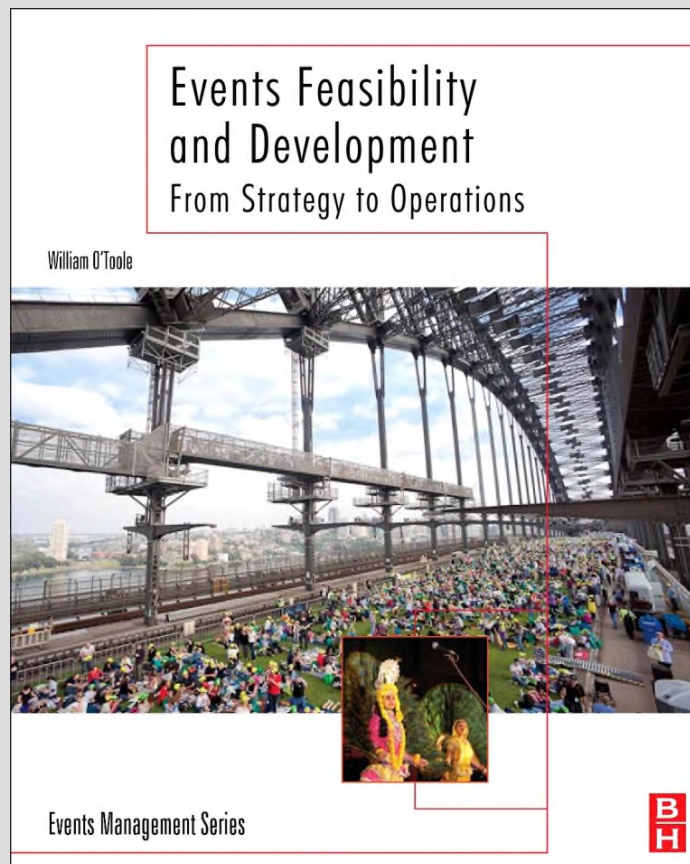
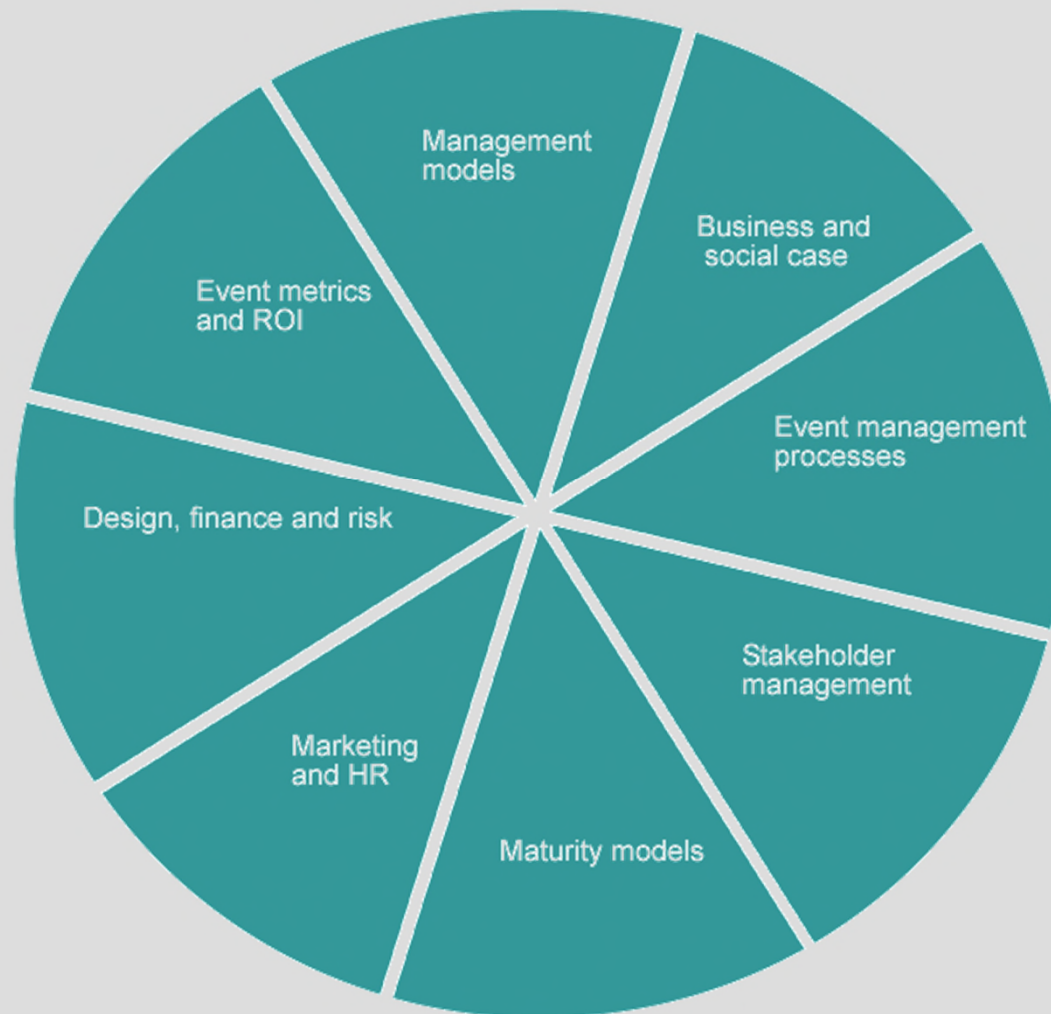


Section 2



Section Two Management : Topics

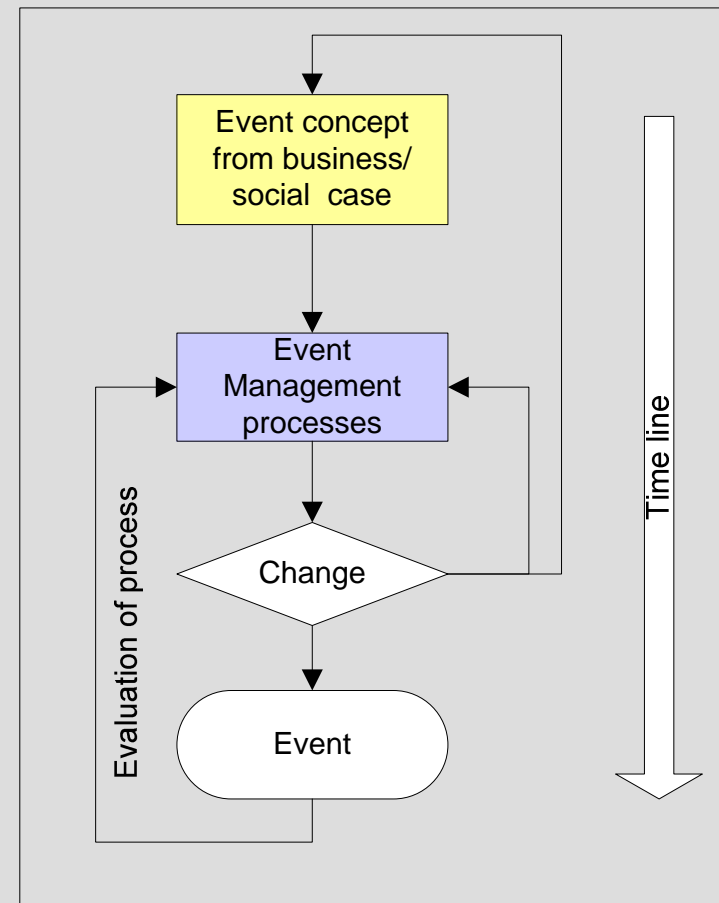


Chapter 7 Management models and the business case

- **A model, processes, system or a Body of Knowledge**
 - Qualities of a good model
- **The event management environment: Complexity and Uncertainty**



