

Event Management

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1. Introduction

Think about your own life, your local community and our country. What stands out the most? Special events that bring people together probably stand out as being amongst the most memorable. Events can bring a community together for purposes of fundraising, change a town or city's image, expand its trade, stimulate its economy and help companies to market and introduce products. Events have the unique ability to unite people through shared goals and experiences. Remember America's Cup fever and the joy of the nation at our win?

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Not only do events enhance the quality of our life, they can provide significant economic benefits. These can be through 'trickle down' effects such as money spent by visitors from outside the area. Events can also provide revenue for special projects.

Regardless of size, all events have other things in common - they require a high degree of planning, a range of skills and a lot of energy. This booklet is designed to help all event planners, administrators and volunteers - no matter what the size or scope of the event - to plan and execute events to the highest level. We recommend that you read this booklet in conjunction with two others in the series - *Running Sport 5 - Funding and Sponsorship Development* and *Running Sport 4 - Marketing and Public Relations*.

Remember - organisation and co-operation are keys to any successful event.

2. Current Trends in Event Marketing

Today, special events range from the Olympics to a community street party, to the Super League, to the visit by an overseas celebrity to launch a new entertainment complex. The number and range of events in New Zealand has grown phenomenally over the past few years.

Events are also big business and are increasingly viewed as entertainment - competing for a share of people's leisure time. They have also become a significant way for sponsors and organisers to reach

their target markets. Events have high visibility and impact. They can be a powerful way to zero in on specific markets.

3. Planning an Event

Staging an event takes more than a dream or wish. Preparation is the key to any successful event. They do not just happen; they are well planned and coordinated.

There are so many events now, that gone are the days of placing an advertisement in the local newspaper and expecting people to turn up.

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Key Factors In Planning Your Event

Is it Feasible?

The first step is a quick feasibility check. Ask yourself these questions:

1. Is the event a good idea?
2. Do we have the right planning and marketing skills available?
3. Are we in the right community?
4. Who will participate/be a spectator? (What class of athletes or performers?)
5. Do we know the infrastructure of the community?
6. Where will it be held? Can we get the venue we need at a price we can afford?
7. Is there a 'hook' or 'angle' in the event that will attract an audience? Will it grab their interest?
8. Will we attract media support?
9. Are advertising funds available? Can we attract strong sponsors? Will publicity/promotional programs attract the crowds?
10. Is our 'success' criteria reasonable?

Timing

Always allow sufficient time. Make a timetable of actions to be undertaken prior to the event. Two to four months is generally needed to plan a community event. For larger events you may need more than a year.

Avoid clashes with other events, particularly other major recreation or sporting events. Where possible combine complimentary events, for example the community fair with the tour of notable gardens in town.

At this stage, you may need to put in a bid for an event or gain special local body consents (such as use of special venues) or other approvals before you can proceed.

Good news! Your feasibility review is positive and you have secured the necessary consents or venues and date for your event. Now to the real planning.

The Organising Committee

It is now time to assemble the key players who will see the project through to the end.

These people will need to have a mix of the following skills:

1. **Financial** - to help determine sources of revenue, expected expenditure level, and timing of expenditures versus revenues, and to establish a system of financial accounting and control.
2. **Marketing** - to see that you get the best audience possible, and the best sponsorship and support available.
3. **Operational** - to guide the overall operation of the event, including the management of any technology needed.
4. **Legal** - to advise on and negotiate the many contracts involved in an event, as well as to handle any lawsuits that may arise.

Depending on the size of the event, these advisers may be from inside or outside the organisation. (The bigger the event, the more likely it is

that consultants will provide a more cost-effective way to provide the required skills.) You will need your team to determine the policies that will be followed from start to shutdown; a process which could take months or years. Because of the many aspects involved in events management, your team should begin with some basic guidelines. For example:

- Will you function with volunteers or have paid staff?
- Will you try to get special rates from venues or accept the going rate?
- What kinds of group discounts will be offered?
- How will ticketing be handled?

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Always set up your organising committee well in advance of the proposed event.

Set up terms of reference for the committee, including who they are responsible to, duties they are to undertake, specific reporting dates and what kind of reports are required.

The organising committee should prepare a plan which describes a best and worst case scenario of the final event.

The organising committee will be responsible for identifying all the tasks that need to be coordinated by an event manager (create a job description) and for appointing a suitable person.

Preliminary financial planning such as the preparation of the initial budget, would also be this group's responsibility.

