be paid Do not have a point-of-sale system No website
	Opportunities Potential new sponsor willing to contribute €6,500 next year will allow the expansion of the festival by one day Exponential growth in the wellbeing tourism market There is growing interest in our region as a wellbeing destination, so there is a potential for growth and promotion Potential for partnership with other tourism stakeholders and local services	Threats Suggested rival festival to take place just before our festival in the same month in next year May be a cost for road closures Achieving the sponsorship and funding goals To confirm if the local reputable staging and production company is available as have another event on the same date
External		



Situational Analysis Worksheet
page 8

Wellbeing Festival or Event Strategy

Your festival or event strategy needs to be clearly defined. Having examined your festival/event through your statements of vision, vision and objectives, you are then in a position to decide on a strategy for future progression. There are many strategies that you can consider. Above all, you must be sure that your chosen strategy is acceptable to the local community and visitors to the festival or event alike. Strategies could be based on

Financial Outcome example to raise a minimum of €15,000 for local development, or increase the number of attendees by about 5% per annum.

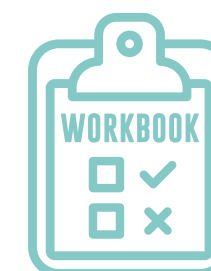
Reputation or Branding Outcome by showcasing the region as a competitive high-quality wellbeing destination by collaborating with all regional partners and maximizing participation potential of all wellbeing stakeholders.

The Event Planning Process

Event planning sets out the key considerations and the process involved in organising a festival or event. It is important to do your research from multiple sources of information and high-quality research so you can reduce risk. The results of initial research and feasibility study and intelligence gathering will eventually determine the further progress or abandonment of your event or festival planning.

You can find or gather this information from several sources such as:

- From past wellbeing festival or event experiences
- From your local knowledge
- From previous organisers of similar type events
- From written reports on other events which have been held
- From speaking to and having consultations with a range of people
- From attending other events



Event Research and Feasibility Worksheet
page 9

Naming Your Event

The 'wellbeing' theme and name in itself is a fantastic way of attracting the new and growing wellbeing trend. Choosing a name for your festival can be a motivator and solidify your team's commitment and participation and turn into an annual wellbeing event. It will provide direction on how all those involved can show and competitively meet target markets needs and expectations.

Whatever name you choose for your event, it should instantly convey the gist and hook your audience. Accomplishing a good name is harder than it looks. If it's too logical, it might not be exciting enough. If it's too unusual, it might miss the mark. There are only so many words in the dictionary, and a great deal of them are already taken.

[Further Reading on How to Name an Event](#)

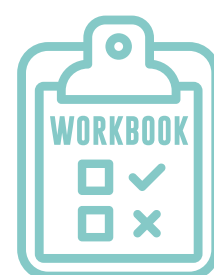
Venue Selection

The choice of venue is a crucial decision for the event organising committee. Finding the perfect location for your festival event isn't easy. When considering a wellbeing event the location is most likely key to the overall event experience as wellbeing events typically occur in natural open spaces with plenty of space, fresh air, nature and natural views. Once you have found that perfect venue, you need to set a date, sign a contract, stay within budget, and make payment. Don't forget you also have to secure the necessary licenses and permits to hold the festival (think zoning and parking).

Establishing a Theme and Design

Theming is fundamental to the conceptualisation and delivery of every successful event – your theme sets the tone for the entire experience and drives all subsequent planning decisions. The theme is the first impression people will have of your event. Event design and theme is the appearance and feel of an event. Things like decor, venue layouts, and theme all play a role in designing an event. The theme is an 'umbrella' to unify the final event image it should be complementary and synergistic to the event aims. Event styling refers to all the visual aspects of an event including things like lighting, flowers, and tablecloths. This is the part that brings the event to life. Since we are talking about wellbeing tourism events and festivals you must decide on elements that are designed to fit into your 'wellbeing' theme including the event name, logo, the venue selected, the design and finishing, decorations, staff uniforms or clothing, headline acts selected, entertainment, extras, activities, lights, music, special effects, food, drinks, mascots and merchandise. It is always a good idea to test a selected theme on a target market pilot group to test appeal, attraction, action and how engaged and motivated they are. Particularly for wellbeing, your theme should engage your audiences 'senses' of sight, taste, sound, smell and touch and how the it makes them feel physically, emotionally, spiritually and mentally.

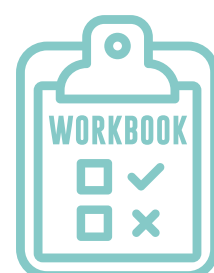
So how do you choose an event **theme** that is fresh, appealing and on-brand? A meaningful concept behind your event helps to direct your planning, keeps your messaging on track, drives audience engagement and delivers on your business objectives. Select a theme that can be interpreted loosely, is relatively abstract and open to interpretation. A good event theme can be carried throughout every touchpoint of the event including visual design elements, topics, and merchandise and can offer a sense of direction for your speakers. It must be aligned with your wellbeing region and be consistent with your brand image.



Naming Your Event
page 12



Choosing the Right Venue
page 13



Choosing Your Event Theme
page 16

Wellbeing Event Programme

The Program is the key design collateral required for events. Once you have decided on your event theme, style and design the festival or event program can be designed as it refers directly to the core theme or themes of the festival or event. The program needs to include the main event details and attraction(s) or the main reasons visitors will come to the event e.g. wellbeing adventures, relaxation, immersion in nature activities, alternative therapies and spa treatments, nutrition and holistic health. The Program is essential to assist audiences to register and come to the event but to also how to get the best out of the event experience. Agreement on the real core theme(s) is important from a marketing point of view. It also helps to keep a clear Event Committee focused on the audience and target market(s) for the festival/event. The Program needs to be considered from the planning stage but will be covered in more detail in the Marketing section of this Resource Guide.

Think Green and Sustainable

Wellbeing Event Organisers must think of the environmental and social impacts of any festival or event and consider their business approach and wider community. ISO is the International Organisation for Standardisation is a practical tool for managing events so that they contribute to the three dimensions of sustainability – economic, environmental and social. There can be a downside to events and festivals. The "great time we had today" can leave an aftermath of problems for tomorrow. When people get together, particularly in large numbers, they can put a strain on local resources, such as water and energy and create significant waste, or tensions related to culture or sheer proximity with neighbouring communities. A Sustainable Event Management System provides a framework for managing environmental responsibilities so that they become more efficient and more integrated into overall operations. This framework allows an organisation to understand, describe and control its significant impacts on the environment, ensure compliance with environmental legislation and continually improve its business operations.

The Standard Covers	Benefits Include
Reduce environmental impacts such as carbon usage, waste management and effects on biodiversity	Help to improve sustainable performance within available budgets
Improve social impacts such as community involvement and fair employment	Reduce carbon emissions and waste, improving the resource efficiency of the entire event supply chain
Establish economic impacts such as local investment and long-term viability	Present opportunities for more efficient planning and encourage the re-use of equipment and infrastructure.

ISO 20121: 2012 standard, can be used as an effective sales and marketing tool, giving your event and region the competitive edge. By demonstrating an innovative and forward-thinking approach to environmental issues, you will not only improve morale within your committee and region but will also lead to a better public and stakeholder perception. Publicising your commitment to sustainable events will raise your profile and also lead to better community awareness of environmental activities. Further information on the standard can be obtained by visiting www.iso.org

And Action !

Event Logistics Event Action Plan and Schedule I Event Gantt Chart I Contacts Database I Site Plan I Licencing and Permits I Hazards and Risks Assessment (Worksheet) I Emergency Procedures (Worksheet) I Queue Handling I Environmental Policy I Food Safety I Communication for Safety I Event Safety Management Plan (Checklist) I Key Equipment, Activities, Services and Infrastructure I VIP and Sponsor Logistics I Official Opening Logistics I Event Evaluation and Debrief Case Study Salmon of Knowledge Festival, Ireland

Case Study Salmon of Knowledge Festival, Ireland

Event Logistics and Planning

This is the implementation stage and putting your planning to action. Logistics Management is basically about getting the festival or event up and running in an organized and efficient way. In many ways, this is the most exciting stage – the planning and watching your event come together. This is when the real ownership takes place. You have covered your mission, aim and objectives. They are now ready to be hammered out in the planning stages. Each stage of your event development takes time, it is your best friend. The success of the event will depend on the planning mechanisms and supports you have put in place to allow open communication, ensure safety, achieve your event goals and meet audience expectations. In this section, there are multiple templates, forms and checklists designed to get you up and running and get your event organized for success.

Event Action Plan and Schedule

The Event Action Plan is one of the most important event documents where you plan and execute your event activities. It helps you to get organized and structured and ensure you meet all event objectives and targets effectively, professionally and on time. It will save you from a stressful journey and assist in keeping everyone on track and informed. It provides an overview of the operational activities that take place immediately before, and during, an event, noting that efficient preparation and due thought to operational issues will reduce the risk of something going wrong.

The Event Action Plan is mostly used by contractors, event organizers, and emergency personnel to ensure the development, outcome, and the safety of the event. If you’re planning to hold an event, a precise and detailed action plan must be generated first.

The Event Action Plan should include any special opening and closing events; staff work schedules; and multi-level access to contact information, safety policies, and emergency procedures. In addition, once the festival’s over, have cleanup and breakdown crews scheduled to move in and complete specific assignments with appropriate checklists. You may also need to pay vendors

and hired staff, issue thank you notes, complete reports, review attendee evaluations, give performance reviews, and coordinate festival waste and recycling disposal. Other reasons the Event Action Plan is so important for a successful event.

- Prioritises your actions in order starting with top priorities first
- Sets timelines so you can meet event deadlines on time
- Creates critical event information e.g. set the date, time, duration
- Outlines all the different marketing, brand and communication activities that will need to take place, when they should be completed, who is assigned the responsibilities, the status of completion...
- Includes important easy and quick to get contact details
- Identifies and establishes key contacts and stakeholders e.g. speakers, sponsors, emergency services, organisational support agencies
- Establish your budget and financial allocations
- Be the basis to your Event Master Plan
- Covers all the safety and organizational aspects of an event
- It also contains details such as the location of the event
- Has all committee and key staff information and details

Sample Event Action Plan

PROJECT NAME	PROJECT MANAGER
Event ABC	Anthony G.

ACTION	RESPONSIBLE	PRIORITY	STATUS	START	END	NOTES
Goal #1: Select Venue						
Identify venue options	Sally J.	High	Complete	9/30	10/2	
Visit venues	Sally J.	High	Complete	10/5	10/9	Must send contracts by 10/10
Sign contract	Maria S.	High	Complete	10/12	10/12	
Goal #2: Secure Speakers						
Recruit speakers	Sally J.	High	In progress	10/7	10/12	
Speaker bios	Sally J.	Medium	Not started	10/12	10/14	
Create and send speaker packets	Maria S.	Medium	Not started	10/13	10/16	Send to stakeholders
Confirm speakers	Sally J.	High	Not started	10/17	10/18	
Goal #3: Recruit Sponsor						
Identify sponsors	John S.	High	In progress	10/13	10/19	
Write up sponsor agreement	Maria S.	Medium	Not started	10/15	10/16	
Send emails	John S.	High	In progress	10/19	10/21	
Make cold calls	John S.	Medium	Not started	10/21	10/23	From sales team
Goal #4: Promote event						
Create banner	Morgan K.	Low	Not started	10/26	10/28	
Order swag	Morgan K.	Low	Not started	10/28	10/28	Coffee mugs, tates, pencils
Create social media strategy	Corrie J.	Low	In progress	10/13	10/26	
Make marketing materials	Karen Z.	High	Not started	10/26	10/30	

Image: Smartshee.com

The Event Action Plan should be developed collaboratively by the Event Team and Committee. Start with properly thinking out and scheduling the various event requirements for the festival/ event to effectively take place, in the correct order by priority, and at the right time.

You will end up with a detailed listing of tasks with specific start and stop times occurring from set up of the events equipment (also known as set up/pack down) through to the eventual removal of all the equipment. It should be supported by a Gantt Chart illustrating time, activity, location and responsibility. Using this approach

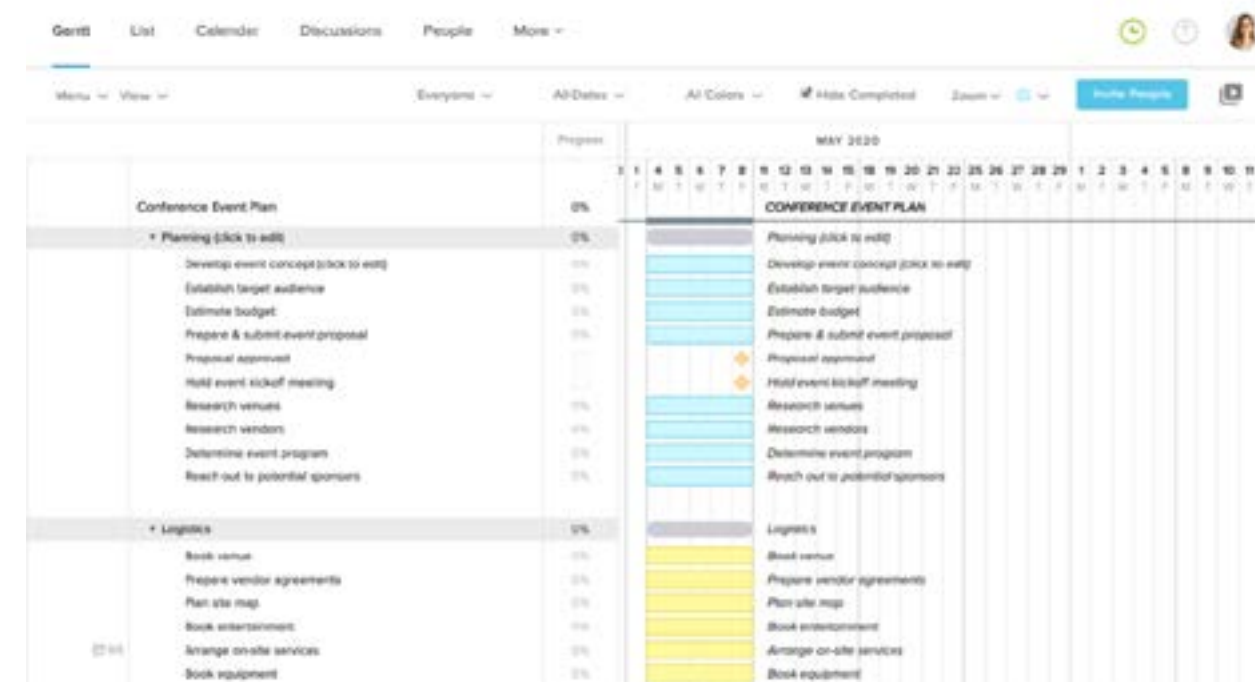
- 1 You will be able to immediately visually summarise the event schedule and will have developed an easy to use effective communication and control tool for all those involved
- 2 It will show how different aspects of the festival or event production are dependent on each other It will point out problem areas or clashes of scheduling
- 3 It will provide a summary of the history of the event
- 4 It will identify Milestone Dates. These are important dates during the year by which time certain key actions must have been taken, or policies implemented. Failure of delivery by these dates may compromise the success of the festival/event in some way examples; Sponsorship in place, fundraising achieved, the venue booked, grant applications completed, speakers booked, program printed etc

For the Gantt Chart to be an effective tool, the tasks must be arranged and estimated in the most practical and logical sequence.

The Event Organiser will have overall control and responsibility for the smooth running of the event or festival. For larger events you should draw up an additional event management structure, which defines the individual responsibilities of each of the key personnel involved in planning the event, setting up the site, running the event, taking down the structures and clearing the site after the event.



Sample Event Gantt Chart



Contacts Database

In both general terms and marketing terms, a contacts database for any event is important. It should be separate database to every other database with full name/phone number/email/ place of business and other additional important information. It will be built and updated over time. If possible categorise and organize it according to the following contact groups

- Event committee and team members
- Important organisations, representatives and stakeholders
- Volunteers and event staff
- Potential sponsors
- Vendors, caterers
- Sale and distribution outlets
- Infrastructure, design, equipment and services
- Local services
- Media contacts
- Emergency health and safety officials
- Guests and VIPs

Sample Site plan



- Waste disposal
- For use of photographs not owned by the event organisers
- Ordnance Survey Permit if using Maps in brochures or other publicity materials.

Ensure that you have researched and considered the different timescales required and incorporate as part of your planning process. If in doubt always plan early and give yourself ample time to get things right!

Examples of an Estimated Event Planning Timescales

Licence/Permission	Suggested Overall Timescale
Entertainment Licence	8 – 10 weeks for completion
Fireworks Licence	4 - 6 weeks for completion
Occasional Liquor Licence	2 - 6 weeks for completion
Parades Commission Notification Permission	4 - 6 weeks for completion
Street Trading Licence	4 - 6 weeks for completion

Licencing and Obtaining Event Permits

As part of your overall event planning considerations, depending upon the nature and scale of your event you will be required to obtain a range of licences or permits in writing. You should be aware of the timescales involved and the individual processes, which will be required. Your local authority contacts such as Environmental Health Officer, Building Control Officer or Community Development Officer will be able to direct and advise you on what licences or permits you may need, examples.