Olympic Torch,
Photo courtesy of Maxxam Events International

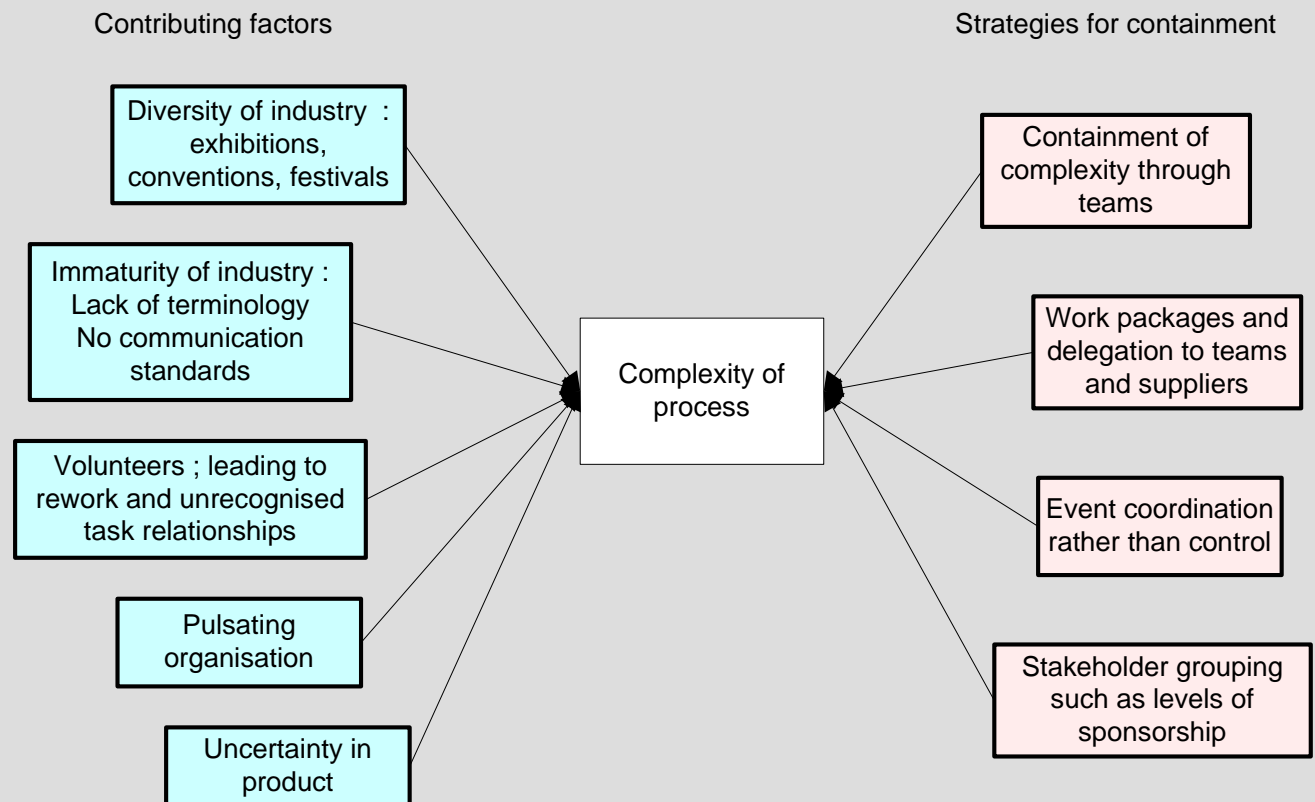


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Chapter 7 Management models and the business case

- **Complexity due to:**
 - **Number of stakeholders**
 - **Number of reciprocal dependencies**
 - **Multi-objectives**
 - **Number of changes or modifications to both the product and the project**
 - **Uncertainty of goals**
 - **Uncertainty of methods**

Process Complexity

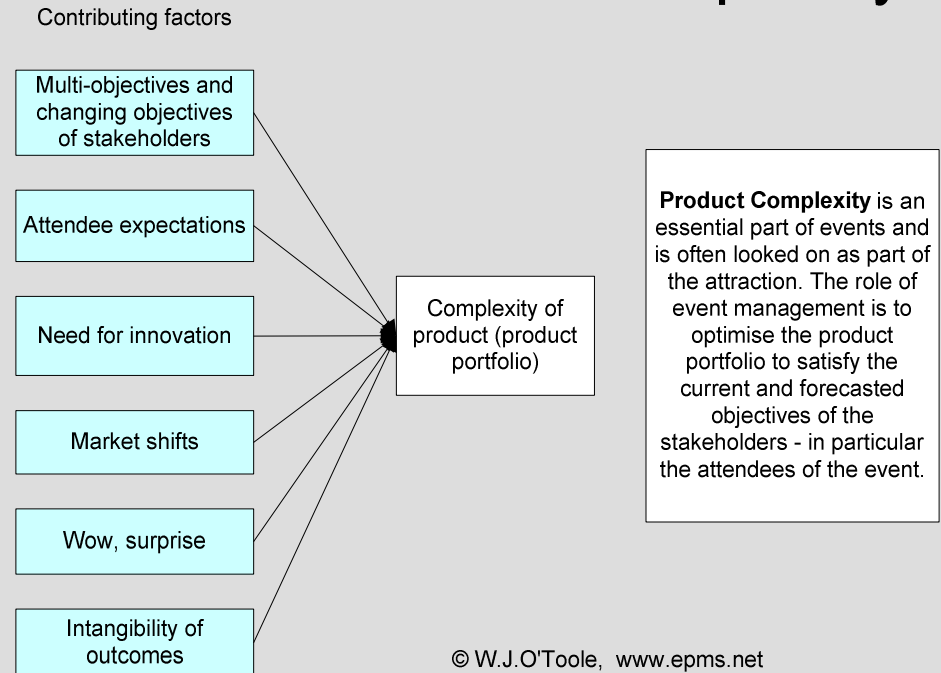


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Chapter 7 Management models and the business case

Product Complexity

- **Dynamic System**
 - Dynamic – change on many levels
 - Tightly coupled – changes in one area of the management will quickly affect other areas
 - Governed by feedback – any action will have a result that will influence other similar actions
 - Nonlinear – effect and cause are rarely proportional
 - History dependent – actions are mostly irreversible
 - Self-organising – semi-autonomous groups or teams
 - Adaptive – can quickly respond to changes to minimise their negative impact
 - Counterintuitive – difficult to exactly predict
 - Policy resistive – difficult to comprehend and therefore control using linear methods
 - Characterised by trade-offs – the effects of a decision in one area of event management will be traded against the results in other areas



Chapter 7 Management models and the business case

- Phases of event management and the event life cycle
 - Idea – concept development
 - Feasibility
 - Planning
 - Implementation
 - Setup
 - Event
 - Shutdown
- Intangibility of outcomes
 - ROI
 - ROO
 - ROE



