**Events Management: Principles & Practice, 4th Edition**

**Instructor’s Manual**

**Written by: Dr Razaq Raj and Dr Tahir Rashid**

**Chapter 7**

**Project Management and Financing**

**Chapter Overview**

. This chapter will investigate and explore the theories and practices that are associated with project management, as appropriate to the events management industry, and will also evaluate a range of techniques that are available for event managers in the context of organisational transformation and density. In addition, the chapter will look at the different sources of finance and the wide range of fundraising strategies available to event managers. This should enable event managers to understand, negotiate and make decisions regarding the financial opportunities that may be presented to them.

**Exercises and activities**

**Tips for Tutor**

1. **Ask each student to read following sections from the chapter 7, before coming to class.**
* Project Management within Events Industry
* Project Management Tools and Events
* Identifying source of finance for events and festivals
* Internal sources of finances
* External sources of finances
* Fundraising strategies for Events Organisations

**Tips for Tutor**

Divide students into groups of four to five and instruct them to discuss following questions that corporate sponsors will ask event manager:

* How many people going to attend the event?
* When is the event taking place?
* Where is event taking place?
* What type of event are you planning to organise?
* Sponsors will want to see your funding and marketing plans?
* What sponsorship package are you looking for and benefits does are you offering to sponsors?

**Internet Resources**

1. These are internet and YouTube clips, we recommend you ask students to visit internet sites and YouTube clips and asking them to watch and read the material for classroom discussion.
* <https://www.youtube.com/watch?v=I-XjdcpfXoI>

Jennifer Bridges, PMP, shows you how to step up to the big leagues and plan for a large conference by taking these practical steps. Everyone has planned an event at home, work or in their community.

* <https://www.youtube.com/watch?v=8kCziFDK3Yk>

Ever wondered how event managers plan events? Want to know a simple stepped process for running your own events...well please take a look at my video and discover my proven 7 1/2 steps to the perfect event. Experience tells me that event planning is not for everyone, but I do know that the ability to plan and deliver events is a learnt skill: so, with a little of the right kind of help, you CAN become a successful event planner.

* [~~https://www.youtube.com/watch?v=DQYEDejI66Y~~](https://www.youtube.com/watch?v=DQYEDejI66Y)

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* <https://www.youtube.com/watch?v=0bXJGZgR1BU>

It's no secret that it's a pricey pain to host the Olympic Games, running billions of dollars above the estimated budget. As the International Olympic Committee receives fewer bids with each problematic games, the future of the tradition is looking unsure. We spoke with Smith College Professor of Economics Andrew Zimbalist on the matter. He should know, he's written about the Olympic issues in Circus Maximus, No Boston Olympics, and Rio 2016.

**Tips for Tutor**

* 1. Divide students into groups of four to five and instruct them to:
* Read case study 71: Event management media sector case study
* Divide students into groups of four to five and discuss strategies for the Project Management planning process.
* Ask students to develop clear and effective understanding of project planning and advantages events planning?

Case study 7.1: Event management media sector case study

Overview

A large media client had a requirement to manage and deliver a major event which reached all 3,000 engineers. This was a completely new initiative, which had never been attempted in the company’s history. The requirement came from internal feedback which highlighted the need to engage with engineers to help encourage company buy-in, improve motivation, increase staff retention and to inform about future developments and long-term goals.

Activity schedule

Conference Care met with the client, to gain a clear understanding of their requirements and discuss how these objectives could be carried out in the most cost effective and time critical way. Time frames were discussed, roles and responsibilities of both parties outlined in order to clearly define the schedule of delivery for the entire process.

Production schedule and project plan

After the initial briefing, Conference Care and our audio-visual partner, MCL, started work on project documents and concept visuals in line with the meeting objectives. Event materials and tools were created, which showcased a bespoke ‘Animated Helix’ logo and brand for the event, which became the foundation of all event documentation and created a visual event identity.

The set design was carefully considered, as there were many challenges to overcome: it had to be forward thinking and impactful, durable as it would be travelling all around the UK over the course of three weeks, flexible and adaptable to ensure it would work in five different venues while giving each engineer the same quality experience. The final set comprised of a 12 metre widescreen, colour-matched 1 metre high illuminated light boxes and bespoke branded stage furniture and lecterns.

Pre-approval quotation and project plan

Conference Care worked with the client to deliver an event programme that would work on many different levels. By using our knowledge and expertise we made recommendations about venues, location, event logistics, presentation formats and AV requirements. Recommendations were not exclusive to the initial meetings. We understood that no event was the same and the key to success lies in flexibility. We continuously assessed and measured the effectiveness of the events. From the outset we gave advice on suitability of venues, we made suggestions for logistics such as the transportation of delegate literature to each venue, and during the live show days we reviewed all areas to ensure the best experience each and every time depending on venue constraints.

Production schedules

Conference Care acted as the central point of contact through which all parties could liaise. Our audio-visual partner MCL played a major role in the planning and production delivery, with all communication channelled through Conference Care. This was crucial for the client, as it meant that they had a dedicated team of people ensuring peace of mind throughout the duration of the project. Two different production schedules were created, one for the planning stages and the other for the live event. This critical path highlighted all key milestones and deadlines to ensure that everything was in place for the live event. For the live event, an event schedule was created and detailed all of the intricacies that needed to happen from start to finish.

Project budget breakdown

A project budget breakdown was created, showing the individual cost of each element, including all of the stage and set equipment for each event. Each of the five events was shown line by line, in addition to a full cost for the entire project allowing complete transparency between Conference Care and client.