You will need to appoint an event manager or coordinator who will be responsible for the overall planning, coordination and evaluation of the event. The event manager must liaise with the organising body, the community and the officials.

The person appointed to this position should be:

- positive and enthusiastic

- well organised
- a good leader
- a good communicator
- reliable
- knowledgeable, with contacts in the community where the event is taking place
- familiar with marketing and public relations
- preferably experienced in event management

The Officials

At an early stage in the planning the organising committee and the event manager must define the main tasks. Depending on the size of the event you may need to appoint individuals or small committees to be responsible for the following areas:

- Programmes
- Awards
- Facilities
- Transport
- Volunteer Support and Recruitment
- Results
- Catering
- Medical/Safety
- Finance and Fundraising
- Security
- Entertainment
- Announcements

- Accreditation
- Sound System/Equipment
- Publicity
- Promotion.

Appoint these people and provide each with a short job description. Each committee or individual appointed should develop a management plan to cope with the assigned area of responsibility. In the early stages of the planning each group will need to assess the number of additional volunteers/officials required.

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Recognise those helping with the event by involving them in decisions, providing the relevant recognition and giving appropriate thanks.

Remember, people are your most valuable resource, whether they are volunteers, club or local body officials. Usually, if you look hard enough and plan in advance, you will have more volunteers than you need. Look after these people if you want to continue to have them as a resource.

4. Your Event Plan

Key tips in developing your plan include:

1. Putting your infrastructure in place first
2. Remembering that sponsorship and special licenses are key revenue earners
3. Setting aside a budget for marketing and promotions
4. Involving the local community or service organisations wherever possible, e.g. Lions, Rotary Clubs
5. Remembering that the larger the event, the more important the role of volunteers.

Your plan will need to include actions and responsibilities in the following key areas:

- operations
- licenses and retailing
- publicity and media liaison
- promotion and advertising
- approvals, legal and insurances
- managing staff and volunteers
- communications
- securing and managing sponsors
- VIPs and hospitality
- finances
- security
- merchandise

5. Your Event Budget

To develop a budget, start from scratch and list all the essential costs. If available, use last years accounts to check your budget.

When working out your budget you should include all costs even if you know for certain some items will be free or subsidised. Show all 'sponsorships' as income. Do not over estimate the likely amount from this source. Remember that it may cost money to obtain a sponsorship and this cost should also be included in expenditure.

After listing all costs, and adding 10% as a contingency, estimate the amount of income. Trim budget to be a realistic reflection of income over expenditure excluding sponsorship.

Develop a 'preferred' budget and a 'no frills' budget.

Cost elements can usually be grouped into four main categories:

1. **Operational/production** - personnel, security, licenses/permits, construction, contractors, insurance, administrative support.
2. **Venue/site rental** - flat fee, percentage of ticket sales or percentage of ticket sales against a minimum flat rental.
3. **Promotion** - fliers, banners, public relations and other forms of advertising.
4. **Talent** - the costs to obtain the performers or participants.

6. Sponsorship and Events

For most events these days, sponsorship is a critical source of income. *Running Sport 5: Funding and Sponsorship*, provides useful information to help you develop sponsorship proposals and target potential sponsors.

Revenue from special licences to sell products or services at your event and from commercial sponsorships can be important revenue generators. These can be as simple as taking a cash percentage of all licensee sales, or provision of goods or services by a sponsor.

If you have secured sponsorship, you must ensure that you actually deliver what you have promised. In the middle of an event, you can do without a sponsor asking where their signs are! The deal with your sponsor may include:

- exclusivity (no competitors' products involved)
- special sampling opportunities
- signage
- distribution of promotional material
- displays
- staff involvement, as volunteers or demonstrating products
- presentation of prizes

- opportunity to speak
- complimentary tickets
- hospitality opportunities for employees and VIP guests
- acknowledgment in your speeches and public messages
- access to database of registered event participants (within the constraints of the Privacy Act)

7. Ambush Marketing

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Beware of the cowboys! Ambush marketing is a deliberate tactic used by competitors of your event sponsor in an attempt to foil people into thinking that they are associated with the event. Planes flying low over an event trailing banners advertising competitive products, signs erected without permission, and unauthorised distribution of fliers and merchandise are all examples of ambush marketing. You must protect the interests of your sponsor, and the integrity of your event, by minimising the chances of this happening. Before your event takes place ensure that all event licensees are officially authorised and all planning and council requirements are met. Ambush marketing can contravene the Fair Trading Act in New Zealand. Your best protection is to ensure all legal procedures, such as trade mark registration and official licensee agreements, are in place and that all local body consents and approvals necessary to run your event have been complied with. If in any doubt, seek legal advice before the event.