Photo courtesy of Maxxam Events International

Chapter 7 Management models and the business case

- **The Business case**

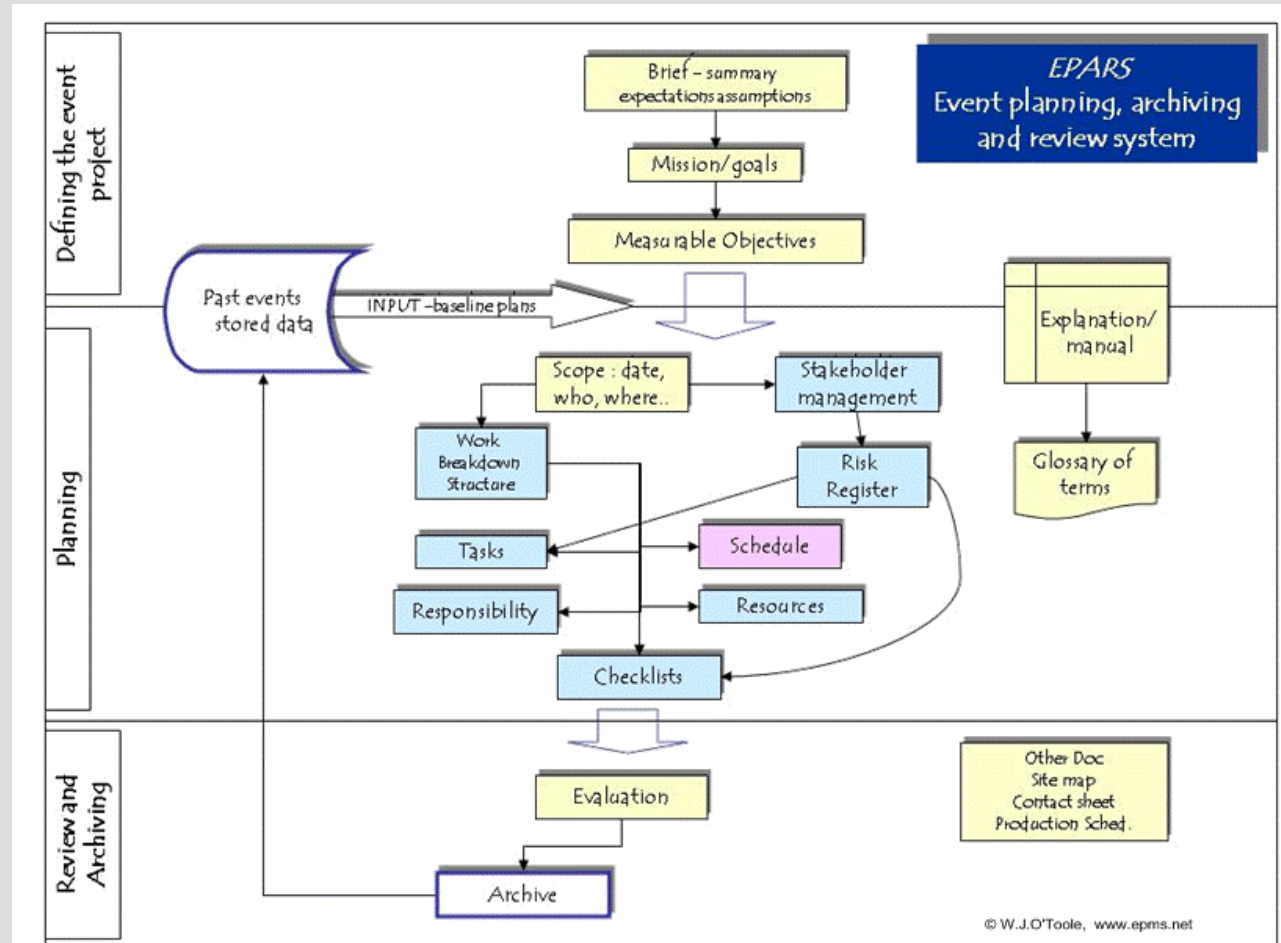
- The business case is the justification to proceed with an event from a business point of view.

- A template for a business case will include the headings:

- Date: Event:
- Purpose:
- Event Description
- Target Audience
- Company Participation & Staffing
- Required resources
- Costs
- Company benefits: Direct
- Company benefits: Indirect
- Action recommended

Chapter 8 Setting up the management system

- Event project methodology
- Management framework during the feasibility/initiation phase
 - Scoping
 - Drafting



Chapter 8 Setting up the management system

- **Management framework as a spreadsheet**
 - Contents page
 - Link to all spreadsheets
 - The scope
 - The objectives of the event as well as the major responsibilities and assumptions
 - The organisation structure
 - Temporary organisation structure that is time based

	A	B	C	D	E	F	G	H	I	J
	Committees	Marketing	On site	Accounts	Directors	Legal and Risk	Design	Event coordinator		
1										
2	Marketing									
3	Promotion									
4	Sponsorship									
5	Financials									
6	Programming									
7	VIP liaison									
8	Risk									
9	Venue1									
10	Venue2									
11	Speaker/talent									
12	Contracts									
13	Gov Liaison									
14	Integration									
15										

	A	B	C	D	E	F	G
1	Event Plan Scope						
2	End of Year party						
3	Date	Period	Pax	Objectives/goals	Notes	Where	cost est
4	19 th Dec	evening	1200	to build up relationship between Board of Directors and senior officers	invite sponsors	near sea/ unusual venue	\$100 pax
5				to strengthen relationship between divisions/individually	identify key organisers		
6				to share the good year	prizes?		
7				surprise the boss	a boat? His music?		
8				everyone has a good time	will we do all this inhouse?		
9				safe event and keeping the reputation of the company			
10							
11							

Chapter 8 Setting up the management system

- **Management framework as a spreadsheet**
 - The Stakeholder List
 - identification, engagement, requirement analysis, planning, implementation, control and evaluation
 - Work Breakdown Structure
 - a process of decomposition whereby a complex project is broken up into smaller units of work that can be easily managed
 - The Schedule: Milestones
 - dates that mark the conclusion of an important task
 - Deliverables
 - Each milestone and its deliverable is a mini project

	B	C	D	E	F	G	H	I	J
Stakeholders reporting plan									
New Years Eve Celebration in Shopping Mall			jan	feb	mar	apr	may	jun	jul
Stakeholders	reporting plan								
Public									
Shop owners									
Landlord									
Security									
Building management									
event organisers									
Police									
Ambulance service									
Service Staff									
Volunteers									

	A	B	C	D	E	F	G
1	Work Breakdown Structure						
2	Budget	Category		Period	Milestone	Responsibility	
3	30,000	Venue			Signed contract/July 14th	BJ Team	
4			Sourcing	June			
5			Availability				
6			Booking				
7	15,000	Design		July	Draft design plan May 22nd	LR	
8			Entrance				
9			Curtains				
10			Surprise				
11			Theme				
12	28,000	Program		June/July	Main act contract signed July 30	LR	
13			MC				
14			Entertainment				
15			Games				
16			Award				
17			Speeches				
18			Freebees				
19	50,000	Logistics		July/Aug	VIP Air tickets/ August 20th	BJ Team	
20			Booking/buy air ticket				
21			Signage				
22			Transportation				
23			Meet and greet				
24			Event licence				
25			Hotel bookings				

Chapter 8 Setting up the management system

- Management framework as a spreadsheet
 - The Resources
 - outsource /inhouse and make/buy/hire decisions
 - The budget
 - The programme
 - The risk register
 - The site map
 - The event checklist
- | | A | B |
|----|------------|--------------------------|
| 1 | | |
| 2 | WBS | Resources |
| 3 | | |
| 4 | Admin | IT equip |
| 5 | a | Office space |
| 6 | a | Office stationery |
| 7 | Marketing | Creative Agency |
| 8 | m | Ad Agency |
| 9 | m | Printing |
| 10 | m | Brochures and collateral |
| 11 | m | Vouchers |
| 12 | m | Designer |
| 13 | m | Web design |
| 14 | m | Graphics |
| 15 | Logistics | Valet |
| 16 | l | Couriers |

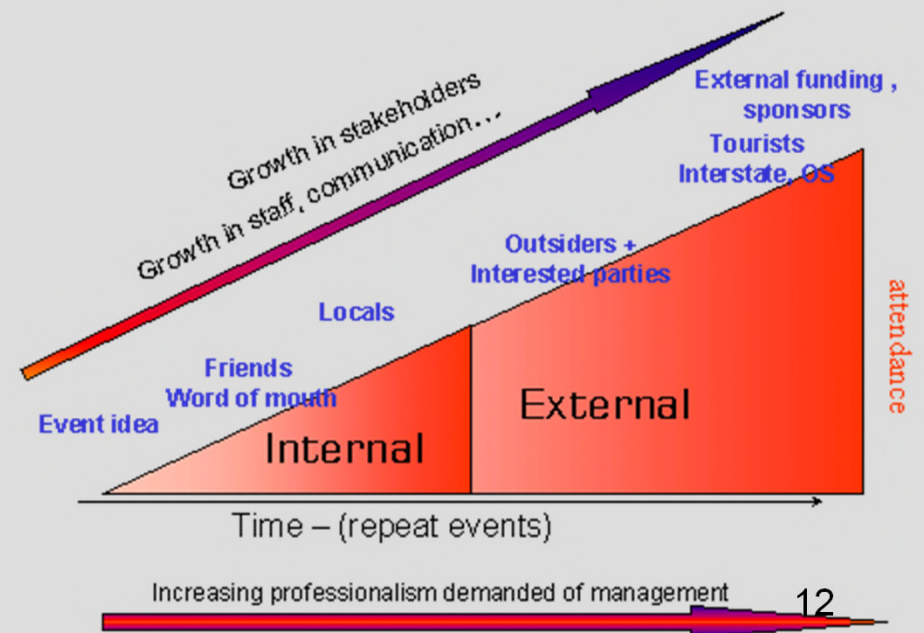
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Photo courtesy of Peter Kagwa, Eventswarehouse, Uganda

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Chapter 8 Setting up the management system