- Planning Permission especially for larger festivals and events
- Food and drink sales
- Entertainment e.g. stage set up, fairground rides etc.
- Outdoor/indoor event licence – in some cases up to 16 weeks notice may be required
- Performing Rights for music used over a public address system
- Road closure permits
- Car park facilities provided by landowners

Success in obtaining your licence or permission will depend on certain factors



- The nature of entertainment, capacity and scale of your event
- If it is indoors or outdoors
- Available car parking facilities or arrangements
- The selected venue
- Traffic management
- Time of year, time of day, duration of the event
- Target audience profile
- Infrastructure required
- Security control measures
- Toilets
- Sound Requirements
- Lighting
- Waste Management Etc.

Entertainment Licences depend on the entertainment you provide, bear in mind they also apply to private functions or any other public events where you charge money. If you want to apply for both indoor and outdoor entertainment licences you usually have to make separate applications. In the UK you can be fined up to £20,000 for staging indoor entertainment without a licence!

Event Vendors and Traders will need to have a **Stationary Licence** or **Temporary Licence** for a one-off event to sell or offer their service. These licences usually fall under the Street Trading Acts where vendors are approved for certain areas that have been approved for stationary street trading. If your local authority wants to designate new trading areas they will publish legal notices (for 28 days), explaining proposals, in local newspapers to make sure the public and other organisations are consulted. When applying for licences traders and vendors will need a map showing the exact location of their location on your planned site.

All mobile traders, including ice-cream vans and mobile shops, must have a **Mobile Trading Licence**, which allows them to work within specific areas. As an organiser, you will want to check with any concession or mobile trader that they are a registered company with their local authority. Please note, that a specific trader may be trading at your event in one council boundary and they could be registered with their local authority.

Temporary Licence traders for events even if you want to sell at a one-off event, you'll need a temporary licence. Apply well in advance of your event. Also, note it will only be valid for a certain number of days (usually seven days)

Hazard and Risk Assessments.

Thinking about what could go wrong at your event might seem like a negative mindset, but in reality, it's one of the most important things you **MUST** do in the planning stages of an event. As much as you wish for everything to go smoothly, things never happen exactly as you imagine and accidents do happen. It pays to know what the risks are, make plans, and be prepared to deal with them on the day. Each event has its own nuances and depending on the location, the type, and the size, you're going to have a number of different risks to take into account. However, there are a few strategies that every event planner needs to take a good look at as a starting point.

Every wellbeing event should start with a risk assessment to determine the potential risks to which members of the public, volunteers and staff may be exposed. You should avoid the error of assuming that there are no risks attached to the holding of your festival or event because you assume there are no risks or that it has been running for many years without a problem. The Risk Assessment must be prepared as a written document. The preparation of a Risk Assessment and Management document is necessary to prepare a Health & Safety Statement. A Safety Officer should be appointed to complete the Risk Assessment and the Health and Safety Statement.



'An event risk assessment is a practice of identifying potential safety hazards that could occur before, during, and after an event' (safetyculture.com)

A Health & Safety Statement is designed to safeguard you and your team and your visitors from incidents and accidents. It will also help prove to an external party that you took responsible steps to minimize the risk of accidents. This can only be done by carrying out an honest and thorough assessment of the possible health and safety risks that may be involved in attendance at the festival or event. It is suggested that you examine each potential risk under the following headings.

Top 10 Safety Risks Every Event Manager Should Plan For

- | | | | |
|---|-------------------------------------|----|---------------------------------|
| 1 | Event and Production Equipment | 6 | Medical Assistance Requirements |
| 2 | Crowd Management | 7 | Unpredictable Weather |
| 3 | Children Attending or Participating | 8 | Potential Fire Hazards |
| 4 | Transport and Traffic Management | 9 | Food safety |
| 5 | Staff and Volunteer Safety | 10 | Aggressive Behavior |

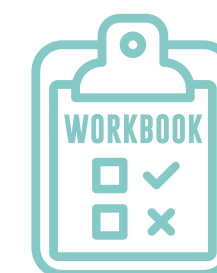


*'A **hazard** is something that can cause harm, e.g. electricity, chemicals, working up a ladder, noise, a keyboard, a bully at work, stress, etc. A **risk** is the chance, high or low, that any hazard will actually cause somebody harm'. (Worksmart.org.uk)*



If you are running an outdoor event and your event production equipment **hazards** range from the electrical installation, functionality to packing in and packing out. The risks are potential trip hazards, how weather can cause floods, slips etc. how safe your electrical works are e.g. is voltage safely earthed.

A good tip - once you have identified as many risks + hazards as you can, think about the impact they could have if something went wrong and the likelihood of that happening. That will help you to prioritize your time and resources and provide a good starting point for your crew to start delivering on the risk management side of your event. Start by identifying the **Hazards** first, then the level of **Risk** associated with each hazard that is the likelihood of it happening, then **Rate** this risk and finally consider the **Control** measures you will put in place.



Hazards & Risk Assessment
page 18

The Five Steps to Managing Risk

If you are just starting out, begin with the major risks that could cause serious injury or death. The following steps will help create your own risk management strategies:

- 1 Identify hazards
- 2 Assess the risk level of risk each hazard identified
- 3 Control the risk to reduce the harm and its severity
- 4 Reassess the level of risk for each hazard
- 5 Review and monitor that controls are working and risk levels are acceptable

RISK ASSESSMENT MATRIX

CONSIDER THE LIKELIHOOD OF A HAZARDOUS EVENT OCCURRING

	Very unlikely to happen	Unlikely to happen	Possibly could happen	Likely to happen	Very likely to happen
Catastrophic (e.g fatal)	Moderate	Moderate	High	Critical	Critical
Major (e.g Permanent Disability)	Low	Moderate	Moderate	High	Critical
Moderate (e.g Hospitalisation/Short or Long Term Disability)	Low	Moderate	Moderate	Moderate	High
Minor (e.g First Aid)	Very Low	Low	Moderate	Moderate	Moderate
Superficial (e.g No Treatment Required)	Very Low	Very Low	Low	Low	Moderate

CONSIDER THE SEVERITY OF INJURY/ILLNESS

Image: Sitesafe.org

1 **Identify** by walking around the site, brainstorm with your committee, consult with contractors or risk assessor to identify what could seriously harm the health or safety of event staff, vendors, suppliers and attendees. Remember to consider both immediate safety hazards, such as falls, and gradual health hazards, like overheating or noise damage.

- 2 **Assess** Once you have identified the hazards, assess the level of risk for each. This is a great time to talk to your committee, staff and contractors, as they are your greatest source of information during the risk assessment process. They know and understand the jobs, how they can suffer potential harm and the controls that are/aren't working. Using a risk matrix like the above is a useful guide.
- 3 **Control** Once you have identified the level of risk, you must do what is reasonable and practical to eliminate it. Where it can't be eliminated, minimise it by choosing the best controls for the situation – the better the control, the lower the risk. Common controls, such as Codes of Practice, guidelines and standard procedures can be applied for common risks. Remember to talk to contractors and anyone else on site about risks resulting from your work. You will often need to use multiple controls on a single risk.

Hazards	Examples: Spectators, fire, electrical, stage safety, volunteer and staff safety, weather, noise, litter/waste...
Risk	Examples: Overcrowding, natural disaster, someone collapses in the crowd and needs medical attention, a fire breaks out on the stage, unpredictable weather, food poisoning, staff or volunteer get hurt
Rating	How do you rate the potential risk – low, medium, high or very high? Examples: <ul style="list-style-type: none">Someone needs medical attention – Medium RiskFire Breaks Out – Low Risk
Control	How will you control those identified risks? Examples: Spectators – crowd organisers, barriers, fencing, queue control etc. This is especially important in the build up to concerts or stage performances, during the event, and during the dispersal of the crowd afterwards. Fire - fire extinguishers, fire blankets, water hoses – where are they available, are they available closest to the possible fire outbreak sources? Stage Safety – are there two sets of access stairs?

Hazard and Risk Assessment Table

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Further Reading on Hazard and Risk Control Measures



When looking at potential risk areas the ‘what if’ scenario is critically important. For example, you must ask the question in their risk assessment – “what if a member of the public collapses in the middle of a crowd of 600 people; how do we get medical aid and an ambulance to that person within say 3 minutes? Is there a possibility that the ambulance will get delayed by cars approaching the festival or event car park?”

Each scenario should have a thought-out response that can be implemented straight away during the festival or event. There is no time to have a committee meeting when an emergency arises, to decide what should be done next. The emergency procedures must be known to all Event Committee members, volunteers, and staff, police, emergency services etc.

Further Reading on Top 10 Safety Risks Every Event Manager Should Plan For

Health and Safety Statement

The event Health and Safety Statement is a written document which describes how Health and Safety within your event are managed. A Health and Safety Statement is your duty of care to your employees, volunteers, performers, contractors, spectators, audiences, public in the surrounding areas how you manage risks and hazards at your event.



Accident Reporting



Incident Reporting

Organisers should make sure that all accidents are properly recorded by their appointed first aid medical provider. These records are required to be kept by Law and it is recommended that these be held on file for seven years.

Organisers should maintain a method of recording and keeping a record of any incidents at their event as a means of good practice. This information can be used as part of an event evaluation report.



Emergency Procedures

In addition to carrying out a hazard and risk assessments and developing an Event Safety Management Plan which lay down all the measures necessary to minimise the likelihood of any accidents or incidents occurring, you will need to decide how you will deal with any emergencies if something goes wrong. This is where the Emergency Procedures Plan comes in. It informs everyone how to respond effectively to health and safety incidents and other emergencies that might occur at your event. It should detail exactly what emergency procedures should be followed under a given set of circumstances. Such problems could include a fire, serious accident, crowd disturbances, a bomb scare or even the effects of the extremes of weather.

An emergency will normally require a multi-disciplinary approach in which the event organiser, the safety coordinator, senior stewards, the police, the local hospital, the ambulance service, the fire and rescue service and first aid manager may all play a part. It is therefore important that there is an emergency or contingency plan with clear demarcation of duties and responsibilities. Each individual who will play a part in dealing with an emergency must understand their responsibilities and be given clear instructions. The event safety coordinator should be charged with the responsibility of coordinating any emergency procedures until the emergency services professionally take over.

The Emergency Procedures Plan should be in proportion to the level of risk presented by event activities and the potential extent and severity of the incident. Ideally, this document should be discussed with the emergency services (Police, Fire, Ambulance etc) well in advance of their festival or event and they should be given a copy.

Step 1

Risk Scenarios The Risk Assessment identified potential risks and hazards and analyzed what could happen if a hazard occurs. There are numerous hazards to consider. For each hazard there are many possible scenarios that could unfold depending on timing, magnitude and location of the hazard.

Step 2

Emergency Plan begins with an understanding of what can happen. Review your risk scenarios and assessment. Assess what resources are available for incident stabilization. Consider internal resources and external resources including public emergency services and contractors. Public emergency services include fire departments that may also provide rescue, hazardous materials and emergency medical services. Compile a site-plan and plans for each are of the event. Plans should show the layout of access roads, parking areas, buildings on the property, building entrances, staging, catering section, the locations of emergency equipment and the locations of controls for building utility and protection systems.

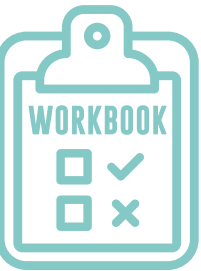
Step 3

Emergency Procedures This is where you develop protective actions for life safety (evacuation, shelter, shelter-in-place, lockdown). Make sure everyone has received the necessary training and is aware of where the procedures can be located. Make sure this location is easy for everyone to access, could be in multiple places. Use signage where possible think of Fire Assembly Point Signage.

As an alternative solution emergency services can be asked to be on site. If they are on site they may wish to take over the emergency procedures. The document must identify clearly the decision-maker or makers, their contact details and the chain of command. Your emergency procedures document should cover the following risk scenarios:

Risk Scenarios	Emergency Plan	Emergency Procedures
<ul style="list-style-type: none">• Fire Outbreak• Bomb Threat• Crowd Surge or Overcrowding• Disorder or Violence within the grounds• Communications or Public Address Systems Failure• Structural Failure	<ul style="list-style-type: none">• Get people away from immediate danger• Summon and assist emergency services• Handle casualties• Deal with those who have been displaced but not injured (e.g at a festival with camping)• Liaise with the emergency services and other authorities and, where the situation is serious, hand over responsibility for the incident/emergency• Protect property	<ul style="list-style-type: none">• Raise the alarm and informing the public• Commence immediate onsite emergency response, ie use of fire extinguishers• Alert the emergency services and continuing to liaise with them• Commence crowd management, including evacuation, where necessary• Evacuate people with disabilities• Sarr traffic management, including emergency vehicles• Incident control• Provide first aid and medical assistance

It is important to appoint people to implement your procedures if there is an incident or emergency. Make sure that all relevant staff members, whatever their normal role, understand what they should do in an emergency, for example:



Emergency
Procedure
Table

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- 1
- the location of exits
- 2
- how to use emergency equipment
- 3
- how to raise the alarm
- 4
- who they should receive instructions from

Further Reading on Emergency Planning for Incidents and Emergencies

In the event of an incident occurring and emergency procedures being activated, it is most important that a report is written up within a few hours of the incident giving all relevant details, including the contact details for any witnesses.

Event Safety Officer As part of your overall event health and safety structures it is recommended that you allocate the specific role of Event Safety Officer. This person must have appropriate training or experience commensurate with the size of the event for which they are responsible. Where an event safety officer is not a close relative or employee of the applicant they must consent, in writing, to them being named on the licence as being responsible for event safety.

Queue Handling Strategy

You must give careful thought to how queues will be managed on-site during the festival or event. There are usually queues for many event activities e.g., admission tickets, car parking, food & beverage, access to specific displays or shows and exit from the car park.

Long queues for car parking or admission tickets can encourage negative opinion of the festival or event in advance of visitors entering the site/venue. The provision of sufficient competent stewards is vital to the safe crowd management of the event and the level of stewarding provided must be agreed with the council.

Environmental Policy

An Environmental Policy will help to ensure that your event does not have a significant negative impact on the environment. Typical event issues or challenges covered by an environmental policy are:

Environmental Challenges	Environmental Policies
Waste Management	<p>Your commitment to minimise and manage waste. You have a commitment to comply with the Waste Management Act. This sets out legislative requirements for organisers of festivals/events in areas such as litter control, bin provision, poster distribution and clean-up. This could include</p> <ul style="list-style-type: none">• Provision of clearly signed front-of-house recycling and composting bins along with regular bins• Provision of back-of-house recycling facilities, cardboard collection and liquid waste recovery for vendors and production• The recruitment of a “green-team” of volunteers to help keep waste sorted.
Food and Beverage Packaging	<p>Your commitment to the reduction of plastic generated by the event. This can be achieved through:</p> <ul style="list-style-type: none">• The use of reusable, biodegradable or recyclable food service-supplies (e.g. plates, glasses, knives, forks and napkins) specified in your contracts with food vendors and suppliers• The sale of multi-use water bottles, supplying free drinking water and asking vendors not to sell water in plastic bottles

Transport	<p>Your commitment to a reduction in car usage by attendees getting to your event. You could consider</p> <ul style="list-style-type: none">• Putting on free transfer buses from nearby stations; Offering joint ticket and travel packages to ticketed events• Facilitating “car-sharing” services• Offering “green-tags” for sale so that attendees can offset their carbon usage
Communication	<p>Your commitment to communicating your environmental objectives with all stakeholders. Having an environmentally-friendly event helps attract both sponsors and attendees as well as improving the effectiveness of your recycling / composting strategy.</p> <ul style="list-style-type: none">• Issue media releases and advertising about your waste minimisation goals• Promote your environmental objectives using your website, official programmes, relevant magazines, and word of mouth• Run a poster campaign on the shuttle service to the event• Make announcements reminding people to make use of the recycling and composting facilities• Have the green team educate and assist attendees to increase the effectiveness

[Further Reading on Kambe Sustainable Events Environmental Policy](#)

Food Safety

As part of most events and festivals, the provision and supply of catering and food is often a requirement. The catering you require will depend if you are doing a small/medium/large scale event, community event, snacks and lunches, buffet, stalls, BBQ facilities, restaurants set up or eating stations. It depends if you are doing a social, corporate, delivery catering, buffet or (BYO) bring your own or have larger catering requirements. Catering does depend on the actual nature, scale and duration of an event would have wide implications and along with facilities and services available. These considerations all play a very important part of organisers thinking, planning and decision making.

Regulations require food businesses to produce food that’s safe to eat under any scale of event or festival and as a responsible organiser, it would be good practice to have someone associated with your group who has experience in this area of work to provide this service for you. To demonstrate the best practice of your group, why not invite someone locally with apt experience and knowledge to join your committee or perhaps try to ‘partner’ with a local college, school or training provider, which provides training in catering, food hygiene and management?

Local Authority Environmental Health Officers have an important role to play and for you, as an organiser, they can offer advice and guidance in this specialist area of work. Your local office will be able to direct you to basic food hygiene training courses being held in your local area. These officers normally will call to events to check all appropriate facilities are provided at events.

As part of demonstrating ‘Best Practice’ and being professional in your groups’ particular approach to organising events and festivals, it would be highly recommended that groups should consider asking some members of their committee to undertake a basic food hygiene course. It would be beneficial and would enhance an individuals’ or committee members individual CV credentials. Contact your local Environmental Health Officer for advice.

It is always advised to contact your local Food Standards Agency (FSA) for excellent guidance on food safety management systems for caterers, retailers and event organisers to help them comply with food safety legislation and achieve best practice.