8. Event Extensions

Special events developed around the event theme will build community awareness and interest and provide lots of media story angles. As we discussed in *Running Sport 5*, sponsors today seek ways to ‘extend’ sponsorships or to ‘add value’. The same applies with sponsorship of an event.

Think about ways that you can ‘add value’ to your event or make it more exciting, as well as ways of maintaining awareness of sponsors’ involvement through extended activities.

For instance, could you invite a current or former sporting 'great' to make a guest appearance, sign autographs or make a speech or presentation? What about a human-interest angle, such as involving children or adults with special needs, or running special coaching clinics alongside the event? Consider things such as a charity auction, special prize draws, celebrity dinners or speaking functions. Identify a local charity to benefit from the proceeds. Other special-interest activities, such as fashion shows and demonstrations (especially involving the event sponsors' products or services) also add extra appeal.

9. After the Event



Once the event is over, and the thanks and acknowledgments have been made, remember to:

- pay the accounts
- send out results and media information
- balance the accounts
- hold a debriefing session
- send out detailed reports to the sponsors and key organisations
- ensure adequate records are kept for running the event again.

The last duty of the organising committee is to review the whole planning procedure and event. The committee should think about what went to plan, what went wrong and what to do next time.

10. Conclusion

Managing events should be enjoyable. With careful planning and implementation events should be successful and rewarding for all involved. Not only your event participants but you and your team of organisers should have had a lot of fun and enjoyment as well as the satisfaction that you have created something for the benefit of your club and the whole community.

Appendix 1

SAMPLE EVENT CHECKLIST

ITEM	ACTION REQUIRED	RESPONS- IBILITY	BUDGET	DEADLINE	COMPLETED
SIGNAGE Production Delivery Erection Quantity Tear down Storage Other					
SECURITY Venue Hospitality Cash Other					
TICKETING Branding Quality Staff Outlets Other					
AWARDS Trophies Certificates Presentation Ceremony Other					

ITEM	ACTION REQUIRED	RESPONSIBILITY	BUDGET	DEADLINE	COMPLETED
<p>TECHNICAL</p> <ul style="list-style-type: none"> Power source Phones Faxes TV/Videos Mobile phones Pagers PA System Scoring Music Other 					
<p>SERVICES</p> <ul style="list-style-type: none"> Venue operations Volunteers Catering Cleaning Toilets Signage/marquee maintenance Power Water First Aid Other 					

ITEM	ACTION REQUIRED	RESPONSIBILITY	BUDGET	DEADLINE	COMPLETED
HOSPITALITY Sponsor Media VIPs Location Set up Catering, drinks Passes, parking Hosting					
MEDIA Press kits Competition tickets Media registration Media facilities Interview area Press release Other					
MERCHANDISING Range Quality Sales-pricing Displays Advertising Signs Licenses Other					

ITEM	ACTION REQUIRED	RESPONSIBILITY	BUDGET	DEADLINE	COMPLETED
COMMUNICATIONS Major sponsor Co-sponsors General public eg Lost property/ people Advertising Programmes PR Ambush Trouble shooting Other					
LEGAL Contracts Licensees Local body/Council approvals Venue approvals Contingency					

Example Event Budget

Provisional Operating Budget
1996 NZ Women's Open

INCOME

Primary Sponsorship	40,000
Associate Sponsorship	30,000
SPARC	10,000
NZ Squash	10,000
Sundry	4,000
TOTAL INCOME	94,000

EXPENDITURE

Prizes and Prizemoney	
Prizemoney	32,000
Trophies /prizes	1,000
	33,000

Facilities

- Main venue costs	3,000
- Subsidiary venue costs	1,000
- Perspex Court Costs	6,000
	10,000

Accommodation and Meals

- Players (subsidised 50% by X)	9,000
- Officials (subsidised 50% by Y)	2,000
- Sundry	1,000
	12,000

Promotion and Marketing

- Tournament Programme	2,500
- Advertising	4,000
- Tournament Posters	2,000
- Hospitality	1,500
- Functions	5,000
- Uniforms	1,500

-	Signage	1,500
-	Entertainment	1,500
-	Merchandise	1,500
		21,000

General

-	Event Registration	800
-	WISPAS levies	1,300
-	Vehicles/Transport	1,000
-	Photos/Video	1,000
-	Security	1,000
-	Telecommunications	1,000
-	Sundry	1,000
		7,100

TOTAL EXPENDITURE **83,100**

NZ Squash is acknowledged for provision of this material.