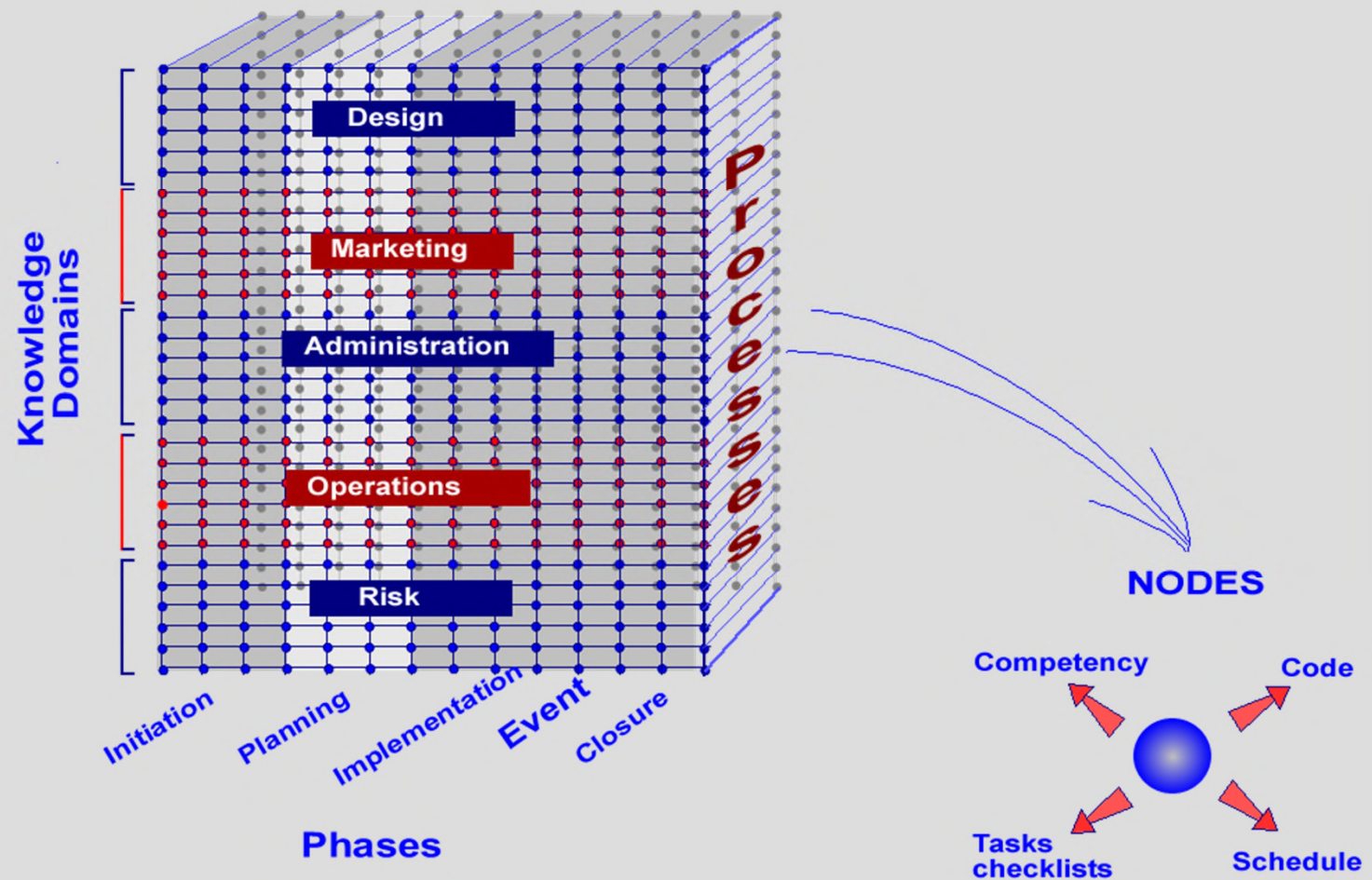
- The developing event: a maturity model
- How events start and their pathway to growth
 - Informal
 - Formal
 - Accountable
 - Adaptable and improvable



Chapter 9 Event management processes

- **From domains to a process model**
 - 1. Domain
 - 2. Phase
 - 3. Processes that are employed
 - A process is series of step by step tasks or activities repeated in the management of an event
 - Process groups
 - Scope: the integration and control of all the work flows
 - Stakeholders including sponsorship management
 - Design
 - Marketing
 - Finance
 - Time
 - Risk
 - Communication
 - Procurement
 - Human Resources

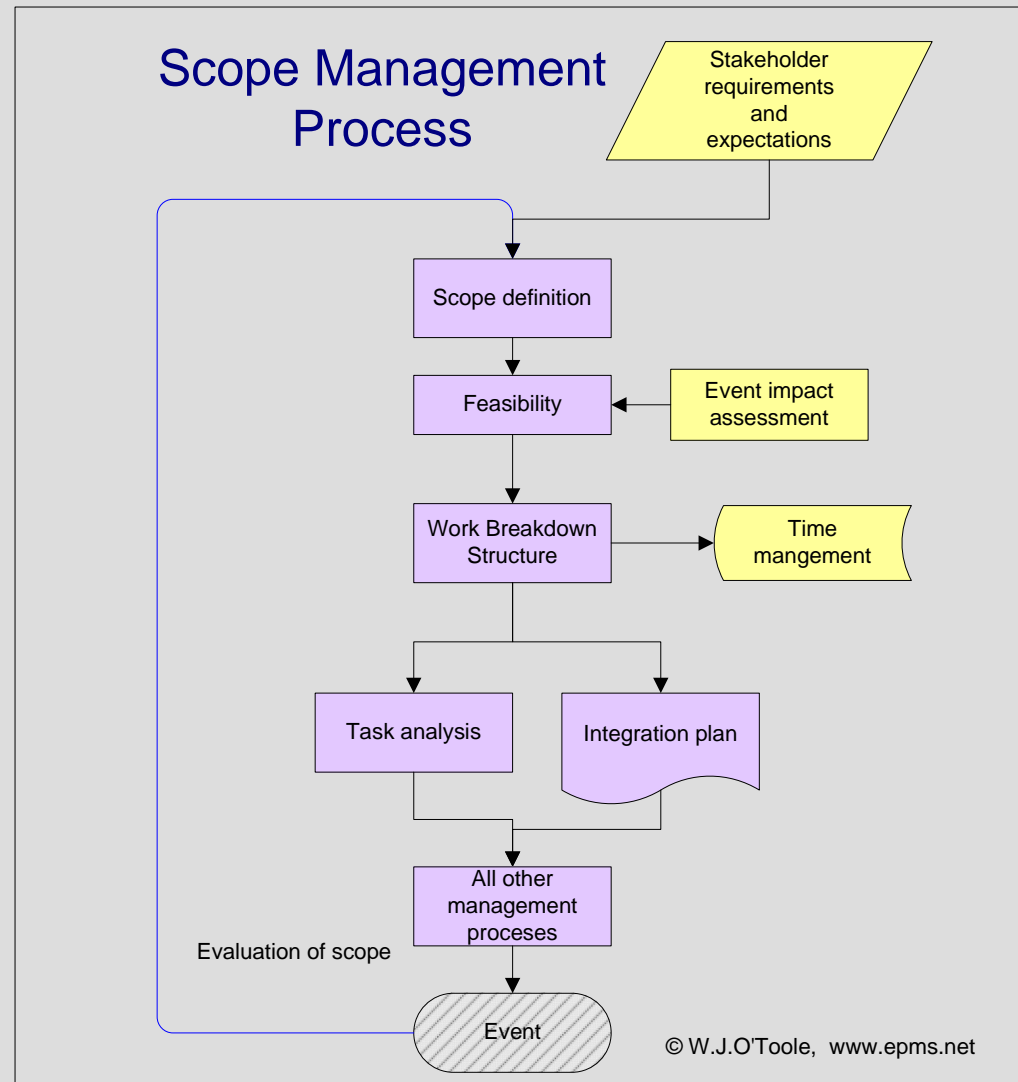
Three dimensional model of event management