[Read more Event Planning: Food Hygiene and Safety](#)

Communication

Communication is critical, especially in an emergency. It should be considered as part of your event planning. The organiser and/or safety co-ordinator will need the facilities to communicate with staff, stewards, emergency services and the people attending the event.

In respect of the audience, an adequate standard of public address system must be used which overrides other forms of entertainment noise. Clear directions must be given to ensure evacuation times are kept to a minimum. If the public address system is improperly used it can lead to confusion and panic. Therefore emergency and safety messages should be agreed in advance and someone should be nominated in advance to address the crowd and provide instructions.

For communication with the key site or venue personnel, two-way radios are extremely useful, but you will need to train those required to use them. Good communication and planning can be achieved through your marketing and promotional, media activities, workshop meetings, consultations sessions, briefings and good use of signage.



Required Key Event Services, Equipment and Infrastructure

When organising any event or festival, you will require a wide range of equipment and services to be supplied. Depending on whether your event is indoors or outdoors there will naturally be varying requirements. It would be good practice to arrange a site or a number of site meetings with all relevant parties. Walkthrough the site with them and discuss your plans for each area. This will help determine the layout. Other attendees, activities, services and infrastructure you should consider

1

Signage All festivals and events should have directional signs to their site, venue or location. As indicated in queuing handing getting large numbers of people on and off-site safely, and effectively in a short time, with minimal interference for residents, or to the free flow of local and passing traffic is dependent on the positioning and erection of appropriate signage.

External Signage

You will have to follow your local authority provisions for signage at festivals and events. They may have a maximum or a minimum number of printed signs requirement. There even may be a local authority template you can use to make design easier for you. You may also be required to give a certain length of notice to receive a permit to use. You may also need to inquire if you need to order and pay for signage from your transport department.

Internal Signage

This can contribute in a positive way to the perceived friendliness of the festival or event. It must be possible for all attendees to find their way easily around the site, by following a coordinated signage system. Signage can help provide customers with important information and information/meeting/evacuation points, location of firefighting equipment etc. These signs can be prepared cheaply on 'Corrie board' which is a material that looks like a plastic form of cardboard. You need to consider the signage for the following facilities within your festival or event public areas, exits from car parks to main festival/event areas; return route to all car parks; mobility impaired facilities including parking; admission ticket booths, information booth...

2

Barriers and Fencing are needed to delineate and protect a specific area such as the children's section, fence off generators, BBQ's and any lighting towers or temporary structures. Ensure that stage barriers are at least 2m from the stage and if applicable, designated event areas should always mark out/roped off to create barriers to your audience

3

Temporary Water Supply for toilets or catering purposes. Ensure qualified contractors supply this and if you are preparing food on site that there will be a requirement to have not only a sink or washing facilities for preparation but also a sink or means for staff to wash their hands.

4

Marquees, Canopies and Tents The assembly of all temporary structures should be carried out following specifications for the designer/manufacturer. Stage marquees etc should be kept at least 6m apart for emergency vehicle access and to reduce the risk of fire spreading.

5

Stage Some of the options being – purpose-built, mobile, or a 40' lorry. Quite often local community groups can get a company to lend them a 40' trailer at no charge, but often then have the problem of getting access onto this concerning the height off the ground.

6

Electricity Supplies There will be a requirement to supply electricity for all sorts of activities, such as lighting, PA system, bouncy castles, etc. A fully qualified electrician must undertake any installations. Get any installations checked and get a certificate issued by the approved contractor.

7

Toilets You will be surprised at what is needed to provide toilets at events e.g. predicted audience food and fluid consumption, campsite requirements, servicing, fencing off, combating weather conditions and temperature. You will need to provide a toilet for use by people with a disability. It is advisable, if possible, to segregate toilets to help ensure the right ratios are maintained. You will also need to arrange for your toilets to be regularly serviced and cleaned throughout your event.

8

Public Address System and Lighting Ideally you should have a separate PA for emergency announcements, other than for the stage. The use of a handheld loud hailer is normally adequate, as a backup, but ensure that the batteries have been charged! PA should be installed on a flat surface, off the ground.

9

Transport Management As an organiser you should decide how people are likely to get to the event and whether you need to provide transport or parking. Depending on the size of your event, this is a task, which can be delegated to a specific member of your planning team. Generally, it is best to keep as many vehicles as possible away from an outdoor site or if you are using an indoor venue you may wish to have a nominated over-flow car parking facility identified in advance. All likely types of traffic should be considered, including pedestrian, people with a disability, VIP's coach, lorries, staff and stallholders or performers.

For large events, the introduction of 'park and ride' facilities using buses to shuttle people between the site and remote car-parks can work well and specialist transportation companies will be happy to work with you in the provision of this service.

10

Car-parking Please do not forget that you will need to consider quite a few people for parking including staff, coach parking, buses for dropping

11

off/shuttle service, performers/artists, support crew, suppliers/deliveries, merchandising, contractors/sub-contractors, VIP's, people with a disability and media

Facilities for People with a Disability you will need to provide suitable and adequate facilities for people with a disability and that information about the facilities is made available well in advance of the event. Consider all forms of disability including people with mobility problems, impaired vision and/or hearing difficulties.

12

Waste Management do not underestimate this important aspect of your event. The amount of rubbish in the forms of packaging, general waste, food and waste associated with market stalls and associated with the provision of a bar facility can have quite an impact. The amount of waste in the build-up, part of and after the event needs to be very well managed and often does depend on the nature and scale of a particular event.

13

VIPs and Sponsors Having a VIP at your event can help make your event stand out, strengthen its reputation and purpose, it can expose your event to an even wider audience, gets influential people with a wide span of quality contacts promoting your event thereby exposing more eyes to your event, earning you new and high-value audiences and more registrations. They can be a lot of extra work but are worth it in the long run especially for post-event exposure and publicity. If you are providing for VIPs and Sponsors at your festival or event make sure to send a formal invite and make them feel special, it is preferable if their partners are also invited. Because they are your guests they expect to be treated with respect and given the recognition that their office or standing deserves. Here are some ways you can demonstrate the perfect welcome to your valued VIPs and Sponsors. Each VIP or a small group of VIPs should be appointed with a 'minder' to look after all their needs.

“

“A VIP event is, like most other in-person marketing events, a chance to connect with key customers, prospects and other stakeholders. VIP events help maintain and strengthen long term relationships and can serve as instrumental sales acceleration events” (blog.bizzabo.com)

Be their dedicated communications person from relationship initiation, negotiations, contracts, on the day event to post-event activities

If any VIPs are expected to speak at the official opening then the minder should be aware of the details. The minder is expected to brief each VIPs on the order of speakers, and from where they will be speaking.

“

An event sponsor is a company that supports an event, usually by providing funds, in exchange for something valuable. Oftentimes this “something valuable” comes in the form of increased brand exposure, access to attendee data, speaking opportunities at the event, or discounted event tickets. (blog.bizzabo.com)

- Provide them with all their event needs
- Logistics information and directions
- A dedicated car parking beside the entrance to the festival/event arena
- Provide VIP pack with concession tickets e.g. food, drinks
- Escort to the car at end of the function
- Meet on arrival at the car park
- Provide a copy of the festival programme
- Escort them to the Reception
- Introduce to festival/event Chairman, and other VIPs
- Get them drinks and refreshments
- Escort them to the official opening
- Show them to their priority seats

Sponsors are different they are your key event supporters either by providing funds, equipment, headline acts or anything of significant value. Make sure that you identify what assets they can provide and leverage their sponsorship in your marketing strategy. Timing is important most sponsor companies only sponsor events at certain times of the year. It is always advised to have an infographic or something easily understood what benefit they will receive in exchange for their support. A Sponsorship Package is another useful tool to propose the different package levels, benefits and they can choose what offers they want according to their budget. Make sure to craft your sponsorship Package to be all about the sponsor and customize if you need to according to their needs and expectations.

Sponsors should be facilitated in a similar way to your VIPs depending on their level of support and the finance or benefit in kind they are providing for your festival or event. They normally get priority seating over and above most other VIPs (again depending on their level of support) and they must be greeted by the festival/event Chairman on arrival and departure. Be aware of the publicity needs of VIPs and sponsors and do not forget to have them included in appropriate press photographs. If possible arrange for VIPs and sponsors to go backstage to meet the artists.

14

Official Opening The style of the events official opening can set expectations, and cause excitement and anticipation in the minds of all attendees. Your stage for the official opening should aim to create an instant 'wow factor', achieved by layout, decoration and professional presentation by the Master of Ceremonies (MC) and speakers. The following are key aspects of the stage layout:

- Safety assurance always conducted in planning, pre and during event stages
- All seats with name cards for all VIPs, sponsors and others who will be on stage for the official opening
- Access to the stage should be a well-constructed stairway with handrail and non-slip steps
- Power and lighting requirements in place and tested
- Public address system to be in place and tested before all attendees arrive for the official opening
- Proper podium with adjustable microphone
- The stage floor should have a suitable covering
- Skirting to be provided to the front of the stage
- Banner for main sponsors neatly displayed if that is part of the sponsor agreement with the festival/ event
- The second set of stairs should be provided off the rear of the stage for emergency purposes
- It is strongly recommended that you appoint a 'Stage Manager' who will control all aspects of the stage party
- The Stage Manager to escort everyone to their seats, and signal the MC when the opening can begin
- The MC is responsible for calling all speakers in the correct order and briefly thanking them after their address
- Sponsors recognised by name and company in the Chairman's speech
- Limit all speeches and the official opening to a total of 30 minutes maximum. Boredom will set in after that.

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Consider having an official opening keynote speaker to be the first speaker on the agenda. They are key to starting the event on the right note by raising interest and boosting engagement. Even more importantly the right keynote speaker will set the tone, atmosphere and get audiences in the right frame of mind to understand, mingle and learn how to get the most out of the event. When deciding on your official 'opener' the obvious person may not be the most appropriate. The following tips will assist you in deciding on your official 'opener'.

Post Festival/Event Evaluation. Surveys can provide vital information that can be used to improve your festival or event in future years. It is a good practice to carry out your survey within a week after your event. This is called a Post Event Survey, it analyses the success of your event and unveils what went well, to replicate at future events, and what to change and what to do in future events that may be different. It will help you understand your audience better and how you can meet their expectations according to their attributes, attitudes, preferences, and profile. Surveys should be concise and short. There are a few different ways to do post-event survey evaluations.

Self-completion questionnaires online (email, App) or offline (paper or spoken feedback)	
One to one interview on exit from festival or event	Focus groups where 10/12 people are interviewed

Typical Survey Questions to Assess Event Audience, Event Success and Event Aspects

The following questions can help you understand your event audience

- Where did you come from?
- How far did you travel to attend the festival or event?
- Did you stay locally to attend the festival or event?
- How did you hear of the festival or event?
- How many are in your group?
- How much did you spend at the festival or event?

The following questions can help you understand your event success

- What did you like most about the event?
- What did you like least about the event?
- How do you think this event could have been improved?
- Was this the first time you attended one of our events?
- Based on your experience at this event, how likely are you to attend future events? (Interval scale question)

It is always good to find out how you did in key event areas

How likely are you to recommend our events to a friend/colleague? (Interval scale question)

Do you have any other suggestions or comments to help us improve our future events?

Facilities; e.g. toilets, waste, car parking, camping

Accessibility; e.g. pathways, site signage

The official opening

Festival/event printed programme

Food and beverage and the eating area and outlets

Festival/event individual entertainments

Quality of the festival or event

Value for money

Returning to a future festival/event what they expect it to look like

Helpers and volunteers with whom they came into contact

How safe they felt

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Post-event evaluation is important because it measures the outcomes of the event to its objectives and is an important tool enabling more informed decisions to be made and more efficient planning to be done and improves event outcomes. Most potential sponsors and some grant-giving agencies will seek post-event evaluation to be undertaken.

Formal Event Debrief You should aim to do your Formal Event Debrief within one week of the end of the festival or event while everything is still fresh in people's minds. A debrief should be conducted with all stakeholders. This may be done at a single 'debriefing' meeting or a series of meetings depending on the complexity of the festival or event. It is often useful for an agenda to be circulated before the meeting.

And hopefully, it's a sunny day!



CASE STUDY

Trim Tourism Network



Title

Salmon of Knowledge Festival, Ireland
developed by Trim's Regional Tourism Network, Ireland

Description

2 Day Regional Family Event with Regional Adventure Race, Health and Wellness Education Marquee, Health and Wellness Outdoor Activities, Local Entertainment, Music Stories and Dance, Environment and Sustainability Education Tent

Trim Tourism Network incorporate wellbeing events into their famous Salmon of Knowledge Festival. Held every August this FREE fun event is designed to suit all the family filled with Arts, Crafts, Music, Culture, Health & Wellness, Food, Irish Language, Dramatic Performances, Workshops, Story Telling and much more all themed to the mythical story of the 'Salmon of Knowledge'. The festival also incorporates two major sporting events, **the Boyne Adventure Race** and **Race Around Ireland**. Organised by Trim Tourism Network, since the festival started in 2017 it has grown year on year and developed into a 2-day festival incorporating Health & Wellness and Sustainability.

Location and Regional Characteristics

Trim is a small heritage town located in the Boyne Valley of Ireland's Ancient East. It is known for its famous Historical Castle which featured in the blockbuster movie Braveheart, Historical Sites **Salmon of Knowledge Festival**, Wellbeing and its Boyne Adventure Race. It is part of the regional tourism brand **Ireland's Hidden Heartlands**. Event attendees get to

experience the event in the surroundings of Trim Castle for the weekend. Attendees get to experience and visit local friendly restaurants, cafes, bars, venues, accommodation and so much more in the Trim and greater **Boyne Valley**.

Management

Trim Tourism Network and the Boyne Adventure Race (B.A.R) is developed and managed by Trim Tourism Network, a registered non-profit organisation promoting Trim as a premier destination within the Boyne Valley of Ireland's Ancient East. The Network is managed by Michael Hughes, David Gorey, Tom Darcy

Mission

Trim as a hub for health and wellness tourism. From our natural assets to our historic roots, local tourism ambassadors, businesses and events.

Partners

Meath River Rescue, Trim Canoe Club, Trim Red Cross, Tri Na Mí

Sponsors

include; StockHouse Restaurant, Castle Arch Hotel, Trim Photo Centre and Knightsbrook Hotel. The Network has notified on their website for potentially interested sponsors that they are currently seeking a 3-year main sponsorship deal to enhance their offerings and develop the race. They also state they are seeking out product collaborations for future races. The network has provided contact details for those potentially interested.

Approaches

Salmon of Knowledge 2 Day Event Program The Salmon of Knowledge Festival two day event has loads of wellness and adventure activities for the whole community. The event has a Regional Tourism Network Approach which is in partnership with local businesses and tourism businesses and the Annual Race Around Ireland Event.

Central Main Event for the festival is The BAR (Boyne Adventure Race) The BAR is a regionally dedicated adventure race that brings its attendees through different races and activities showcasing the Trim region. This popular event now in its fourth year offers two levels of events for attendees. The BAR has two different levels.

Warrior 35K level is perfect for the beginner or seasoned adventure racer consisting of Running, Cycling and Kayaking.

Battle 50K is part of the Continental National Adventure Race Series and is perfect for those who want to up their game or for the seasoned adventure racer The Battle level consists of Running, Cycling and Kayaking.



Day 1 Wellbeing Attractions & BAR Boyne Adventure Race

- 1 BAR Boyne Adventure Race takes place at 8 am
- 2 Health and Wellness Marquee offering complimentary wellbeing activities;
- 3 Free Your Mind, Free Your Purpose
- 4 Sound Healing Workshop
- 5 'Keep Appy' Wellness App Talk
- 6 Mind-Body Soul Panel Discussion
- 7 The Power of Women – Our Health
- 8 Looking at You Inside Out
- 9 Disconnect to Reconnect Mindful Meditation for Stress Management
- 10 Insight – A Vision Without Sight

Health and Wellness Outdoor Activities, Yoga, Full Body Blast, HIIT, Kettlebells, Boxercise, Mobility Movement, Military Bootcamp, Burn 360°

Environment and Sustainability Tent



- Children's Workshop
- Biodiversity Pale Discussion
- Reducing Your Shopping Waste
- Reminiscence Theatre
- Children's Workshop
- System Change Discussion
- Extinction Rebellion Discussion

Main Stage Music and Stories by the river and on Trim Castle grounds with Irish Music Acts, Circus, Story Telling, Family Outdoor Movie in the Park, Choir Singing

Day 2 Wellbeing Attractions

- | | |
|--------------------------------------|--|
| 1 T-Shirt Up Cycling | 5 The benefit of Plant-Based Nutrition |
| 2 Sustainable Energy Communities | 6 Paper Craft Book Upcycling |
| 3 Emotional Code Transform Your Life | 7 Wall decorations and fairy houses |
| 4 Yoga and Mindfulness for Kids | |

Traditional Music and Entertainment Tent

Music, theatre, dance and drama and traditional Irish music.

Blind Courting Drama Show 2019 a live dramatic performance by Trim Drama Group at Trim Salmon of Knowledge Festival which was hilariously funny.

Main Stage Music and Stories by the river and on Trim Castle grounds with more than 15 music acts, dance, theatre, drama and jazz.