Promotional Plan for Event

TV INFO PACKAGE

TVNZ News	4 June/9 June
TV3 News	4 June/9 June
TV3 5.30 Live	
TV3 The Edge	
Possible performing arts feature	

NEWSPAPERS

SUBURBAN NEWSPAPER

Local Performers stories and lists	25 May
Interest stories Week commencing	25 May/1 June
<i>NZ Herald</i>	
Peter Calder (entertainment)	25 May
Interest story	8 June
<i>Sunday Star</i>	1 June
<i>Tourist Items</i>	25 May
<i>Staff Newsletter</i>	28 May
<i>Remuera & Bay Times</i>	25 May
Philharmonia News	May

RADIO

Community News on all stations	18 May
BFM (Aunties)	30 May
Airport Radio (interview)	8 June
IZB	8 June
97FM	8 June
Primedia Stations	8 June

MAGAZINES/PERIODICALS

Media Fact Sheet	4 May
Check magazine deadline dates	
Mailout fact sheet, Info letter	
Follow up with telephone	
Stamp magazine	10 May
Metro	
Auckland Express	
Listener	
Woman's Weekly	
Woman's Day	
What's On - Info Centre	
Auckland City Scene - Community Newsletter	
Philharmonia News	

ADVERTISING

Credit at Starship TV3 Telethon	
Media pack at launch for Ovation '93	
NZ Herald feature	
NZ Herald	12 June
Sunday Start	6 and 13 June
Suburban News (7 papers) week	8 June
Window Information Centre	31 May
IZB	
97FM	
Primedia Stations	
Ovation '93 Herald feature	4 June

FLIER AND POSTER DISTRIBUTION

Flier distribution	5 June
Ovation 1993 events	24 May
Zoo	
APO programme	7 June

Aotea

Mailout of flier to libraries, CABs, Info Centre, Community Centres and participating community groups.

ACC is acknowledged for provision of this material.

National Qualifications Framework

Following completion of this course, some participants may wish to seek credit for relevant unit standards registered on the National Qualifications Framework.

This **Event Management** *Running Sport* contains, wholly or in part, similar content to the competencies specified in the following unit standard:

Unit Number	Unit Title
4863	Plan, implement and evaluate a simple event or programme

Those wishing to pursue this option should firstly seek up to date information, as new unit standards continue to be added to the Framework and registered unit standards are subject to regular revision.

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Further information can be obtained from:

- the **Sport, Fitness & Recreation Industry Training Organisation** (SFRITO)
P O Box 2183
WELLINGTON
Telephone 04-3859047
- your local **Regional Sports Trust**
- your local **training providers** (eg, polytechnic, schools or private training establishments)

These organisations can advise on next steps and, if appropriate, put the participant in touch with a registered assessor in their area.

Event Management

Sport is an integral part of the Kiwi lifestyle. It enriches our lives, enhances our health and brings people and communities together. Sport fosters the development of excellence, team spirit, competition and pride. It unites people of all ages and walks of life.

Sport and leisure is a huge growth industry in New Zealand. Spin-offs include substantial benefits to the economy - millions of dollars in the case of big events. As a nation, we're mad about sport and justifiably proud of our successes.

Sport is now big business and clubs are needing to keep ahead of the latest principles and practices in marketing and development in order to survive and prosper. To do this, many clubs today are adopting a strategic approach to club administration and are becoming more business-like in the way they manage their programmes and events. As a result sports bodies and other non-profit organisations throughout New Zealand are achieving some spectacular results.

By becoming more entrepreneurial, clubs and non-profit organisations are gaining an enhanced public profile, growing their membership and attracting strong commercial partnerships, such as through sponsorships.

Sport in New Zealand is still dependent, to a large degree, on the huge number of dedicated volunteers who give so freely of their time and energies. Therefore, SPARC has developed a series of information packages with volunteers like you in mind.

The topics in this series include:

Recruiting and Retaining Volunteers

The Club Secretary

Managing Meetings

Marketing and Public Relations

Funding and Sponsorship

Club Planning

Managing Money

Event Management

The Sports Team Manager

Some of these resources may be new to you, while others may simply summarise areas you already know a lot about. It's up to you to choose the topics that are of greatest interest and relevance to the volunteer work you do in sport.



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