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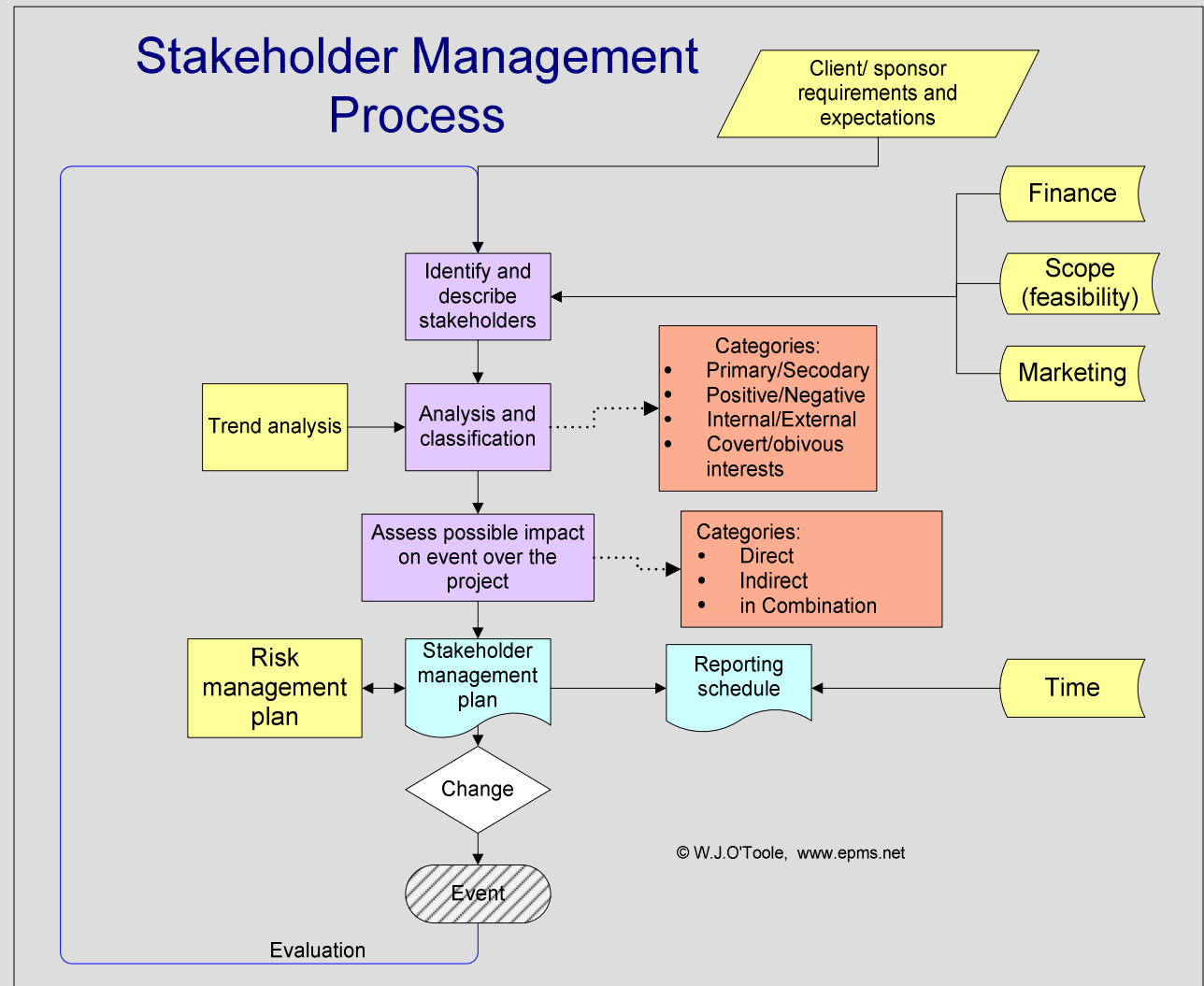
Chapter 9 Event management processes

- **Process groups**
 - **Scope:** the integration and control of all the work flows



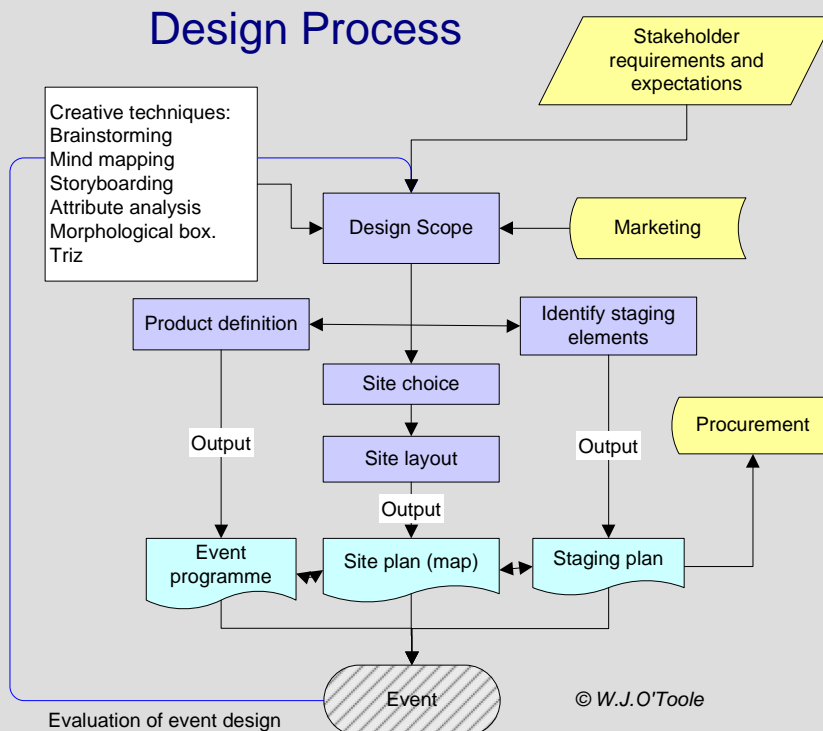
Chapter 9 Event management processes

- **Process groups**
 - Stakeholders including sponsorship management

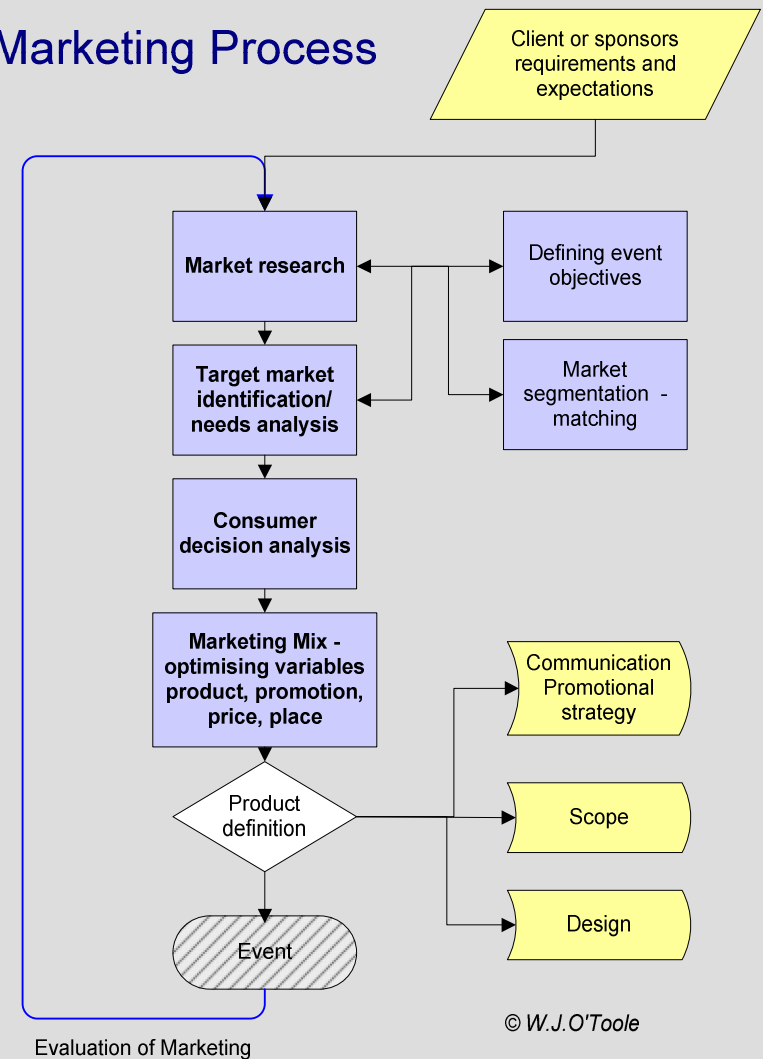


Chapter 9 Event management processes

- **Process groups**
 - **Design**
 - **Event site**
 - **Programme**
 - **Marketing**
 - **Marketing mix**
 - **Promotion**