Free Event Support for Registrants in [The Training Section](#) with access to a training expert and a FREE 8 Week Training Plan that is developed and designed by a famous national adventure race trainer, Bernard Smyth. The Plan is tailored to every racer to help attendees get the best out of their races by increasing their aerobic base to complete or compete in the race depending on your goals. This program has been designed for both the first-time adventure racer and seasoned veteran! The Plan is an excellent way of attracting new registrations and putting structure into attendees training regime to make the race even better and more enjoyable, adding edge and increasing speed and endurance.

Free Event Support for Registrants in the [Wellbeing Section](#) where registrants have access to an expert in human health, wellness and performance for mind and body. Dan Glynn provides a free program for all registered participants before the event outlining how to take your current lifestyle and habits, and elevate them to your highest performance.

Kayak Sessions Trim Tourism Network teamed up with Trim Canoe Club to offer Pre Boyne Adventure Race Kayaking sessions. While these sessions are open to everyone priority will be given to race participants. Those wishing to take part in the sessions must register online.

Social Responsibility The organisers offer the Kayak Session at a fee with funds going directly to Trim Canoe Club who operate a fantastic community organisation in Trim.

Merchandise BAR Jacket €40

Sustainability is a huge focus as Trim Tourism Network Event organisers strive to be kind to the environment and the locality. They embrace their responsibility in tackling the challenges that face our climate and strive to be better. They look at the most innovative, realistic and sustainable ways to develop our festival as a leading festival of its kind in Ireland's Ancient East while educating our festival patrons along the way.

In 2019 they were supported by Meath County Council to enhance how they can bring the sustainability of the festival to the next level by doing more to reduce imprint on the environment. **Strategic Marketing Approaches**

- Website
- **Calendar of Regional Events** covering other regional festivals and events held in Trim throughout the year. Each festival and event also has a dedicated website, links to these websites are included in the official Trim Tourism Network website. This is included in other partners, local tourism office and stakeholder websites.
- **Hashtags** #StayInTrim #BoyneValley #IrelandsAncientEast
- **Trim Holiday Guide** allows registrants to visit the region and possibly extend their event to stay into a longer holiday or wellbeing adventure.
- **Marketing, event activities and the BAR website** cover everything registrants need to plan, book and attend such an event. [Register Now](#), [Warrior 35k Race](#), [Battle 50k Race](#), [Video Gallery](#), [Training Section](#), [Wellbeing Section](#), [Kayak Sessions](#), [Merchandise](#), [Testimonials](#), [Stay in Trim](#), [Contact Us](#), [Privacy Policy](#)

Access to Experts in [Race Training](#) and Wellbeing of [Mind and Body](#)

[Continental National Adventure Race Series](#) BAR is one of a series of 7 national similar Race Events across Ireland that covering Wicklow, Mayo, Galway, Kerry, Cork. There is a range of prizes presented at each race and for the overall [event](#).

[Subscription and Waiting List](#) where applicants can join the waiting list and the organisers will email if a place becomes available



[EDEN Awards Announcement and National Public Relations in Meath Chronicle and National Newspapers Fáilte Ireland](#) today announced the four Irish finalists of this year's EDEN (European Destination of Excellence) competition to find the destination in Ireland which provides the best health and well-being tourism experience in Ireland with a potential to grow visitor numbers. EDEN is an EU project promoting sustainable tourism development across the European Union and is held every two years in 29 member states

Fiona Monaghan, Fáilte Ireland's Head of Activities, said: *"We are delighted to announce the four Irish finalists shortlisted in this year's EDEN competition. Each of these applicants in Sligo, Leitrim and Meath has demonstrated the best examples of how Health and Well-Being tourism have been used to benefit both tourists and local communities. These destinations offer a variety of health and well-being tourism activities, including yoga and meditation, sport and fitness, and nutritional programmes."*

"Visitors are increasingly looking to connect with destinations and communities which offer authentic experiences through nature and local traditions and communities across Ireland are participating in many ways to harness these assets through tourism to deliver impactful social and economic benefits for their local areas. This year's theme of health and wellbeing tourism experiences will give those destinations offering an authentic health and well-being offering linked with their local culture and natural assets a chance to gain recognition for their experiences on the European stage and we encourage those eligible to submit an application."

Behind Every Great Event is a Great Team

[Event Staffing and Recruitment](#) [Regulations when Hiring Staff](#) [Predicting Event Attendance Versus Staff Needs](#) [Budgeting & Scheduling](#) [Communication and Motivation](#) [Finding the Right People](#) [Briefing and Training Plan](#) [Assessing if you Need Volunteers \(Worksheet\)](#) [Volunteer Management Strategy \(Worksheet\)](#) [Staff Safety \(Worksheet\)](#)

Behind every great event is an event organizer with an equally great team of all types. This is of course because great events require the highest level of teamwork, collaboration both internally and with all external partners. So how do you start, who do you hire? How do you match people with the right skills to the right tasks? Who do you need to hire? How many do you need to hire? Have you considered volunteers? Where do you get your event staff? This section includes a framework that will help you hire the right people and make sure you have covered every area of your event strategy.

As an objective itself, volunteering can contribute to your event outcomes and reputation massively; bringing people together through inclusion, accessible and supported volunteering, people from different backgrounds, social and economic groups and using this to increase social cohesion and increase your outcomes. Crucially, it brings about positive outcomes for your volunteers themselves, in the form of improved health and well-being, confidence and increases opportunities.

Before you start the volunteering and recruitment process you will need to consider a few key areas that will influence your planning decisions, examples; regulations, event objectives, staff to attendee ratios, registering applicants, identifying their qualifications, conducting training, assigning teams, and establishing communication channels.



Regulations When Hiring Staff

When hiring people and even for one event there are certain rules and regulations you need to know. These rules and regulations vary based on all kinds of event details, like your location and if you plan to work with an agency or hire individuals or recruit volunteers. So if you are planning a regional event get familiar with the local event rules and regulations when hiring event staff. If you do hire individuals make sure you sign a contract with each person. With event staffing, you want to avoid any situations where you could get yourself into legal hot water. A signed contract is crucial if you want to stay legal during the event planning process. Consult your lawyer if you're unsure of any rules.

Community and voluntary organisations that involve volunteers should have certain policies and procedures in place. These include equal opportunities, health and safety, volunteer and child protection policies. In some regions, there are government agencies who help the community and voluntary groups and to make more informed recruitment decisions, by providing criminal history information about anyone seeking paid or unpaid work in defined areas. It would be suggested that most community groups would be well versed in this regard and most cases would already have policies and procedures in place regarding safeguarding children and vulnerable adults. Your local Community Development Officer would be a very good initial point of contact for information, or 'signposting'. The bottom line is engaging these steps as a first step will help you to handle the regulation side of hiring event staff and give yourself and your planning team peace of mind.

Predicted Event Attendance

No matter how small or big your event is you will need supplemental staff. Even independent planners are reliant on a network of contractors they pull in for larger programs. How many people do you expect to attend? Remember that the larger your attendance estimate is, the more people will attend, and that will create longer lines. The 'one staff member per 50 attendees', '1 security guard per 75 – 100 guests' and '1 bartender for every 70 – 100 guests' rules generally works well as a starting point but you need to consider carefully both the logistics and the goals of your program to achieve proper staffing.

Know Your Event Budget

The budget for most youth arts festivals is tight. The end result mustn't be spoiled by a lack of resources. The Event Manager will have been given a budget to work with. He/she will have discussed this in detail with the Event Manager/Coordinator who has overall responsibility for the festival budget itself. Sponsorship in kind can often provide a way of expanding tight budgets to afford extra staff and the use of most civic spaces ought to come free of charge.

Your allocated recruitment budget will determine what type of staff and how many staff members you can have at your event. To make life easier for you it is always worth talking to staffing and volunteer agencies to get an idea of how staff costs are calculated. Depending on the type of event you are running there is usually a ratio of staff to attendees e.g. for a Black Tie Event the ratio is 1 server for 10 – 15 guests.

Scheduling

Events are about people — people who attend them, people who staff them, and people who manage it all. The event staffing component can be chaotic and particularly complex, because finding event staff and volunteers with the correct skills, and getting those people to the right place at the right time, is an enormous undertaking. Whether you are planning or overseeing a festival or event, the schedule is essential. The key to success is strategic event staff scheduling and clear communication.

Regardless of your specific situation, your event staff will be diverse and may include full-time, part-time, contingent, and volunteer workers. This can add a layer of complication to your scheduling process. Traditional event staffing often relies on disjointed tools and manual efforts ranging from paper and pencil, whiteboards, and spreadsheets to sign-in sheets, email, and phone trees. These manual systems are inefficient and increase the chance for human error.

Communication and Motivation

The importance of good communication when planning an event cannot be stressed enough. Like anything that requires teamwork, events also require a lot of communication (and over communication) to ensure that every task is planned and executed efficiently. The role of the Festival Coordinator as the linchpin for the whole festival process really comes into its own at this time. Being able to maintain a vision of the big picture as well as a handle on each aspect of the event meetings and workshops and the progress demands energy, patience and diplomacy.

Meetings Pre-Event The key to success is having regular team meetings. Communication should be happening often during the months of planning – once a week is a good place to start. In the final weeks before the event, it should become more frequent, even daily. This keeps everyone up-to-date on any changes and holds each person accountable for their contribution to the final event.

Meeting on Event Day Lights, camera, action! Depending on the size and complexity of the event, setup should have begun at least 24 hours before the event's listed start time, if not more. Discuss the final details of the event and ensure everyone is set to go and knows what they are doing. Add a pep talk as well to get everyone excited for the day(s) ahead. Set your communication plan in motion and be ready for anything that may need immediate attention, and trust that everyone is doing their job.

Communication System People will be spread out all through the event, so having a system set in place that everyone is familiar and comfortable with is key. One case study example relied heavily on Skype and phone calls to reach one another since they found that emails and SMS messages could be easily forgotten or misconstrued. However, every team works differently and you have to figure out what works best for you.

Meeting Post Event Once the event is over (and a success!), it's always a good idea to have a postmortem meeting with the key players that were involved. Discuss the things that you thought went smoothly, as well as things that you thought could have gone better. Make sure to get their feedback as well so you have everyone's perspective. This is a good rule of thumb for any event as it identifies ways to improve in the future, as well as highlighting your strengths.

Finding the Right People – Type of Event

To find the perfect people, you have to tailor your hires to the event's location, atmosphere, and audience. You can't do event staffing well unless understanding the event goals, activities, attractions, brand, theme, and the event location. When you have this bolted down you can then identify the range of jobs and tasks that need to be done, and seek to match available volunteers to them. This matching is part of the selection process.

Application Form Before you start looking for additional event staff and volunteers it is worthwhile to put together an application form one for staff and one for volunteers; the form should contain a 'talent and skills' section that will be significant in identifying what staff or volunteer can bring to your event.

Volunteers can bring skills, expertise, time and passion to your cause. They can diversify the thinking, skills and experiences that make up your activity or services and connect your activity to the external world, and vice versa, in a way that is real, meaningful and informative. Service beneficiaries may engage with, respond to and experience volunteer-led service in a way that is different from that delivered by paid staff. However, in saying this they must be carefully chosen and you should never completely rely on them. Also, a no-show volunteer can cost you exponentially more than a paid employee, so it is wise never to calculate volunteers into the budget. Before the event they must receive appropriate training; be given direction on what they are to achieve, and how their efforts contribute to the festival or event as a whole; be given appropriate rewards, be appropriately motivated; and treated under appropriate legislation. So outside of the Event staff here are essential roles that volunteers can potentially fill.

- | | |
|-------------------------------------|------------------|
| 1 Volunteer Coordinator Assistant | 8 First Aid |
| 2 Supervisor | 9 Security |
| 3 Set-Up And Tear-Down | 10 Merchandise |
| 4 Parking Assistant | 11 Stage Hand |
| 5 Registration Or Ticket Sales | 12 Photographer |
| 6 Usher | 13 Runner/Floate |
| 7 Beer Tent Servers And Id Checkers | |



Further Reading 13 Essential Volunteer Roles at a Festival

Ways to Find and Recruit Staff and Volunteers

Recommendations One of the simplest ways to find staff for an event is asking for recommendations. Volunteers and staff immediately associated with an event or event organisation or a friend, relative or acquaintance of someone involved in that society. Your committee, stakeholders and existing event organisers in your region can be a resource to find and connect with such potential staff.

Event Organisers If you plan to hire an event staff agency, you could also ask for references of what other Event Organisers liked and didn't like about an agency. This is a good move especially if you plan on working with a recruitment agency for the first time. They can also advise you and share with you the hurdles they overcame and can help you throughout the process.

Staffing and Volunteer Agencies If you plan on hiring an event staff agency, be specific in what you're looking for. The agency can look into their database of staff and find a person that matches. Talk to multiple agencies and potential staff members. The more candidates you meet, the more informed decision you can make.

Website and Social Media Channels Use your website and social media channels to promote your event. Announce volunteer roles within your online newsletter and job boards. Include a website volunteer registration tool that allows you to capture their application. Get your website set up to do your volunteer management. Once your volunteers are registered allow them to choose their shifts, saving you time and provide your volunteers with the freedom to pick roles and shift that work for them.

Advertising in local media can often be free especially when it is a good 'news' story. Most local radio stations will have a community notes broadcast where you could advertise your volunteer requirement for free. Advertise in libraries, job centres, volunteer organisations and community centres etc.

Clubs, Societies, Colleges Universities and third-level courses in event management or tourism; students are often required to gain work experience with festivals and events as part of their course. Societies and clubs such as Lions Club, Chamber of Commerce, local sports clubs or community organisations. The advantage of working with a group is that they may already have a team structure and good rapport within the group.

Sponsors and Partners As part of the sponsorship or partnership agreements, they may agree to provide the event with temporary workers with a wide range of skills including managerial, financial and marketing.

Don't forget to sell the event opportunities in a way that will make the volunteers want to invest their time in your event. The most successful campaigns are those that use a variety of ways to appeal to potential volunteers that match some of the different reasons for volunteering. Recruitment messages that simply say 'volunteers wanted' are rarely successful because they don't contain sufficient information to raise people's interest. There are four things you should try to convey in your message:

Statement of need why the job is important, what will happen if it isn't done?

What the work involves describe it in the context of need in a way that people can picture themselves doing it

Benefits to the community what the work will accomplish, what changes it will make to people's lives;

- Benefits to volunteers what volunteers will get in return – skills, experience, new friends
- Statement of inclusivity of organisation and volunteering programme and why your organisation believes this
- Provide a Certificate of Appreciation or Achievement if you can.

The potential contribution that volunteers can bring to a festival or event cannot be underestimated. Involving volunteers in what you do can make the difference between achieving and not achieving your overall aims. When involving volunteers it is helpful to consider the engagement of volunteers as an overall aim in itself. Like other strategies that your event committee has, your volunteering strategy will change and develop over time. However, similar to the values and mission statement of your event, your strategy should form the foundation on which your volunteering programme grows.

The key to successful volunteer engagement is being clear about why you're doing what you're doing and how you're going to set about achieving it. Consequently, the development of your Volunteering Management Strategy and Programme should be subject to the same strategic thought and planning as you would apply in developing any other aspect of your event is a positive addition to your event plan.

Involving volunteers helps you to meet your aims, but this is just one of the many benefits of involving volunteers. The more understanding and appreciation your group has about the benefits of volunteering, the more your volunteering programme can develop to include and capture those additional benefits which have a positive impact on your event and the people that attend. Your Volunteering Management Strategy will enable you to raise the profile of volunteering in your organisation and ensuring its place in ongoing strategic conversations for future events. Also bear in mind there is scope to aligning your volunteering development with key strategic drivers in your wellbeing regional businesses to maximise the impact of your business, give yourself the best opportunity to draw down resources to do so and open up other opportunities. If you are thinking about involving volunteers for the first time you should consider the following strategies.

Set up Teams Ideally you should organise the volunteers into teams and assign a team leader to each. This will simplify reporting, problem-solving and communications with the team on the day of the event. Ensure that the team leaders are properly briefed and that all volunteers are clear on their role.

Volunteer Lead In some situations it may be appropriate to have a staff/committee member act as a Chief Steward to direct and work with volunteers on the day. The Chief Steward should have a rota in place so that no one spends too long a period doing the same repetitive job, and to ensure that volunteers are adequately provided for in terms of refreshment.

Volunteer Stewards Volunteers who are recruited as stewards or guides should be easy to identify by wearing colourful or high-visibility jackets, vests or sashes. These may also carry easily identifiable numbers which should be clearly visible. Volunteers who are under 18 years of age should not be recruited as stewards or left in an isolated position.

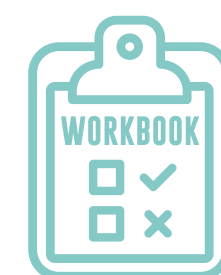
Rules and Permissions There should be no consumption of alcohol or other substances while volunteers are on duty, nor should any of them leave their allocated posts without permission or relief.

Volunteers Rights Enforced The Event Team and Committee must realise that very often the volunteers are the public face of the Festival or Event and must be supported by the organisation, empowered and treated with the respect.

Appreciation The Event Team and Committee should ensure that all volunteers know that they are appreciated, thank them for their efforts after the event, give them recognition in post-event PR and invite them to the wrap party as a thank you. This will pay dividends in the retention of volunteers year after year.

Included Finally, where possible volunteers and or team leaders should be invited to all relevant meetings and a de-brief as soon as possible after the event to evaluate and gain feedback from their experiences.