Content budget

We provided cost effective solutions to maximise budgets. For example, local event staff were employed to assist with the live shows, such as stage and set builders and registration staff. When events form a series, cost savings can be achieved on the delegate registration tools where the template is set up for the first event and then developed for the rest of the series. Where possible delegate literature is recycled; badge holders are collected and re-used for both budgetary and environmental reasons.

Live

Two members of MCL’s production team attended the final planning meeting with Conference Care. During this meeting, the Show-Caller and PowerPoint technician met with the client’s planning team. The primary purpose of this meeting was to combine the individual files into a draft formal show. Video clips, sound bites and presentations were downloaded and prepared by the production team.

The day was then pieced together slide by slide. Holding slides were created, walk up music was agreed and edited, breakout sessions agreed, visual countdown timers set, video stingers were tested, timed and looped, as well as final amends made to slides to shape the programme to ensure consistency and accuracy throughout.

Creative input and maximising engagement

Conference Care’s team worked with the client to format the event. Our creative input with MCL in designing the show visuals and brand identity was pivotal to the impact of the event and was rolled out across all engineer events. Recommendations were given in many areas including timings, format, including seating arrangements and room layouts. In light of the client’s forward thinking technology ethos, we incorporated state of the art presentation ‘Spyer Widescreen’ technology and ‘VersaTile’ Video Panels, mirroring the core company values through to the live event delivery.

Post agreement

The client employs 3,000 engineers, with a UK-wide geographical spread. For the purposes of reaching as many people as possible in the fewest number of locations, the UK was broken down into concentrated regions. The final event locations were Bradford, London, Edinburgh and Birmingham.

Logistical challenges

We aided the client with the logistics of getting event materials to each of the road shows in a cost effective manner. MCL’s large production trucks were booked for each venue, so we managed the process of having event materials transported and delivered with the rest of the equipment. This ensured things arrived together and were easily traceable without having to locate everything through external courier tracking systems.

Events cascade and measurement

After each event, Conference Care held a de-brief meeting. During this meeting we reviewed all elements of the event, including venue, administration, level of service and support. At this stage, delegate feedback was assessed for both future improvements of the event with the client as well as any potential improvements to our overall event management service.

Post-event, attendee analysis was undertaken to measure the effectiveness of the day. As well as measuring the effectiveness of the corporate messages the other crucial part was to re-assess engineer morale in terms of improving company buy in, morale, motivation and staff retention. All criteria had improved beyond expectation, giving the client an exceptional return on investment. Due to these results, the client is planning to roll out these events to other parts of the business and run them on an annual basis to build on the momentum.

Expectations

Conference Care was the key manager and driver in delivery of the engineer road shows, despite working with several different supporting incumbents. The successes of the events were due to us gaining a detailed understanding of the company, the purpose of the event and desired outcomes. Having this knowledge gave us the insight to be able to proactively offer solutions to ensure expectations were met and delivered.

*Source*: www.conferencecare.com/clients/case-studies/media-sector-case-study

 [accessed 25/03/2021]

* 1. Divide students into groups of four to five and instruct them to:
* Read case study 7.2: Ticketing for Tokyo Olympics 2020
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* Ask students to evaluate and discuss the benefits of events planning Tokyo Olympics 2020 ?
* Ask students to discuss and evaluate the fundamental process of planning that event organisers need to adapt and with very complex event business?

**Case Study 7.2: Ticketing for Tokyo Olympics 2020**

Tokyo Olympic Games attracting huge demand for tickets, according to Sport Star 18 December 2019, 23 million tickets were requested by the Japanese residents and only 1 million tickets were available on the latest lottery stage of ticket sales. Therefore, it is clear 22 million was deprived of tickets to see the Olympic Games in 2021. The next ticket sales offering will be open in early 2020 to both Japan and non-Japan residents on a first-come, first-served basis. The Tokyo Olympic Games organisers stated on 18th December 2019 that:

Organisers on Wednesday said there were 23 million tickets requested in the latest lottery for Japan residents only. The bad news is that only 1 million tickets were available. Which means that almost everybody went away empty handed.

Next summer’s Olympics has generated unprecedented demand. Organisers said 3.57 million tickets had been awarded to Japan residents in previous lotteries. Organisers confirmed for the first time the demand was almost 20 times over supply — about 60 million tickets requested.

Overall, organisers say about 7.8 million tickets are available for all events. Organisers have said that at least 70% of the tickets will go to Japan residents. Large blocks also go to sponsors, international sports federations, national Olympic committees, and the International Olympic Committee.

Millions are also sold outside Japan by official Olympic tickets resellers, which can charge a 20% handling fee on every ticket. They can also take advantage of fluctuations in currency exchange rates.

The opening ceremony on July 24 features the most expensive ticket — 300,000 yen ($2,700). The most expensive ticket for the closing ceremony is 220,000 yen ($2,000).

Source: adapted from https://sportstar.thehindu.com/other-sports/tokyo-olympics-2020-ticket-sales-lottery-23-million-demand-1-million-available-japan-residents-paralympic-games/article30337844.ece (accessed 07/04/2020)

1. **Discussions questions**

**Question 1**

Critically discuss how project management processes contribute to planning of the event.

**Question 2**

Evaluate how project management can support the event manager in delivering large-scale events.

**Question 3**

Discuss and evaluate project management techniques that can be applied to the Tokyo Olympic Games?

**Question 4**

Discuss and critically evaluate the role of sources of finance strategies for the Notting Hill Caribbean Festival held in London.