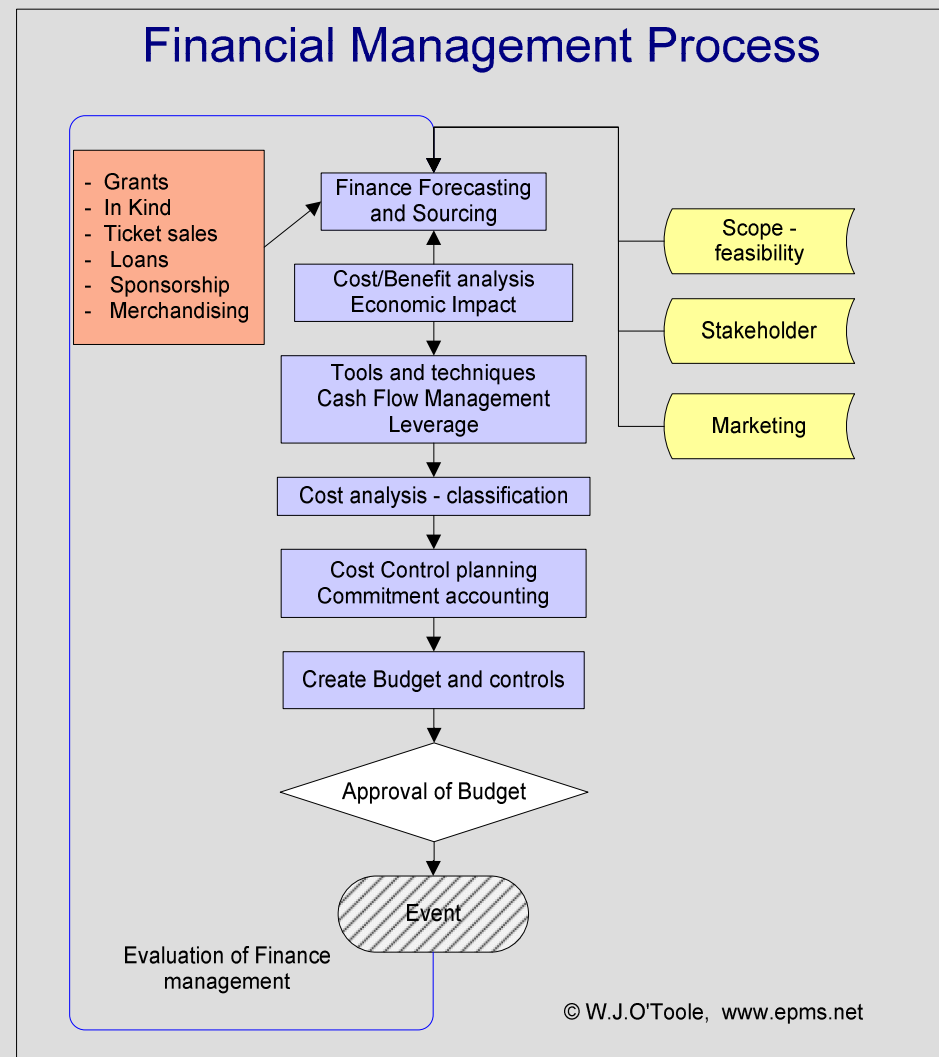


Marketing Process



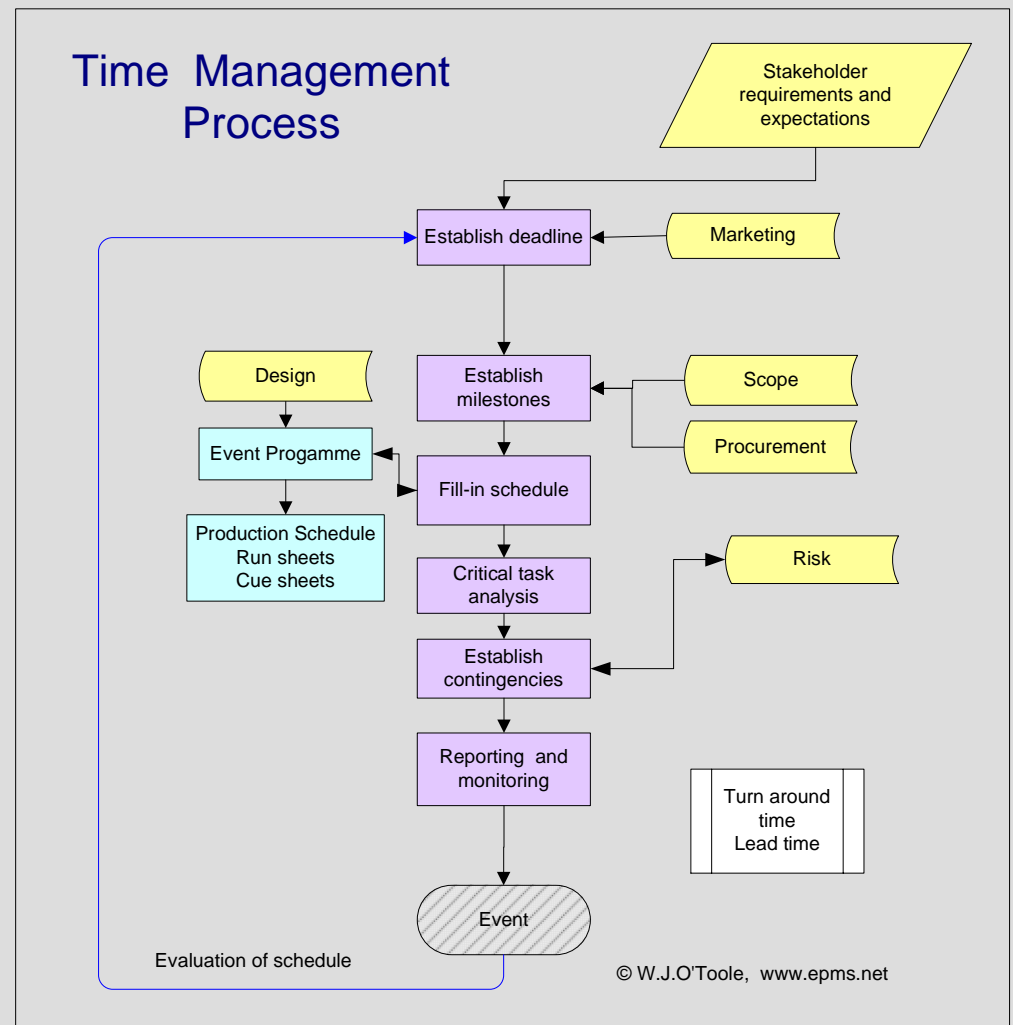
Chapter 9 Event management processes

- **Process groups**
 - **Finance**
 - Budget
 - Pricing
 - Cost
 - Cash flow
 - Pricing event management services