Clarifying their Role It is essential to clarify the role of volunteers at the event and what they are contributing to your event. You should outline all the tasks and roles you need to fill. have clear written role descriptions for volunteers. Form a working group that meets regularly to re-visit and review volunteer roles. Offer opportunities for staff and volunteers to learn more about each other's roles. Ensure that the difference between staff and volunteers is well understood across the organisation Measure your success after by evaluating how you did as a volunteer recruiter.



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Assessing if you need Volunteers

Pulling off a successful event is a team effort – it's impossible to do it all alone. By surrounding yourself with a team of professionals and well-selected volunteers that have demonstrated their knowledge and expertise, you are helping to ensure the success of your event. It is also critical to assess your team, staff and volunteers capacity. Capacity to plan, organize, invite, lead vendors and caterers, handle internal and external event questions and attend and clean up after the event. If you have a marketing, development or internal team that is already stretched to the max, having a few professional volunteers in these areas is gold in your pocket.

02

SECTION 2

Festival and Event
Financing
Realisation

Budgeting, Financing and Budgeting

Budgeting and Planning | Revenue and Expenditure
Strategies | Financial Control Measures | Reporting
Mechanisms | Applying for Funding | Grant Scheme
Applications (*Checklist*) | Sponsorship (*Worksheet*) |
Benefit in Kind (*Worksheet*)

Case Study Scapa Festival, Scotland

Section 2
Festival and Event
Financing

Events and festivals should be treated like any other business venture. They should have a business plan and in particular, they must have clear, precise and accurate budgeting. As an organiser, you will become responsible for proper management and meeting all current liabilities. Having sufficient finance and even dealing with any surplus in the correct way will more than likely be your biggest consideration regarding the ability to plan and deliver an event or festival which will be safe and enjoyable and above all memorable for all the right reasons. It is necessary to budget carefully to find out what the event needs in terms of funding. As your event develops, so too, will your financial liabilities. You will have unforeseen costs and other costs, which you have not planned for in advance. Please ensure that you monitor expenditure and sources of income very closely and report on finance at every organising committee meeting.

Financial planning also is the cornerstone of your Event Committee activities. Without it, you can make little progress towards the running of a successful festival or event. Good financial management will mean that your Event Committee should not receive unwelcome surprises at the end of your financial year when the year's accounts have been prepared. An Event Committee should ideally have monthly income targets against which they can measure their monthly fund-raising progress.

It is good practice to review these monthly income targets and review the overall budget at each monthly meeting, where income and expenditure will be examined in detail. This review can best be facilitated by the Event Director/Chairperson Finance Manager or the Treasurer circulating a budget report to all present at the meeting. This document should form part of the Minutes and be included in the Minute Book. Planned expenditure for the coming month should also be agreed.

Effective Event Budgeting & Planning

Event budgets must be realistic and the figures used in budgets must have a properly worked out basis for their existence. The experience (if you have) of the previous year will be a help in deciding individual budget item levels for the current year. Ultimately there must be some real logic for budget decisions. The budget for each new year should be prepared by November of the previous year.

When your Event Committee is allocating figures to each budget heading the financial allocations must be realistic, and not just an automatic addition of a % on to the income/expenditure for the previous year. Some festival and event Event Committees use sub-budgets or functional budgets as illustrated in the following example of a Marketing functional budget.

Budget planning can be conducted by the use of an Excel spreadsheet. It is a simple process to list all items of expenditure and estimate items of income. A balance figure can be achieved.

Regular planning meetings are needed to agree on costs are agreed and ensure finance is accurately updated. It would be good practice to have a footer to the bottom of any financial document which would be set-up to automatically update the time and date of work on the document. Please also note the name of the person, who has updated this. It is always good to include a contingency value in your budget to allow for flexibility and ensure you can gauge realistic pricing effectively.

1	Item	Description	Estimated cost	Actual cost
2	Venue	200-person capacity	8,000–10,000	9,400
3	Catering	Buffet w/ vegetarian & vegan options	2,000	
4	Entertainment	Host, DJ	1,000–1,800	1,100
5	Décor	Floral centrepieces	800	
6	Audio visual	Equipment & operator	1,500	
7	Floral arrangement			450
8		Total cost =	13,300–16,100	10,950
9		With contingency =	14,630–17,710	

Event Revenue and Expenditure Strategies

If you want to get your event off to the best possible start, sit down and map out all your event's potential streams of revenue. When you're doing this it's important that you're realistic. It's much better to end up with more revenue than you were expecting than less, so keep your feet on the ground when making these estimations. It's important to estimate how much you expect to earn from each potential source of income so your event comes in on budget. Once you've done this, you'll have a rough idea of how much you have to spend on making your event the best it can be.

Event revenue mainly comes from

- 1 Delegates buying tickets
- 2 Sponsorship
- 3 Advertising revenue
- 4 Exhibition or vendor fees



One way you can cut your costs is by streamlining your marketing efforts for the event. Marketing is an essential part of any successful event, and removing it from your budget entirely to save money on expenses is going to be counterproductive, as successful marketing can significantly increase your revenue. However, your marketing budget should be next on your list to scrutinise, because it's often misspent. Sit down and consider the ROI of your marketing efforts. Focus on your delegate acquisition cost (DAC): how much you spend on marketing per delegate. The success of your marketing efforts should be measured on how low you can keep this figure.

Marketing Expenditure Examples

- Advertising Radio, TV, Newspapers, Internet, Magazines
- Main Sponsor wishes all of their sponsorship to be allocated to existing and additional marketing collateral
- Graphic design
- Website development and maintenance
- Print production, Distribution of print
- Mailing development and distribution of mailing list
- Wellbeing Event Workshops
- Media hospitality
- Official opening
- Public Relations
- Photographers Fees

By recording your expenses and revenue streams, you should always have a good idea of whether your event is coming in on budget. However, the best event planners know this isn't enough to guarantee you're going to hit your financial targets. So, if you want the best chances of financial success, you need to plan time with your team for financial forecasts.

Often in practice people usually under-estimate their expenditure and overestimate the potential income, thus giving the likelihood of an end of year deficit. The general guideline is to estimate revenue at 55% of the maximum and overestimate expenses by approximately 10%. Income should exceed expenses by a 1 – 2 % margin.

Value Added Tax (VAT) and its implications on both income and expenditure must be taken into account. For many smaller events VAT registration will not be required, though voluntary registration is permitted. Organisers should seek clarification and expert advice from their Revenue & Customs Office regarding the liability for various items to VAT.

Quotations from Suppliers You should always get more than one quotation from contractors for services. There may be a temptation to use the same suppliers every year regardless of cost. Best practice suggests that you get three quotations for all services that you need to buy-in. You might have a rule that you will do this for every item likely to cost more than €1,000.

You should consider adopting a policy concerning all purchases that the lowest quotation will usually be accepted. A situation where the event pays more than necessary for a service, just to keep a local supporter happy, should not be tolerated.

Ticket Policy You should have a Ticket Policy on how to decide what to charge for admission/tickets. There are a few generally accepted methods to determine the cost of admission as follows:

Admission/ticket costs may be related to the financial budget policy of the organisation. Take the cost of running the event and add to it the required level of profit. This gross figure is then divided by the number of people that are expected to purchase tickets.

Find out the **admission/ticket price** for a similar festival/event in your region and use that figure. This figure will be unrelated to the true financial needs of your event budget.

Charge a **premium for tickets** because the 'act' is so well known and people are always anxious to attend their performance. However, some people may have seen the act recently elsewhere, and may not be prepared to pay a premium to see it again.

Beware of the dangers of **underpricing or overpricing**. If the price is very low it can undervalue the event in the mind of your potential visitors. Overpricing may create unrealistic expectations for the visitor.

Further Reading on how to Set up and Manage an Excel Budgeting Sheet

Variable Costs and Fixed Costs

Your Event Committee must handle two different types of costs: Variable Costs and Fixed Costs. Will you be considering your variable costs and fixed separately?

Variable costs that will change with the level of festival attendance, the length of the festival etc.

Fixed costs such as insurance and marketing that probably remain the same regardless of the number of people that attend.

Event Budget Policy

This means the event must have a policy formally agreed by the Event Committee that this year's festival or event must meet certain financial criteria. For example:

- **Breakeven** – what is it and what is too close to a loss

- **Make a minimum profit** of €5,500 to be given to a local charity or development project

- **Accept a loss** of up to €3,500 as the festival/event has a very important community dimension.

Budget Control Measures

Budgets must be controlled weekly; in that way, problems may be anticipated before they become a serious financial problem for the event. In respect of control measures, the following points are critical.

- **Realistic figures** must be allocated to each budget heading when the budget is being drawn up. There must be a logical basis for all budget figures, both expenditure and income.

- **The Budget Policy** must be reflected in the projected Income and Expenditure account. A break-even policy is not usually satisfactory – it is too close to a loss.

- **Budget Run Over** If the budget is running over by 10%, then the cutting of all budget headings by a similar amount, to bring the budget into line, is not usually realistic.

- **Implications of Budget Actions** A critical aspect of budget control is the implications of the action(s) taken to bring the budget into line. For example, a festival or event that usually distributes the Programme free of charge may decide to make a charge of €2.50 per copy. With an attendance of say 7,500 people, this may realise in gross terms perhaps €7,500 assuming that 40% of the attendance purchase a programme. However, charging for programmes may change the public perception of the value or importance of the festival or event.

Another example might be to start charging for car parking at €3.00 per car, regardless of the number of occupants. The €3.00 will not make a great difference to most people but their perception of the festival or event may immediately change for the worse.

Therefore you should use a 'what if....'approach when trying to work out budget savings – this is called sensitivity analysis.

Financial Control Concerning Receipts and Payments

Transaction records (either manual or electronic) should be maintained to record the details of all receipts and payments, and these should be updated as frequently as possible. For salaries and wages, guidelines are available for payroll/PAYE records. Supporting vouchers (such as invoices, expense claims, employment/tax records, cash reconciliations – see below) should be filed in an orderly fashion, e.g. by transaction date.

Where there is cash income, such as admissions or car parking fees, the use of turnstiles or pre-numbered tickets can provide a check to ensure that all such receipts are lodged to the bank account (e.g. ticket serial numbers can be reconciled with the amount of cash collected). During the festival/event planning and development accumulated cash should be placed in a safe place and lodged to the bank at the earliest opportunity. Designate a person, other than those involved in taking in cash from customers, to reconcile the physical cash with the serial number records before bank lodgement.

All expenditure should be evidenced by suitable documentation (such as invoices) and paid by cheque or by bank transfer. For such payments, a minimum of two signatures should

be required (it can be that three or more members of the Committee may be designated as authorised signatories under the rules, of which any two may sign).

Accounts of receipts and payments, as well as a list of expenditure incurred but not yet paid, and cash received but not yet lodged, and bank account statements should be presented to the Event Committee or its Finance Sub-Committee monthly.

Further advice and guidance on good financial control should be sought from a qualified accountant.

Formal Financial Reporting Mechanisms for use at Event Committee meetings. At meetings, the Treasurer or Chairperson of the Finance sub-committee must report in clear terms the present situation regarding income and expenditure. The Minutes of the meeting must reflect this report, and any actions agreed by the Event Committee resulting from the financial report. It should be noted that most grant-giving agencies will require details of the financial reporting procedures used by the organisation.

Applying for Sources of Event Funding

It will be more than likely that regional wellbeing community groups will wish to apply to many organisations for funding support for their event or festival. Completing forms can be a rather daunting task and in many cases, this can be the first point of failure and lack of progress. Many groups find this 'red tape' and questions to be answered to be very difficult as you may be asked to produce some of the following information in advance of the event taking place.

A copy of the group's fully audited and certified accounts for the past few years.

A full budget breakdown for the intended event clearly indicating all items of expenditure and income.

What other organisations have you or will you be applying to for funding support and the estimated amounts?

You will be required to develop a 'CASH FLOW' statement which sets-out your plans in terms of when you expect to spend or receive money. All of your documents will need to be kept under close review and scrutiny and don't forget there are other considerations under the financial banner, including.

- | | |
|---|--|
| 1 Money for Insurance Cover | 6 Making provision for a 'contingency sum' – it would be suggested that circa 10% of your budget should be allowed |
| 2 PAYE for staff | |
| 3 Possible cancellation insurance cover | 7 Any additional infrastructure |
| 4 Inflation from the time of developing your event until delivery | 8 Costs of licensing your event |
| 5 Currency and exchange rates | 9 Deposits for hire of equipment |
| | 10 Might you incur additional costs regarding the evaluation? |

Not to mention the current economic climate and how this might affect your ticket pricing policies! Pay particular attention to funding and the ability to deliver what you have stated. Try to make your event self-funding with grants and sponsorship enabling you to do more, or produce a larger event or festival

Festival/Event Grant Schemes

Make yourself aware of existing Grant Schemes. Get in touch with tourism and wellbeing industry representatives. Especially with wellbeing being so prevalent and on-trend there should be several potential Grant Schemes available to assist qualifying your wellbeing festival or event. Do some research and ask your Tourism and Wellbeing Support Agencies, Event Support Agencies, Enterprise Boards, Area Development, Local Authorities, Regional Tourism Networks or Offices or grants hubs and informational platforms. When filling out your Grant Application make sure you complete all the necessary questions and tasks in each Application fully and realistically otherwise they will not get through. It is a good idea to set yourself a checklist when you are finished as a final check before submitting.



Grant Schemes And Applications Checklist

page 30

Financial Accounts

Preparing year-end financial accounts is highly recommended. If your festival or event is applying for a grant then annual accounts from the previous year will usually be required as part of the application process. It is most important that an independent professional person looks at the festival/event accounts each year, and issues a formal auditor's statement or accounts certificate about their findings.





Title

Scarpa Festival -
Sustainable Living in Action, Scotland

Description

3-day regional family event focusing on physical movement and outdoor activities, mental health, adventure and outdoor education, family and children programs and activities

Scarpa Festival is a 3-day event focusing on wellbeing and sustainability and showcases several teachers and businesses as it invites vendors to sell merchandise and offer services in line with Scarpa Fest vision and mission. It is on the first May Bank Holiday weekend every year.

Scapa Life is a global community celebrating yoga, adventure and sustainable living both in-person and through live online events. Discover our unique vision that weaves together mind-body health, environmental action and outdoor education. Escape to one of the world's most beautiful locations, for a one-a-kind immersive experience, for all mind-body-nature explorers.

Location and Regional Characteristics

Scapa Fest is held on the grounds of the stunning **Ardkinglas Estate** on the shores of Loch Fyne. Ardkinglas is a privately owned estate stretching over 4,800 hectares, nestled between the calm of mature woodland and the spectacular backdrop of mountains and the water's edge.

Accessibility

Situated just 1-hour drive from Glasgow and 2 hours from Edinburgh. Ardkinglas Estate itself is easily accessible by car, bus, train and even boat. Your journey will take you through unspoilt areas of outstanding natural beauty, from which you'll embark on a unique weekend of yoga, movement, adventure, discovery and self-exploration.

Mission

Create a community gathered around Yoga, Movement, Adventure and Sustainable Living. Offer our unique vision that weaves together mind-body health, environmental action and outdoor education. Gather in one of the world's most beautiful location, for a one-a-kind immersive experience, all mind-body-nature explorers.

Management and Partners

The Scarpa Team.
Scarpa Event Partners.

Approaches

Yoga Movement and Mind-Body Health Vinyasa Flow, Forest Yoga, Yin Yoga, Family Yoga and Yoga for Youths and Teens classes and workshops in different types of yoga and movement practices. Practised in mature woodland and waters edge from sunrise the sunset.

Adventure and Outdoor Education Forest trail run, lochside slacklining sessions, sunrise hikes, bushcraft and natural crafts, foraging, constellation walks, kayaking and paddleboarding excursions practising the spirit of adventure.

Family and Children The dedicated Children and Families Program are where families share discoveries and practices through trans-generational activities: learning from doing together.

Leave no Trace - Sustainability Manifesto Scapa Fest is designed to be respectful and in balance with the environment around it. Scapa Fest aims to be a Low Impact, Zero Waste and Leave No Trace event. It does this through sustainable transport, truly local food, setting an example in powerful thinking and environmental sustainability, waste and food management, sanitation. The Leave No Trace focuses on assisting attendees to

- Plan Ahead and Prepare
- Travel and Camp
- Dispose of Waste Properly and Responsibly
- Leave What You Find
- Minimise Campfire Impacts
- Respect Wildlife
- Be Considerate of Other Visitors



Social Responsibility The event raises valuable support for causes aligned with their goals and objectives partnering with charities and organisations who make a positive difference to the environment and communities. Since its first year, the festival has also given small grants and support every year to support mind-body health, outdoor education and environmental action projects and initiatives around the world, such as Surfers Against Sewage, to help them make a difference.

Live Online Events and Courses

Marketing Approach The event is marketed as a wellbeing festival – focusing on yoga, adventure and the environment, for ‘mind-body-nature explorers’. With the tagline ‘The UK’s Yoga and Adventure Festival’, the organisers have differentiated themselves and have a target audience in mind that they are targeting.

The imagery and messaging of the marketing materials and channels are aligned to the wellbeing brand, with people doing yoga in wild landscapes by the sea, families enjoying time together outdoors, enjoying slow food and using words like ‘community’ ‘gathered’ and ‘mindful living’ and promoting the event as a unique opportunity to escape, to restore and explore. As a Leave No Trace event it is also making a clear statement about its sustainability ethos. Check out some of the Scarpa Event key marketing activities.