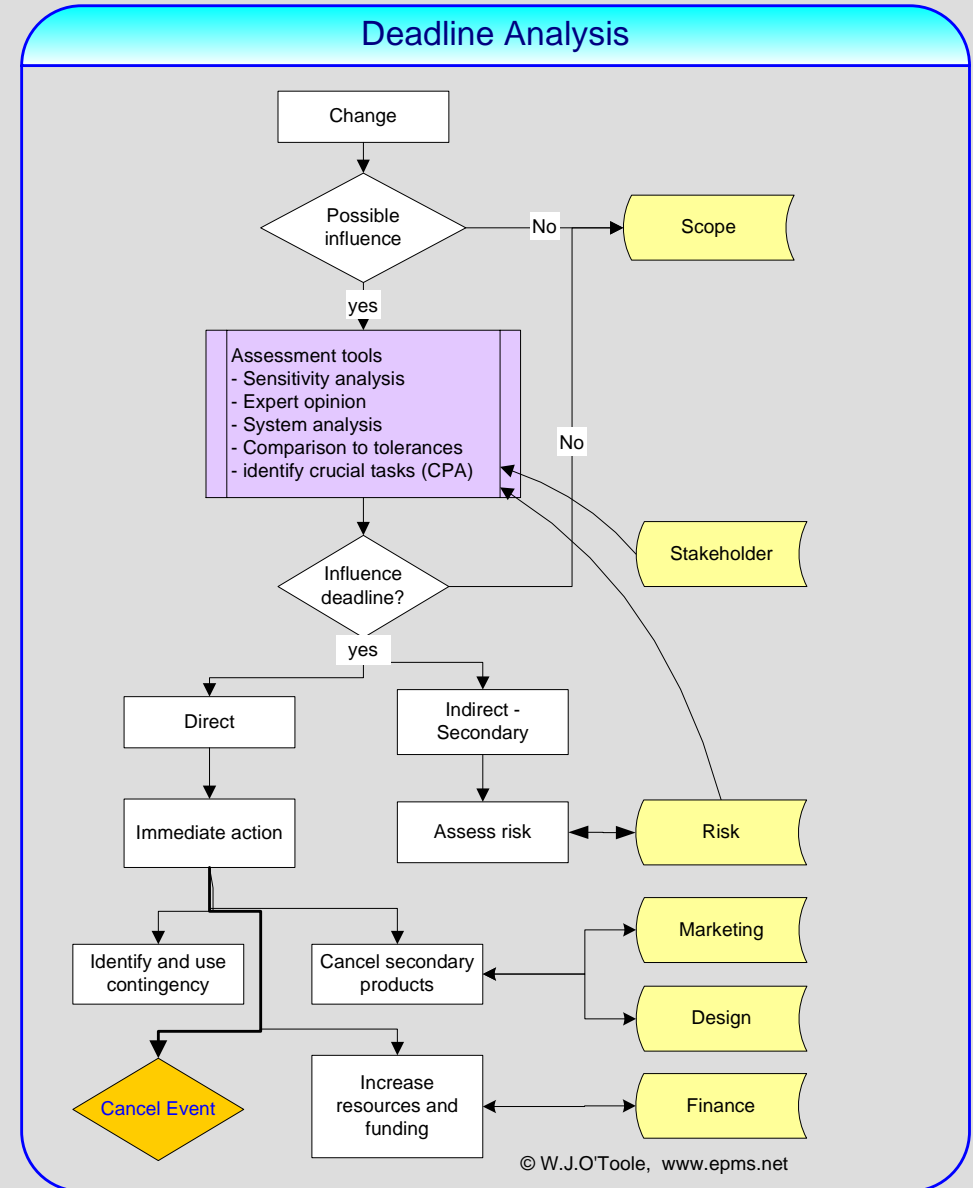
Chapter 10 Event management processes – section two

- **Time management process**
 - Event Date
 - Deadline Management



The deadline

- The immovable deadline is one of the defining characteristic of most events
- Every decision and change must take into account the effect on the deadline
- The deadline analysis flowchart is a universal process in the event management model



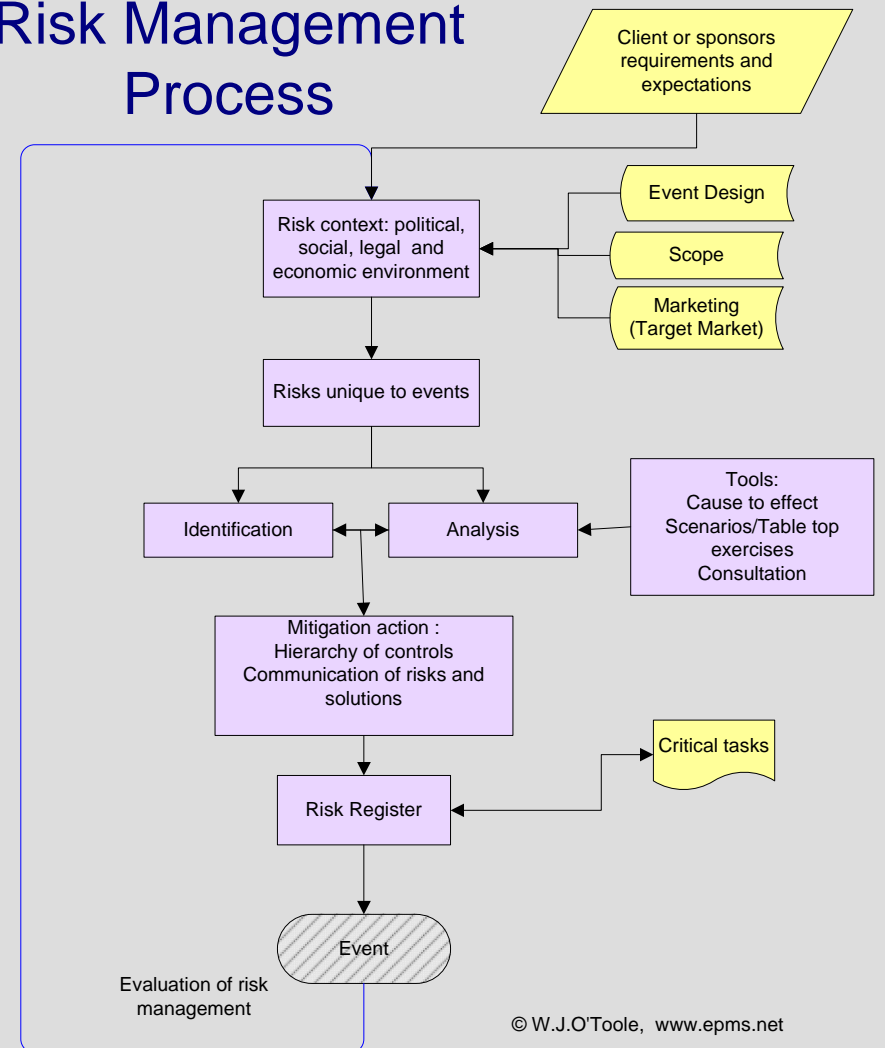
Chapter 10 Event management processes – section two

- **Risk Management Process**
 - Operational Risk and Upstream Design



Queen's Baton Relay 2010, Namibia,
Photo courtesy of Maxxam Events International

Risk Management Process

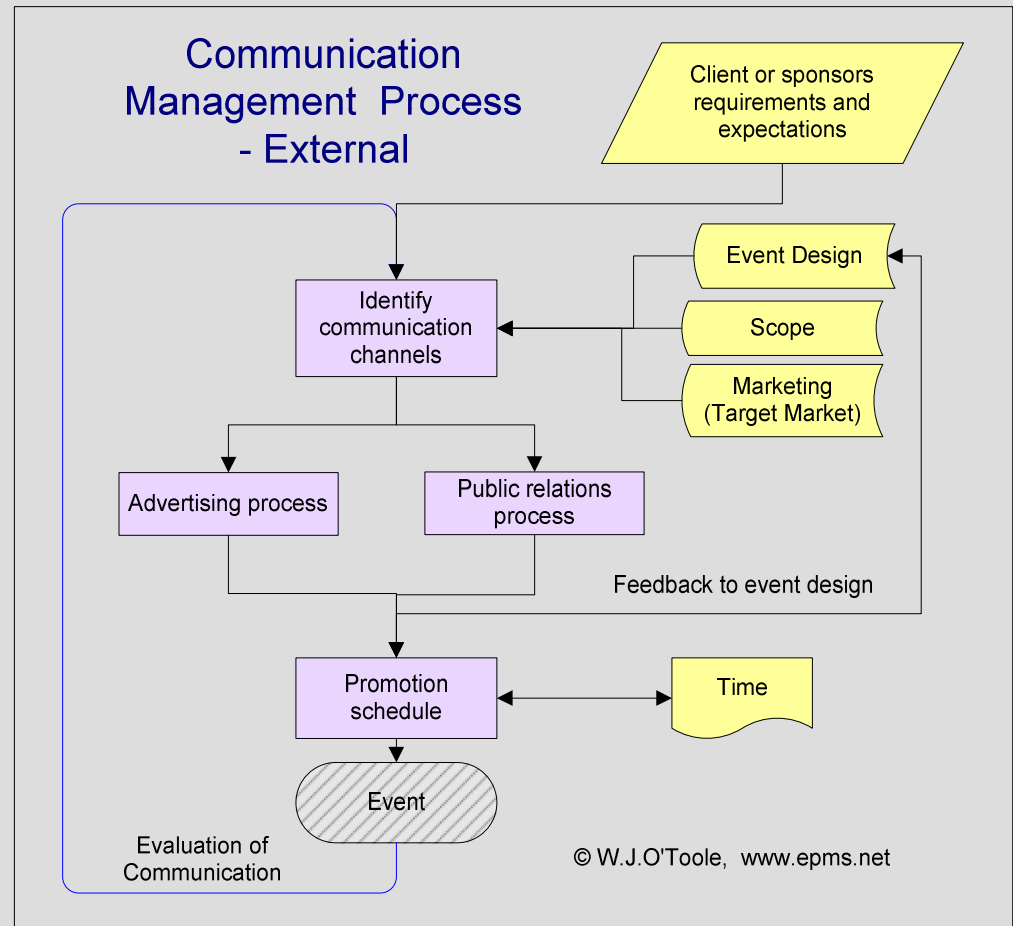


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Chapter 10 Event management processes – section two