Website, Registration, Line Up, Programme, Testimonials, Practical Info (camping, glamping, caravanning, offsite accommodation, FAQs, Corona Virus), **Memberships, Gift Cards, Blog Scarpa Life**



Learn More

www.instagram.com/scapafest

<https://scapafest.com/>

<https://www.youtube.com/watch?v=gLIEY8DGKsM>

<https://www.youtube.com/watch?v=gLIEY8DGKsM>



03

SECTION 3

Festival and Event Marketing Spreading the Buzz About Your Event

How to Ensure Your Wellbeing Event is a Highly Connective Marketing Activity

Event Marketing is Experiential Marketing | Target Market Analysis | Event Marketing Plan and Strategy | Event Marketing Mix (*Worksheet*) | Event Marketing & Promotional Activities | Distribution | Evaluation

Case Study Move Copenhagen, Denmark



Section 3 Festival and Event Marketing

You put a great amount of effort into organizing an event, but that doesn't mean you don't still get worried about How can you encourage people to show up? And how you can make sure your attendees get the most out of your event once they arrive? This is where event promotion comes in. There is a lot involved in an event marketing promotion, in this section we provide a straightforward guide to compiling your marketing strategies and making good use of recent technology. This will help you increase event attendance and attendee satisfaction while saving your own time and effort. Use the following steps to create and implement your event marketing plan.

Event Marketing is Experiential Marketing

Event marketing is marketing through events, where marketing is seen as central and the event is considered the actual marketing tool. Event marketing is focusing on a target group and involves high contact intensity. It turns a message into an event that can be experienced by the audience. Several senses are engaged, which increases the chances to remember the experience and thereby also the message. So a wellbeing event is a marketing exercise in itself.

Event marketing is the experiential marketing of a brand, service, or product through memorable experiences or promotional events. It typically involves direct interaction with a brand's representatives. It should not be confused with event management, which is a process of organizing, promoting and conducting events. Trade shows are an example of event marketing.



According to (Wikipedia)

Engagement marketing, sometimes called "experiential marketing", "event marketing", "on-ground marketing", "live marketing", "participation marketing", "Loyalty Marketing", or "special events" is a marketing strategy that directly engages consumers and invites and encourages them to participate in the evolution of a brand or a brand experience.

Event marketing is considered to be a part of experiential marketing and content marketing. Experiential marketing follows the process of storytelling, that aims to further engage the audience. Experiential follows a simple formula of combining a brand's message and interactive components. This mode of marketing places the target audience in a live environment that will encourage that people remember what they are experiencing. Experiencing something makes it more memorable. Emotional stimulus significantly affects the image of the offered service or product. In this condition, it is more likely that the brand will stay in the receiver's mind and create a long-lasting image.



Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

The American Marketing Association (AMA)

There are many definitions of what marketing is about. A good basic definition is that marketing is about “meeting customer expectations at a profit”. Keywords here are “expectations” and “profit”. It is possible for your Event Committee to make a profit but still fail to meet the expectations of your customers or visitors. The result is unhappy visitors who may not return to your festival or event next year. A festival or event which is initially profitable, therefore, can not necessarily be deemed a successful one.

The importance of effectively marketing your festival or event should not be underestimated. Without successful marketing, you cannot expect to attract to your festival or event sufficient numbers of visitors to ensure that you reach the financial targets which your Event Committee should have set for themselves.

Successful marketing for events relies on carefully laid plans. By taking into consideration your event goals, content management, promotion efforts, engagement activities, and the technology you use, you will be sure to create a great marketing plan for your event. It is therefore essential that your Event Committee has a Marketing Plan. Do remember that regardless of the size of your festival or event, such a plan is indispensable.

Target Market Analysis

Before you start your Event Marketing you will need to have a profile of the existing visitors coming to your festival or event. This means you need to know who they are? Where they are from? What their preferences are? What do they expect? The standard and theming they expect? What makes a good and great event for them? How much they are willing to pay? Etc. Successful marketing flows from a complete understanding of your visitors. The post-event evaluation techniques suggested later in this Guide will provide you with solutions on how to undertake market research. The following is some of the data that you should try and get about your visitors:

- Age
- Group size: families, couples, visitors on their own
- Where do they come from?
- Did you meet their expectations?
- How often have they visited the event?
- How much will they spend at the event?

Understanding the motivation to visit particular regional wellbeing tourism destinations or event is important for building effective tourism marketing strategies.

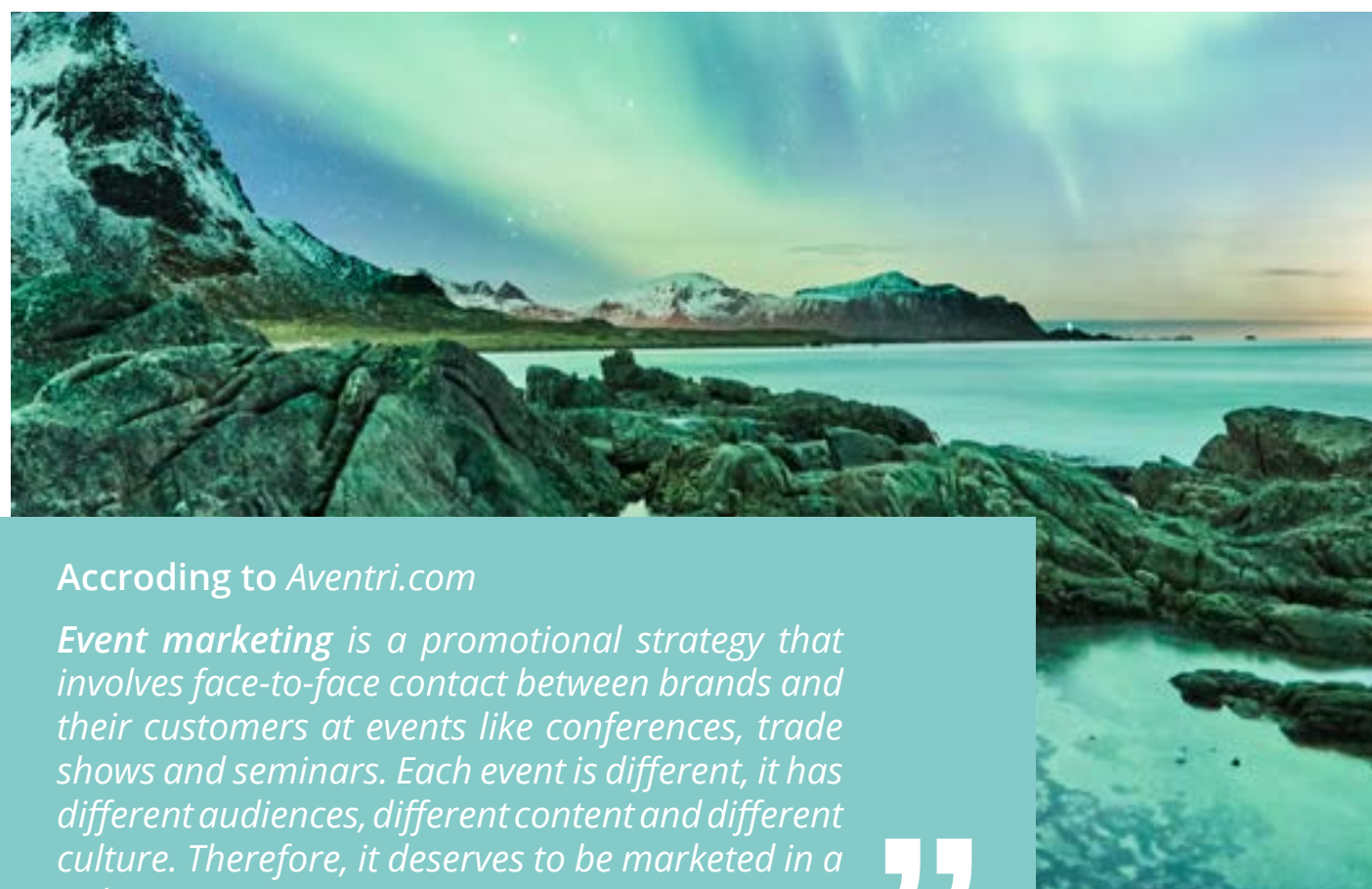


Once you have a good idea of your event visitors it is always good to conduct a Pre-event Marketing Analysis to explore the effect of existing health and wellness values on the motivation to visit your festival event by using a field survey. Your event could also be a series of events which use the natural environment, traditions and local produce to provide 7 events during a local festival or throughout the year. If you are just starting to implement a new wellbeing event this can help you establish a relationship between health and wellness values in your region and festival attendees' motivation. You can collect qualitative and quantitative results to reveal levels of the health and wellness values among the participants as well as social interaction, family togetherness, cultural exploration, novelty, natural environment, relaxation, previous food festival experience and food as motivations. The results can help you develop and market your festival with a focus on expressed participant wellbeing and health-related interests which can be a significant catalyst for attracting festival attendees

Event Marketing Plan and Strategy

We have looked at the visitor profile, conducted a Situational Analysis now you need to consider the Event Marketing Plan and Strategy. A common misconception held by many in the festival and event areas is that marketing means nothing more than advertising. Marketing is a structured and coherent way of thinking about managing an event or festival to achieve the objectives of customer's satisfaction and either profit or increased awareness of a cause/organisation or movement.

You must have a basic Marketing Plan for your festival or event. Drafting this for the first time will take some thought. After that, the annual updating of the Marketing Plan for the following year will be much easier.



According to Avenri.com

Event marketing is a promotional strategy that involves face-to-face contact between brands and their customers at events like conferences, trade shows and seminars. Each event is different, it has different audiences, different content and different culture. Therefore, it deserves to be marketed in a unique way.



Event Marketing Strategy is a long-term, forward-looking approach and an overall game plan of any event with the fundamental goal of achieving a sustainable competitive advantage by understanding the needs and wants of customers. A marketing strategy contains the company's value proposition, key brand messaging, data on target customer demographics, and other high-level elements. (Wikipedia and Investopedia)

The Event marketing strategy is a tailor-made plan to promote a brand/product with events as an advertising tool. This includes an in-depth analysis of plans for the brand's presence at events.

To measure the success of event marketing, the brand impact has to be established. Event engagement is key to the Event Marketing Strategy.



According to Wikipedia

Engagement + Trust x Targeted Group = Brand Impact

Event Marketing Mix

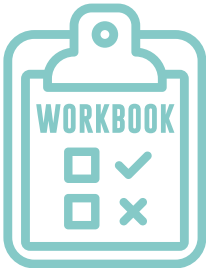
Marketing must not be seen as a separate entity but as an integral part of staging the event from concept to delivery. Effective marketing is about creating a successful 'Marketing Mix' – getting the right blend of a variety of components – to ensure that an enjoyable and attractive event is delivered for customers. This blend is about considering carefully each of the following 'Ps' and delivering them appropriately for any specific event or festival. In this section, we will consider the 'marketing mix' and the 'Ps' in more detail. The marketing strategy will involve consideration of the following key P variables. Product, Price, Promotion, Place/Physical, Packaging and People.

- **The positioning of the festival or event.** This might involve the promotion of the event as the main holistic wellbeing event by next year.
- **People/Key target markets** – for example, people who love the wellbeing benefits from the outdoors and attendees interested in mindfulness from the west of Ireland and Scotland and spa and treatment attendees from Iceland and Slovenia
- **Pricing policy** – here you must decide what you will charge as entry fees for the wellbeing event and each of the different attractions



Product The actual event or festival which has been planned and everything that is part of it, such as the location, the people involved, and the overall visitor experience	Price what you charge for car parking, admissions, programmes, on-site food and beverage?
Promotion Raising awareness of your event in a cost-effective fashion. Promotion involves a series of actions that you take to attract visitors to your festival or event. Think of the Programme which has a creative range of timed events and activities to suit the audience	Place/Physical A suitable venue, which is clean, warm, environmentally friendly and sustainable, and well presented with wellbeing characteristics. Also, think about how do potential visitors get information about your festival or event? The Tourist Information Office, brochure or Internet as examples Having a logo or brand for your group. Having a stage or location, website, site plan and wellbeing areas, headed paper, compliment slips, Event Facebook page etc
Packaging Making things easy for your customers. Giving them good value for money in an easy to understand, accessible and easy to purchase way	People Having well-motivated, well presented, polite and informed staff

The aim of the marketing mix of the “Four Ps” as it is known is to drive visitors to attend your festival or event. Each of these variables can be changed. You can increase the price of admission tickets, or change the product by extending the festival or event by one extra day. You can change the way that you promote the festival or event by taking advertising on local radio. Finally, you can change the ‘place’ by deciding to mail literature to people who attended the festival or event in the previous year(s). Making any of the changes outlined above will have consequences for the festival or event, and the potential outcome to these changes must be considered carefully, before making the change.



Marketing Mix Table
page 34

8 Steps to Create a Great Event Marketing Plan

1

Step 1:
Set the Goals
and Budget
for Your
Event

Your event’s goals are what your event marketing plan is based on, so you must set them before moving onto the next steps. Once you’ve decided your goal, make sure your team is on the same page and pursuing the same goal. Big or small, you need to be aware of the budget allocated to your marketing efforts, too. While constraints will set limits on certain things, they’ll also show you where you can afford to get creative in your marketing plan.

Ask yourself, do you want your event to achieve a tangible goal such as attracting 700 attendees? Or are you aiming for an intangible goal such as strengthening relationships with your association members or business partners through the event?

Once you have identified your Event Goals next is your Marketing Plan Assumptions. The Marketing Plan for your festival or event must be based on certain well thought out assumptions, examples include:

- That all sponsors will between them contribute not less than €12,500
- That a marketing grant will be available next year That the local hotel will co-operate with the festival/event in a joint advertising campaign on National Radio
- That the festival/event will secure a media partner.

Changes will have to be made in the Marketing Plan if any of these assumptions, or other ones that may apply to your festival or event, change for the better or worse. Assumptions by definition will not always be correct, but they provide a working basis for planning of a festival or event.

2

Step 2:
Set Event
Content
Creation

With your goals in mind, prepare your marketing content, starting with the event schedule and speaker list. You may also want to highlight key speakers or activities messages, such as the benefits of attending the event, keynote speaker’s speeches, information on particular wellbeing experiences, testimonials or a video from a previous event.

Ensure you have a sound content management plan before you move ahead to the next step and create an event website, event app, and start spreading the word. This will help you avoid a ton of manual tasks and wasted time. Of course, not all your event information will be available right away, which means you may have to manually and repeatedly update event websites, event registration pages, and many other materials such as an event app.

- Build an **Event Communication Plan** that aligns with your brand voice
- Use technology to effectively communicate with your audience in real-time
- Be prepared to respond when unexpected circumstances arise

For example, if you are planning a year in advance, for weeks 40-49 it is the time to start mixing key announcements about your event into the Event Communication Plan.

- Sponsors, exhibitors and other event sponsors distribution of Event Sponsorship Marketing Packs
- Announce the end of ‘early bird tickets’
- Tell people where to stay and what to do while at the event
- Reveal the final program
- Write a blog about the 10 Benefits of Attending
- Proactively and publically answer your community and event attendees FAQs e.g. location, dress code, how to get there, key timings, Apps to download etc

Further Reading The Complete 52 Week Event Communication Plan

1 2	A Key stage	B Week	C Message	D Channels						H Paid	I Phone
				Blog & Email	Social Media	Partners	PR				
3	Post-event	Week 1	Thanks for attending + Post-event survey	x		x					
4		Week 2	Social media summary	x	x				x		
5		Week 3	Pre-register for next year	x	x						x
6		Week 4	Post-event report	x	x	x					
7		Week 5	Videos	x	x				x		
8		Week 6	Key findings from survey	x	x	x	x				
9	Community building	Week 7	Blog post	x	x						
10		Week 8	Interview	x	x						
11		Week 9	Roundup	x	x						
12		Week 10	Exclusive sponsor offer	x	x				x		
13		Week 11	Blog post	x	x						
14		Week 12	Interview	x	x						
15		Week 13	Roundup	x	x						
16		Week 14	Exclusive sponsor offer	x	x				x		
17		Week 15	Blog post	x	x						
18		Week 16	Interview	x	x						
19		Week 17	Roundup	x	x						
20		Week 18	Exclusive sponsor offer	x	x				x		
21		Week 19	Blog post	x	x						
22		Week 20	Interview	x	x						
23		Week 21	Roundup	x	x						

Eventbrite Template, [Download](#) for full Template without blurry lines

Keep all your templates, event materials and tools if you host the same conference every year, or multiple similar events in different locations, you may want to reuse event content like agendas, name badge designs, surveys, sponsor information, and floorplans.

It is always easier to schedule your social media posts for multiple places in advance according to your Communications Plan. This helps you promote your event on as many different networks as possible that are strategically timed with the strategic message content. Check out your social media analytics so you can monitor the success of your event promotion and adjust as needed to attract more attendees.

3

Step 3: Leverage Your Event Speakers and Attendees

You, your speakers, sponsors, and exhibitors share the same goals: You all want to attract more attendees to the event and increase your brand visibility. Leverage and motivate your event speakers and sponsors into your event marketing strategy to help promote your event.