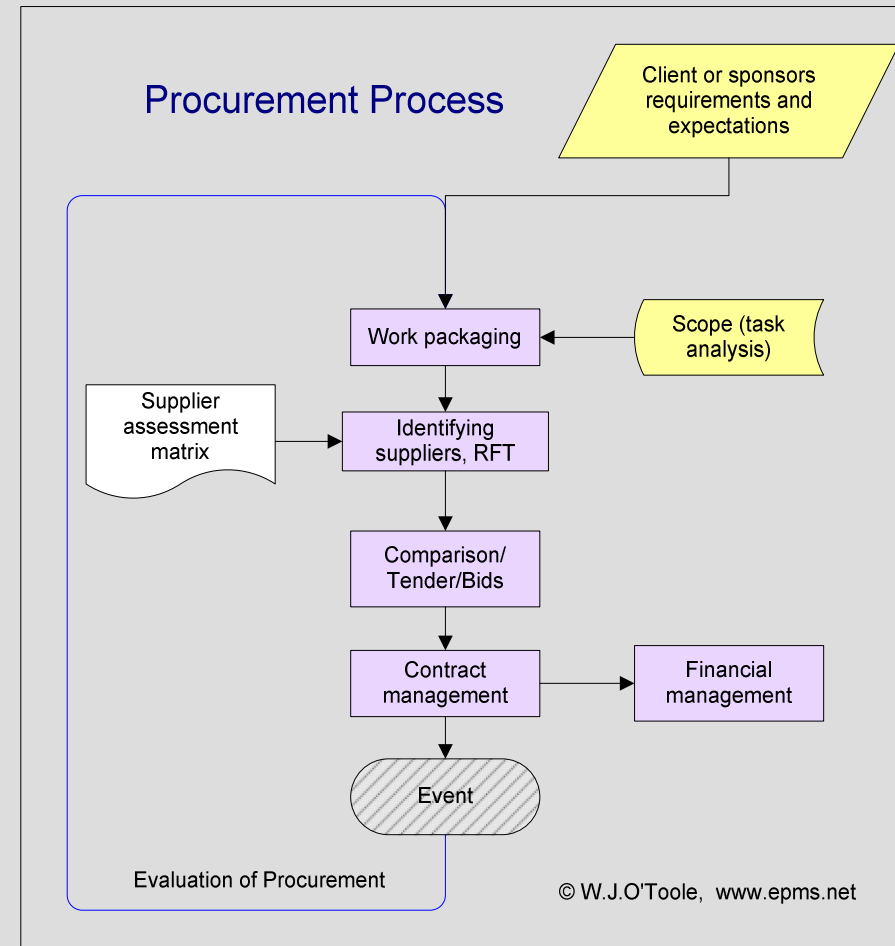
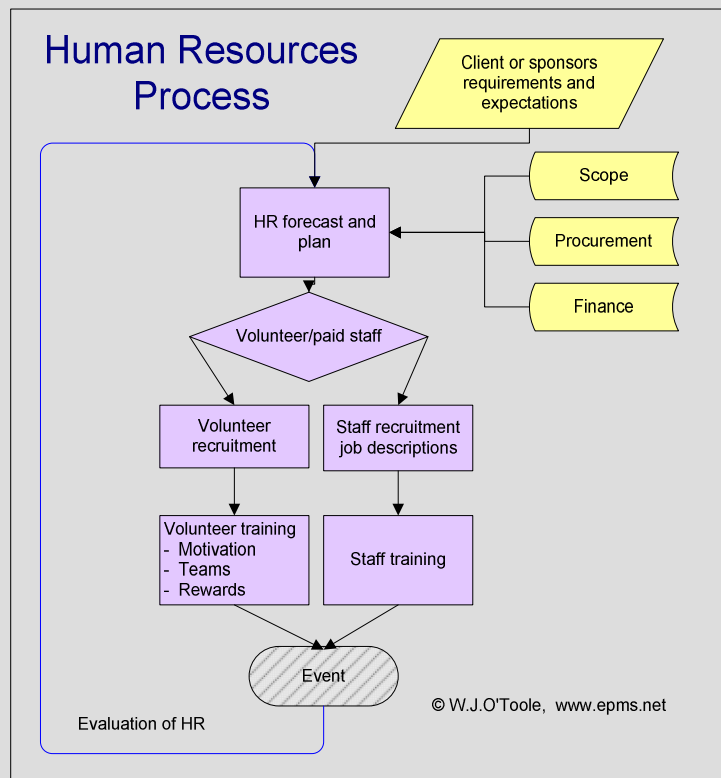
- **Communication process**

- External Communication – Promotion
- Internal Staff
 - Documentation/Office
 - Administration Manual
 - IT system
 - Internal Volunteers
 - Meetings, briefings
- Internal – during event :
 - Onsite Communication systems
 - Operation manual
- External – stakeholders:
 - Progress Reporting such as legal requirements
 - Promoting (audience)
 - Development (sponsors)



Chapter 10 Event management processes – section two

- **Procurement Process**
 - Contract management
- **Human Resources Process**
 - HR and Delegation



Chapter 11 Event metrics and checklists

- **Metrics**
 - Exposure Profile
- **Return on Investment**
 - $(\text{Income} - \text{Cost})/\text{Cost}$
 - Compare investments – a commensurable variable
 - Return on Objectives (ROO)
 - The general process of ROI analysis is:
 - Establish the client of the ROI
 - Establish objective of the client
 - Create a system for correctly costing the event
 - Analyse the elements of the event that directly contribute to the income
 - Analysis of the elements that indirectly contribute to the income
 - Develop a measure for the intangible aspects
 - Establish the time frame of the incoming
 - Analyse the efficiency of the elements of the event to deliver the incoming

Figure 11-1 Risk exposure over time

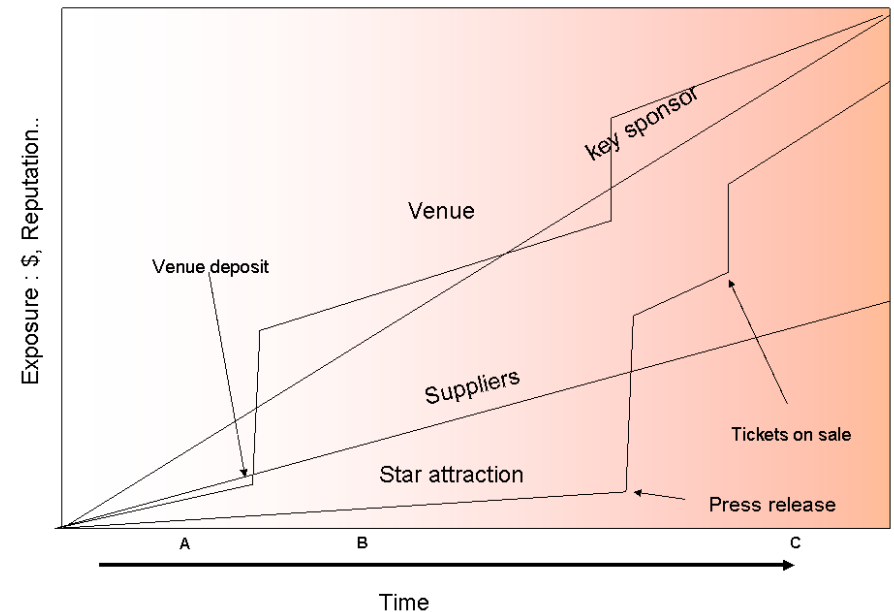


Figure 11-2 Spike in economic activity due to an event