Get your speakers and headline acts to post on social media and promote their session or wellbeing therapy, wellbeing activity or treatment. Make sure they promote the event and all its key details and ahead of time. Get your attendees to promote your event on social media too. Encourage them to share, like, comment, post a message on what they are most looking forward to generating marketing buzz and create referrals before and during your event.

4

Step 4: Promote Your Event in the Right Places

To properly identify your target market, you need to define it through attendee demographics such as age, gender, and industry. You should also consider psychographics such as usage of technology, interests, and motivation to attend your events. One way to do this is to analyze attendee data collected from previous events. Alternatively, once you’ve run a campaign, you can check your event website traffic to understand your audience as well as the impact of your event promotion. Google Analytics is one such way which shows you real-time analytics without requiring any technical skills. These analytics gives you rich insights into webpage traffic, including which sessions and speakers seem the most popular, where your web visitors are located, and what devices they’re using. This can help you adjust your event marketing plan as needed, better prepare for your event, and understand how it’s growing.

5

Step 5: Summarize Your Communication Tactics

Marketing an event is all about engaging audiences, so you have to set your communication tactics straight. Consider how to effectively inform people about your event. While there are great e-mailing systems like Mailchimp, it can also be effective to combine both email and push notifications via an event app. You can reach open rates of 70% and up, compared to the event industry average of 20%.

6

Step 6: Develop Personalization Tactics

It’s important to tailor your messages in a way that attracts people’s interests. If your event invitation will go out to previous attendees, you can mention this to engage them and add statistics, videos, or pictures from a previous event. Add the highlights of your upcoming event, like keynote speakers, opportunities to learn and connect with people, and discounts for early-bird tickets. Sending announcements to different groups of attendees is a great way to personalize your event marketing strategy. Some website tools also allow you to increase the visibility of your speakers and exhibitors through your event website and with ad banners, company profiles, and coupons and giveaways. With a personalized event app, you can even create a customized experience and information for different event participants, such as speakers and exhibitors.

7

Step 7: Establish Last-minute Promotion and Engagement Tactics

A new twentieth-century event attraction is providing a place for attendees to virtually interact with one another ahead of time. This helps create a buzz and increases word of mouth among attendees. You may have an interactive platform on your website or community exchange area, or come up with a Facebook Group. Attendees can ask organizers questions, plan meet-ups, schedule carpools, create custom discussion topics, share photos of their experience, find lost items, and more.

8

Step 8: Set Your Performance Evaluation Metrics

In your event marketing plan, write out what exact metrics you'll use to evaluate your event's performance, such as the number of attendees, networking activities, or social media posts. Many tools are available to help you collect this data e.g. Analytics Reporting. Once your event is over, create a report to show your team and stakeholders your event's success, as well as for promotion in a newsletter or PR purposes. The data and insights you gain will help you make the next event you plan even better. For example, you can use them to attract new sponsors, improve certain logistical aspects of your event, and, of course, further increase attendees.



Event Marketing and Promotional Activities

It is important to set marketing objectives. Generally, the marketing objectives will be a subset of the objectives in your event's strategic business plan. Creating a detailed Marketing Plan and Marketing Campaigns will be key to your wellbeing event. Keep your target audience in mind when choosing the mediums in which you are marketing. When creating your plan make sure you include the following sections:

- **Pre-event** offer a sneak peek on social media and through an email blast
- **Event launch** announce your line up and schedule everywhere and get the local media involved.

- **During Event** offer during event prizes for using hashtags to keep the buzz going
- **Post-event** thank everyone and start promoting for your next even
- **Learn more** - Promoting Your Festival Event Hashtag #regionalwellbeingireland

Website A website is the most important marketing tool and most effective way to market your wellbeing tourism business, your event is no exception. On the Internet, there are approximately 129 million references to festivals and 1.9 billion references to events. The most popular activity on the internet related to Information search and online services, e.g. finding information about wellbeing goods and services, travel and accommodation. A good website is an essential marketing and promotional tool for any festival or event no matter what size! Before you brief a website designer for a new site or site upgrade there are two key issues that you should consider: What are you trying to achieve with your website? and Who are your target users?

Here are some important points regarding website design:

- 1 Make sure its design and brand is on point focusing on your regional wellbeing offering and event
- 2 Keep it simple
- 3 A site of 4/5 pages is probably adequate for your needs
- 4 Use plenty of white space on each page (this makes the information much easier to read).
- 5 Avoid clutter, flying banners, flashing boxes
- 6 Have a straightforward navigation system from page to page.
- 7 The main menus should ideally be visible on every page; this makes the navigation quite easy for the user
- 8 Remember that in about 15 seconds a visitor to your site for the first time will decide whether to stay with your site or move to another one
- 9 Provide the contacts for your Festival or Event on the first or Home Page and option to download your Wellbeing Event Program
- 10 Ensure that your web site is updated and has everything it needs before you roll out your marketing campaign.
- 11 Get smart with SEO by knowing the keywords people use to search for events like yours. Optimising your content for those keywords. Support your SEO with regular blogs and content updates such as news, announcements and reminders

- 12** Make sure your tickets are easy to buy both online and offline; includes third party ticketing platforms, social media channels or partner and sponsors websites

The design of your site is just the beginning. The site must be registered with various search engines if other web users are to be able to find your festival or event site. Your website designers will usually be able to arrange this registration. You must check regularly that the search engines where you are registered can still find your site. This is easy – just put the name of your festival or event into each search engine and see if it finds you. Another way to improve your listing with search engines is to get your website listed on other sites. There are many websites which will publish a description of your festival/event and include your contact details and web address.

There is little point in having a web site if it is not actively promoted. The website address should feature on all festival/event literature in a prominent place. Consider producing wellbeing event web cards, about the size of a business card. You can put them on partner sites that backlink back to your website and are cheap to print so you can distribute them widely. During the festival or event is also a good time for distribution, maybe save the date for next years event, or have key messages (make sure to visit our private chill rooms) so attendees get the most out of the event and are informed. These cards should be printed on a recycled card.

It may be possible to have your festival or event linked to the website of the regional tourism office in your area or other businesses and community websites. This is a good way of getting potential visitor referrals to your site.

Another really important point is you must update your site regularly, perhaps a few times each month. You should develop the skills to do this yourself rather than depending on third parties and their associated ongoing fees. For example in Ireland an organization that supports Irish events called AOIFE, its members can have their website reviewed and receive valuable feedback.

Social Media Strategy No guide to event promotion would be complete without the mention of social media. Love it or hate it, that's where most of us spend their time! Social media should be used throughout the event process as you can engage much easier, with your audience, before, during and after the actual event. The most important thing is to limit yourself to a few key channels rather than trying to be everywhere and spreading yourself too thin. Your audience probably has a preferred social channel, so that's a good place to start.

A 'Social Media Strategy' can form part of the overall marketing mix and areas and activities, which can be considered, include; use of email, RSS Feeds, Google +, YouTube, LinkedIn, Facebook, Twitter, Instagram, SMS text messaging etc.



Facebook: This will most likely be the place for your main profile. You can share detailed updates about the event, add a "Find Tickets" link and interact with your audience.



Twitter: Great for quick, real-time updates both before and during the event. One of the best places to use your hashtag.



LinkedIn: If your event is focused on a professional or passionate wellbeing audience, this is where you'll find them. There are communities of people interested in a specific topic, so find the groups and networks in line with your event's main theme.



Instagram and Pinterest: These very visual channels are perfect for sharing some teaser images of the event along with those photos from your past attendees and giving people exclusive behind-the-scenes shots of e.g. event preparations and key speakers or performers.



Social media channels are also perfect for running competitions with ticket giveaways or other cool promotions.

Promotion and Publicity An event or festival is much easier to promote if it is already established, or if your previous marketing activity has been good and you have databases and hold information on your customers. If your event has a history of being well organised and has a high degree of audience and staff loyalty, this then proves an excellent base from which to market your event.

An effective Publicity policy can add heightened reputation and excitement both for the participants and the planning team, as well as allowing stakeholders an opportunity to see the importance of this event to the local community. Any photographic or video record of the event will have to be underwritten by the completion of media consent forms by the parents or guardians of all participants. Again this is something that needs to be planned for and implemented as far back as eight weeks before the event.

Promotional activity is used to:

- 1 Create an awareness of the festival or event
- 2 Create or enhance a positive image
- 3 Position the event relative to its competition
- 4 Inform target markets of pertinent details of the event
- 5 Generate demand for tickets, or a desire to attend
- 6 Remind and reinforce target markets of the event

Some tactics that may be useful are as follows:

- 1 Stage a press call and provide hospitality
- 2 Ensure programme caters for specialist groups



- 3 Consider the merits of being associated with a local wellbeing charity e.g. Mental Health
- 4 Give out free promotional items in advance to advertise the event e.g. Couch to 5K Challenge then at the event have the 5k challenge as the main event
- 5 Look to work with local radio/newspapers to offer free tickets
- 6 Undertake a direct mailshot
- 7 Door to door leaflet distribution
- 8 Enlist the support of a local celebrity to help with publicity
- 9 Hold demonstrations in town centres or shopping centres
- 10 Use sponsors names as frequently as possible
- 11 Endeavour to gain interviews on local radio or TV
- 12 Distribute leaflets and flyers to places of high public use
- 13 Develop good distribution channels for ticket sales and leaflets etc
- 14 Consider the merits and cost of a paid-for advertising campaign on Bill-boards, buses, taxis, Radio, TV, Bus shelters etc
- 15 Try to get a slot speaking to large groups of people
- 16 Develop your website and establish links to other sites
- 17 Use mobile technology to remind people and create ticket sales
- 18 It might be worth considering developing a specialist regional wellbeing magazine in which to advertise or promote your event and your year-round activities, business updates and news
- 19 Place advertising in suitable supplements
- 20 Develop discount pricing policies or sell Early Bird Tickets discounted for those acting fast. Group Tickets where it is cheaper the more tickets you buy. Ticket bundles or packages which are inclusive of extras for a cheaper price bought in advance. VIP Tickets who get special privileges like better seating or special food packages or parking.
- 21 Consider how to gain as much positive free publicity such as crowdsourcing your marketing material content through User Generate Content where potential guests can submit pictures and videos on a topic connected to your event and tag you with your event hashtag. It is a great way to create a buzz around the event on social media and through referral. Winners get free tickets, drinks vouchers, and other freebies



Dealing with the Media If you have been lucky enough to attract the attention of the press and media, it would be good practice to have someone within your organisation who would be a named contact. Often with the title of Press Officer is important as it indicates that this person has an understanding or knowledge of the media industry and how it operates and functions. This work is all about building and maintaining relationships. This is done by supplying timely and accurate information on demand. It is this person's responsibility to supply communication media with the material, which help them to produce publications and programmes of interest and value to readers, listeners or viewers. Your committee may be able to call upon the services of an ex-journalist or indeed a student who is studying journalism. As part of your planning please consider who would be the best person to speak on behalf of your committee or organisation for both positive news items and in the case of an emergency, which may arise.

Information Points Your festival or event may be able to offer an information point or festival office venue in advance of the actual event, which would help with tickets sales and raising awareness etc. A good practice is to establish a central point of information at your event when it is taking place. This can prove to be very beneficial as people can have many questions to be answered, or indeed can be a point of meeting for lost children etc. Maybe the wellbeing stakeholders businesses could each be the communication points and attract potential business in the process.

Festival/Event Logo A logo is part of the branding of a festival or event, and the following are some points to keep in mind if you are developing a logo:

- The logo must be right from Day One. It is difficult and undesirable to have to change it a year or so after starting to use it.
- The logo should express something visually about your festival or event. It must mean something to people who have no connection with the Event Committee or the organisation of the Festival or event.

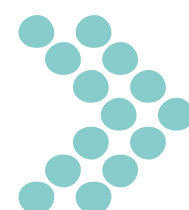
- It should be capable of reproduction on different materials - print, T-Shirts, hats, banners etc.
- You should use it on all your literature, advertising, banners, posters, back-drops, letterheads, compliments slips, web site, and sales items that may be produced by your Event Committee.

Event Hashtag use them every chance you get; incorporate it into your webpage. Whenever you mention your event, make a habit of including the event hashtag. This goes for your social media posts but also other marketing channels and any printed material. Reinforcing the hashtag helps anchor your event and lets it stay on top of people's minds. That includes participants (like speakers and performers) make sure they know the event hashtag and suggest that they use it when talking about the event. That'll help you also reach their audience base.

Media Plan You will need a Media Plan you can build it into your Communications Plan. The Media Plan shows all purchased advertising and demonstrates graphically the distribution of the media over time. The plan gives 'at-a-glance' information on the place, size, cost, type and concentration of advertising and marketing activities for your event.

Advertising You need to consider if advertising should be placed directly by the Event Committee or whether an advertising agency may be a more productive use of your time and resources. Possible advertising opportunities for your festival or event include the following:

-  Radio – national
-  Radio – local
-  Television
-  National Newspapers
-  Regional/local newspapers



It is most important that all advertisements give a crystal-clear message, and this is especially important with radio or TV advertising, where the listener cannot go over the advertisement again to check details. The key information is covered by: What is it? Where is it on? When is it on? Cost indications may also be relevant.

Event Program or Brochure Most festivals and events print literature of some kind. Make sure it is recyclable. There is a likely need for two print pieces; one general advance brochure or leaflet, and a more detailed brochure with the programme that is available perhaps two weeks in advance of the festival or event. The following points are of key importance:

The brochure or leaflet must be written with the needs of the potential festival/event visitor in mind. Therefore it may not necessarily be the kind of brochure that all Event Committee members will like.

The brochure or leaflet must answer the following questions: What is the festival or event? Where is it taking place? When is it taking place? Why is it taking place? What will attendance cost me and my family? What about car parking? Is the site child/mobility impaired friendly? Are there catering facilities? What about wet weather facilities?

If you use maps of any kind in the brochure or leaflet you will probably need an Ordnance Survey Permit. Check this out at an early date. Remember that the brochure or leaflet will be all that many recipients will have to decide whether to attend your festival/event or not. The brochure must be exciting, informative, interesting, inviting, clear, and must contain all the relevant information (include Google Maps details).

Print Run Decide the print run carefully. How are you going to distribute the brochures? Tourist Information Offices will not necessarily take thousands of copies, local support agencies, local community and regional businesses supporting the destination should take some. Think of other wellbeing ambassadors locally, regionally and nationally that could have an impact and take a few.

Good design is essential, and it is worth paying a professional designer. Brochure covers must be designed in such a way that they invite the recipient to open it. A poorly designed, dull cover with bad photographs may end up in the rubbish bin, and do nothing for your festival or event. The event title, location, county and dates must appear clearly on the front cover. Brochures for overseas distribution must contain the word 'Ireland' so they know where it is.

Copyright Do you own the copyright of all photographs to be used in the brochure or have you purchased reproduction rights for your festival/event literature? Have you requested permission from the people featured in the photographs in your literature?



Distribution of Event Literature

When should brochure distribution start? This is a critical issue and one that your Event Committee should consider seriously. Quite often an Event Committee may issue two brochures for their festival or event. The advance brochure will usually give outline programme details and is designed to generate advance interest in the festival or event. This brochure should issue on the Irish market about 4 to 6 weeks in advance. The more detailed brochure with programme details should issue not more than two weeks in advance. You may be circulating this brochure through Tourist Information Offices and accommodation premises within a 30-kilometre radius of your venue. If you are promoting your festival or event in overseas markets then the distribution of the advance brochure to appropriate Tour Operators must take place some months in advance. It is recommended you get three quotations for all brochures and leaflets.

Generally, the following should receive appropriate supplies of your festival/event brochure or leaflet.

- Registered/approved accommodation within a 30km radius
- Tourist Information Offices/Centres
- Sponsors and partners
- Media contacts
- Ferry ports/airports
- Chamber of Commerce, Business Support Centers

It is worth considering offering the opportunity for local businesses relevant to the event to advertise that way they will be encouraged to be a Direct Mail partner and perhaps share the production and mail costs with you.

Direct Mail Some direct mail campaigns can be successful, but ensure that your Direct Mail Campaign is GDPR compliant. Don't underestimate the power of a great mailing list. Email remains the most effective digital channel out there. If you already have a list of attendees from a previous event, email is the perfect way to update them on your upcoming one. If not, start building one right away. Simply add a way for people to sign up to your email updates on your event page or site. They'll be able to receive the latest announcements about the event and you'll get a direct line of communication to your guests. Postal Codes greatly facilitate much more closely targeted direct mail campaigns e.g. location-specific or how close to the event they are located, young estates with young people and families, people who tend to be fitness orientated living near parks, gyms and other wellbeing facilities.

Guide Books If you have a well established annual wellbeing regional festival or event you should submit the details to the many travel and visitor guides that are available in any good bookshop or information hub. It will probably cost nothing.



Festival/Event Links The development of links with other regional festivals or events can sometimes be a useful way of extending your promotional activity.

Press Releases Press Releases are the usual method of communicating details to the media either nationally or regionally. You should approach the print, radio, and TV media in your area in advance of the festival or event if you feel that you have a story of regional or national interest.

The following points are important:

- 1 Press Releases should be just one page
- 2 The main information should be contained in the first paragraph
- 3 Release date and time should be detailed at the start of the Press Release
- 4 Press Releases should end with the contacts details for the person who can provide further details
- 5 Ensure that you have the correct media contact: name, title and email address.

Media Coverage It is important to keep copies of all media coverage received for record purposes. It may be a requirement of grant agencies to produce a copy of your media coverage. **Photographic Library** You should maintain a library of images from future or previous festivals available for media use. Remember that if these images contain recognisable people you should have their permission to include them in those photographs. Also, you must have written permission to reproduce all other images in your library.

Your Events must evolve and grow to be innovative, dynamic, exciting and on-trend. This means your Event Marketing Plans and Strategies should also evolve and adapt. If festivals and events do not change and grow they may well stagnate and die. It is therefore important that you have innovation in mind constantly for recent and future events. The introduction of new ideas and concepts to the festival or event will keep it fresh and appealing to potential visitors. After recent COVID Events making your event virtually available is one such innovative idea.

Avoid the problem of 'we were there last year and it never changes, people are getting bored and registrations are dropping every year'



Evaluation So How Did We Do?

Planning your Evaluation

Evaluation of your event is all about discovering what the event achieved and whether those achievements match the aims, the expectations and the goals set out at the beginning of the event planning process. Ultimately it should indicate what worked and what didn't work. Evaluation is best conducted by an experienced facilitator from outside the core group. Throughout this resource are sample surveys you can conduct. When developing your online, offline survey, focus group, interviews etc. consider what you are trying to review, here are some examples

1

Feedback. That all event attendees have an opportunity and access to offer their post-festival reflections. How will you do this? Will you forward an email? Ask them directly? Check for online reviews?

2

Goals. How will your post-event evaluation must take cognisance of the rationale and the long-term goals as well as the aims for that particular year's festival?

3

Roles and responsibilities should be revisited and set against definitions agreed and expectations of all of those involved. Flexibility and collaboration will be the key to the success of fully maintaining the balance within the Committee Team, which by its nature, will have some small alterations in personnel year on year

4

Improve. How can you do better? How can you offer something even more exciting but different and valuable to your current target audience and potential target audiences?

5

Stakeholders. How can you involve the community better and give back? How can you partner better with stakeholders? How can you package the regional wellbeing offering better?

6

Missing. What did you not have this year but you needed? How will you acquire for it next year?

7

Next year. Will there be an event next year? If so will it be the same structure or different? Will there be extra days or a shorter day, different time of year?

8

Identify challenges. Include a thorough evaluation of the unexpected outcomes and challenges. Have a session that provides solutions and prevention measures into your next Event Planning Strategy. They must be documented and reported. They will act as proactive effective bonus measures demonstrating risk management when you go looking for funding or sponsorship for future events.

Evaluating Sources

How you want to evaluate your festival should be discussed early on in your planning phase so that you build in the mechanisms, which will allow you to assemble the information you need, to reflect, to learn and to move forward in your planning for the coming year. Evaluation of quality or best attractions will take you back to such things as the key speaker's briefs, treatments expectations, activities wellbeing integration but should also be informed by post-festival consultations with a mix of all of the event team. It should take the Committee Team back to their rationale for having an event and explore if the purpose they intended has been adequately matched by the wellbeing target audience and other attendees experiences and by the levels of cooperation between all Committee, Sub Committee, Volunteers, Vendors and all other staff on which all of those involved felt comfortable in their roles.



Rather than worry about the evaluation process revealing weaknesses, you should strive to engage fully with the process to celebrate strengths, and capitalise on the learning opportunities that arise whilst doing so

- **External Workshops.** Review sessions built into the workshops that facilitated collaboration and engagement.
- **Partners.** Review and get feedback from partners, sponsors and key organizational support partners
- **Committee.** Get feedback from all members of the Committee Team and those who attended the planning and coordination meetings. You can do this by qualitative discussion but you may need to provide break-away so participants can discuss together the successes they had, the reasons for those successes, along with challenges they experienced and their thoughts on overcoming those challenges in the future.
- **Notes and reports.** Make sure to check all lead staff notes and challenges. Make sure to review the Event Manager's review report of the event and event day
- **Communication lines.** Research and explore how you can improve by looking at how other festival structures operate and the lines of communication they use, their frequency of Committee Team meetings, publicity, programming and the choice of venue. Find out what you can learn from well established successful events.

While evaluation of a wellbeing event is about discovering what has been achieved, what went well and why, it is also about learning from the process of exploration and reflection and about moving forward into a new planning phase for the next wellbeing event. Documentation of the results of the evaluation will be an important asset, not only as content for Festival reports for stakeholders and funders but as archive material for the individual groups.

CASE STUDY

Move Copenhagen



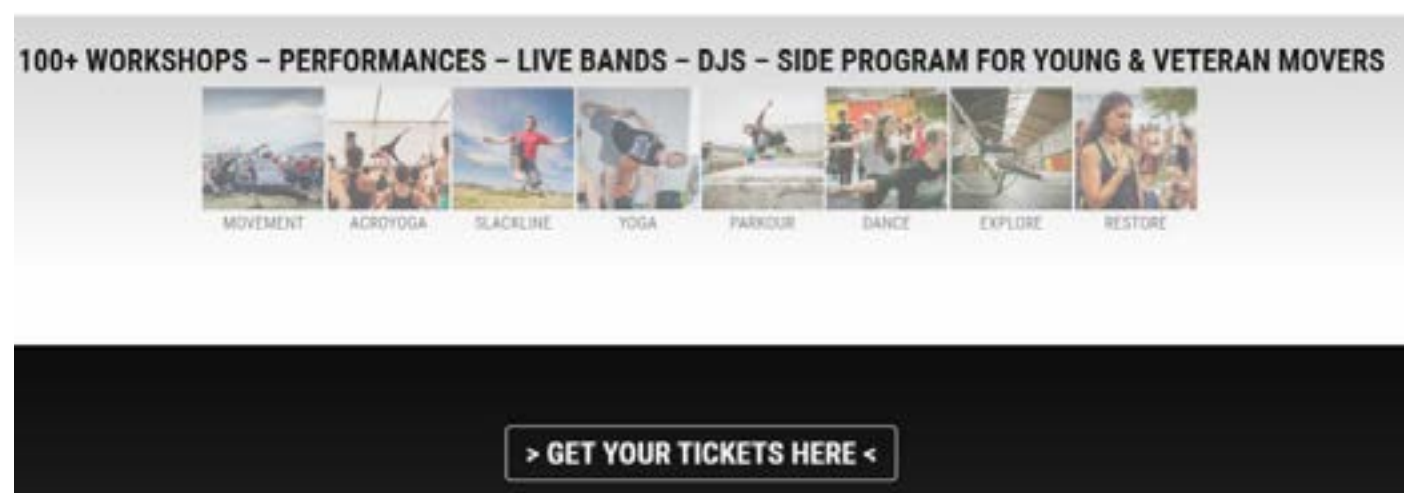
Title

Move Copenhagen

Description

4 day community events (1 event tailored to families, 1 event tailored to adults) focusing on physical movement, outdoor activities, mental health and wellbeing, workshops, DJ entertainment, live bands and performances

Move Copenhagen is an annual 4-day community festival celebrating the diversity of movement. The festival takes place 9-12 July 2020 and it involves 100+ unique workshops for people of all levels (beginners, intermediate and advanced movers) as well as a full evening programme. At the workshops, you can try everything from yoga to slackline to parkour and in the chill-out zone, you can enjoy the tunes from the DJ. There is a full evening program. In operation since 2013 which started with 200 tickets and a full house.



Location and Regional Characteristics

Move Copenhagen is located on **Refshaleøen island**, an old industrial area that was once home to one of the world's largest shipyards. Now, Refshaleøen is home to cosy restaurants, cool bars, creative office spaces, activity centers, and music festivals. Only about a 15-minute-bike ride away from the city centre, this place is like a peaceful, undiscovered island in the middle of bustling Copenhagen.

Mission

Move Copenhagen aims to better lives by encouraging people to move more and in different and new ways. Their way to do that is through fun and fascination, hence a **festival**, which celebrates the diversity of **movement**.



Accroding to *Aventri.com*

"At Move Copenhagen we rethink what it means to move. We move, play, explore and inspire to rebuild the very idea of movement."



Management and Partners

The **festival** is a non-profit and all teachers are volunteers. All the participants share certain beliefs, that they call their *credo*, which are:



'We love to play, and we love to challenge the given. For us, playfulness is a path of life where we set ourselves in motion – through motion. And doing so, we leave the comfort zone and enter the creative zone'.

The Managing Director

is selected by the board for one year at a time. The MD facilitates the concept, project management, economics and budget management, internal and external communication, partner management, creative strategy, etc.

Volunteers Teachers

are from different communities and from all over the world. They are chosen to teach because of their skills, dedication for movement and playful attitude to life.

Attendee Volunteering

attendees can volunteer or become community builders who receive a discounted ticket price.

Community Builders

help set up the festival during our build-up days (Mo - Thu). They meet a few days before the festival and enjoy working and having fun at the same time. They volunteer to make everything run smoothly; setting up venues, clean, serves food, run the check-in, etc...

Core Volunteers

work one full year to support the makings of the festival. The organisers have committees in technical and logistics, selecting the teachers, teachers hosting, planning accommodation, Community Builder coordination, facilitating the workshops, graphic materials, media content, and website coordination.

Approaches

Workshops: Akroyoga, Yoga, Slackline, Parkour, Dance. 100+ Workshops, performances, live bands, DJs, Side Program for Young and Veteran Movers.

- **Workshops** in Slackline / Yoga / Acroyoga / Dance / Parkour / Explore / Natural Movement / Restore
- Dance 'till you drop at the **Ecstatic Dance**, enjoy our DJs crafting soundscapes for you at the **Chill-Out Zone**, and find your inner child at the **Playground**.



Food is from the seasonal and local plant-based menu at the community kitchen. Gluten-Free Food for breakfast. Vegan food mostly. No meat meals or products in the kitchen, for sustainability, simplicity, and price. Reffen is a street food place just around the corner, which has plenty of selection in case you would like to supplement. Attendees can cook and bring their own food Yes. However, will have to be self-sufficient, as there are no cooking facilities available.

Main Marketing Approaches and Activities

Move Copenhagen Main Marketing Activities [Website](#) and [Social Media](#) Facebook, Instagram, Linked In, Vimeo. Official Event [Video](#), [4 Day Program](#), [FAQs](#), [Site Map](#), [Yearly Images](#), [Yearly Videos](#), [Media Section](#)

Event Planning and Logistics & Pricing The festival is over 4 days in July with [Early Bird tickets](#) released in March. There are combinations of ticket packages (with food, t-shirt, volunteer tickets etc.) Check-in opens on the first day on a Friday at 10 am. The first event for everyone is the Opening Gathering at 1.30 pm. The event finishes at 5-6 pm on Sunday. Everyone needs to help out packing the festival.



Pricing

Festival Ticket (July 4 days) available from March 1st

- All workshops, activities, performances & live music events
- Free camping
- They ask all participants to help with tasks during the festival.
- Check-in on Thursday from 10:00
- All registrants are invited to join their newsletter for the latest updates.

Early Bird Package (available from March 1st)

- E150, early bird and meal ticket E230 move t-shirt E20,
- [Community builder ticket E135](#)
- Community builder ticket and meal ticket E215

Tickets can be purchased on the official event main page, on or directly from their ticket provider [TicketTailor](#).

Target Market Analysis

Information obtained from previous event data and surveys

- 45% of the participants were coming from outside Denmark
- 70% of the participants were between 20-30 years old
- Had more than 3.500 returning visitors to our website
- 92% of the participant gave positive responses to the festival in the surveys
- The program was tightly packed with activities of slackline, acro yoga, climbing and yoga

Move Family Program

Move Copenhagen organisers have a family event called Move Family that is held at the same time as Move Copenhagen. Move Family is a two-day festival for children and their adults where parents can move together with their children and enjoy a beautiful movement- timeout. The program includes customized workshops that are [children](#) friendly and aim to make adults and [children](#) move and play together in everyday life. Move Family is targeted for the age group 7-13-year-olds and their adults. More information [here](#).



Sponsors Statement on the website

Does your company want to show off their profile while supporting the growing communities in diverse, creative and playful movement? Move Copenhagen could be the place to start. We want to make this event sustainable for the future and you can help us. Then we can help you get your name out in our video, and on-site at our festival.

Sustainability

Move focuses on five key areas in terms of sustainability.

- 1 Travel together to Move Copenhagen Let the train take the strain, bury yourself in a book by bus or find a ride to share for friendship and fun. And if you live close by, bikes are awesome too! There are many alternatives and fun ways to Move... Check out our website for more details on car-sharing and public transport to join the festival in a greener way. Or post your top travel tips on Facebook, use our page to begin your journey.
- 2 Food and Meals their primary vendor Aamanns serve to satisfy and nourishing meals, using ecological and regional produce. Healthy for everyone and the environment. When you buy a meal ticket the community kitchen offers a seasonal and local plant-based menu from responsible resources.
- 3 Waste Material Move Copenhagen reuse so if attendees brought too many goodies to carry home or have gear you no longer intend to use. To help get into the sharing groove; there is a Swapping Shelf for you to use.
- 4 Managing Waste leave little to no trace, recycling where possible with bins provided and bags to separate trash.
- 5 Water Usage Organisers suggest attendees share a shower or jump into the harbour 'it is sooo refreshing'.



"We want to make Move a sustainable community, good for us and the environment"

Innovation

Event Program Innovation In 2018 the workshops included acro-yoga, dance, parkour, and slackline. Outside the workshops the even provided activities such as playing, **swimming**, massages, singing and relaxing. The following year the event was innovative and different focusing on **dance**, parkour, slackline, **yoga** and acro-yoga. It also included lectures focusing on movement and mental health and wellbeing held by authors, different public speakers and movement **entrepreneurs**.

Site Plan and Set Up The organisers and team are currently working on a new setup that will include integrated areas for dining, relaxing, moving, dancing, meeting others and exploring our vast number of workshops. The aim is that the next event will be bigger but much more connected.

New Talent and Performers the organisers invite new headline acts to get in contact and bring their new talent and content to the festival. People who are energetic and passionate are invited to send their qualifications, passions and dedications and suggested contributions.



GET SUPPORT! Festival and Event Support Organisations



Festival and Event Support Organisations

Ireland

- [Environmental Support Agency](#) Provide Event Support and Event Support Grants. Provide Environmental Advice and Support.
- [Failte Ireland](#) – Tourism and Event Industry Support Organisation
- [AOIFE](#) Association Of Irish Festivals & Events - Training, mentoring and supporting Irish Festivals
- [Health and Safety Authority](#) National Statutory Body For Healthy and Safe Events

Scotland

- [Scotland Event Funding](#) National Events Funding and Support Program
- [Events and Festivals Scotland](#) Official National Festivals and Events Promotional Website
- [Visit Scoland](#) Official Scottish Tourism Promotional Website Page
- [Scottish Public Entertainment Organisation](#) Provides support and information about getting an entertainment or event licence

Azores, Portugal

- **Turismo De Portugal** Turismo de Portugal is the official tourism organization of Portugal
- **Visit Azores** Azores Tourism Association - Convention and Visitors Bureau
- **Azores Government Portal** Regional Directorate of Tourism - Azores
- **Visit Madeira** Regional Directorate of Tourism - Madeira
- **Turismo de Portugal** Portugal's national tourism authority. Provides funding and support.
- **Azores Tourism Association - Convention and Visitors Bureau** Azores' official promotion entity
- **Regional Directorate of Tourism:** Department of the Azores Regional Government responsible for implementing regional policies in the area of tourism. Provides funding and support.
- **Azores Chamber of Commerce and Industry** Provides support to events

Iceland

- **Rannis** Support for research and innovation, education and culture, youth and sports
 - **UMFI** Youth association of Iceland, education and project fund
 - **Visit Iceland** Official Icelandic Tourism Promotional Website Page
 - **Regional development fund** supports varieties of projects and events (Example for the South)
- Every municipality of Iceland has some kind of funding system for varieties of support, e.g., wellbeing events.

Slovenia

- **Ministry of Culture** regularly publishes open calls on the webportal of the government. Calls are usually for cultural projects in the field of music, visual arts, applied arts, theatre, intermedia projects...). Municipalities also provide additional funds, but the future of festivals always depends on the ability of the organiser to find sponsorships and donations, depending on the importance of the individual festival for the local environment.
- **Ministry of Economics, Development and Technology** provide open calls for co-financing activities, related to events and festivals. In the past, SMS's and organisations had the chance to apply for funding for digital strategies, raising digital competences, digital marketing, introduction of new products... **Municipalities** provide annual public tenders for co-financing of events, projects and events. The amounts and percentages depend on the project, topic, municipality's financial ability and other factors. Due to a large number of municipalities in Slovenia (212 in total), organisers need to do their research.
- **Regional Development Agencies** 12 exist in towns and in regions and are members of the Slovene Association of the Regional agencies and many are members of the Enterprise Europe Network. All these networks provide information on individual funding opportunities and international projects.

Denmark

- **Visit Denmark** - official tourism website
- **Wonderful Copenhagen** - is the official tourism organisation of the Capital Region of Denmark, working to promote and develop both business and leisure tourism.
- **ANTOR** - ANTOR (Association of National Tourist Offices and Representatives) is the principal lobbying organisation for the world's tourist offices. ANTOR's objectives include providing a fraternal forum for its members to meet and exchange ideas, to forge close relationships with all other sectors of the travel industry; to be recognised as one of the foremost advocates of responsible tourism and to comment on a wide range of issues affecting worldwide travel and tourism.
- **Green Tourism Organisation** - is an environmental certification for tourism organizations that make a special effort in relation to sustainability.

www.detourproject.eu

