

William J. O'Toole

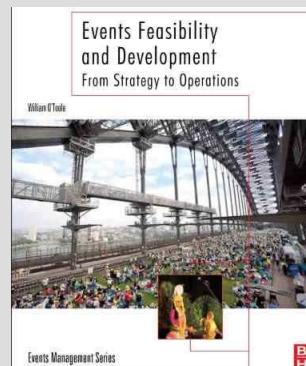
What must the modern festival &  
event manager master?  
March 2012



IFEA Webinar Series

- As our industry grows in importance, the event management team must understand that their events and festivals are no longer isolated. The governments, companies, authorities and sponsors regard them as assets with a big and immediate return on investment. The management sciences of **strategy, decision criteria, ISO31000, measuring goodwill, feasibility reports, management processes** and **metrics** all now play a part whether we like it or not. We should not be swamped by our success. Now is the time for the event team to master these concepts and use them for the benefit of the event.

William works for governments and large organizations around the world on their events development strategies. His latest textbook, *Events Feasibility and Development*, is a detailed explanation and guide to this international movement to develop and rationalize the event portfolio.



# Convergence

- Event management in many countries means any event. Event companies are as likely to organize a public festival as a product launch.
- The events units of companies and governments - such as the Dubai Events Promotions Establishment - have a cross between private and public events
- Public events such as festivals are using many of the tools of private events. Return on Investment and cost benefit analysis are two examples
- The tools of event management are flowing between the different types of events. Decision criteria is used by the Olympics and adopted other types of events




# Who am I



- Work in various countries/cities and companies on their event strategies. How they can develop their events portfolio
- A large part of this is raising competency of event teams through training
- Currently I am in Doha working for the Qatar Foundation. They have a great venue here called Katara
- Next week I will be in Malaysia setting up an events consultancy called [EventsAdvisoryAsia.org](http://EventsAdvisoryAsia.org)
- After that I will be in Ottawa working on the new International Competency Standard for event management.




**Al Baha Honey Festival 2009**




المهرجان الوطني للعسل بالباحة

شركة الجوف للتنمية الزراعية  
From Al-Jouf ... To Al-Jouf



**THE KAMPALA INTERNATIONAL EVENTS SUMMIT**  
SEPTEMBER 10<sup>th</sup> 2009  
KAMPALA SERENA



**THE KENYA EVENTS FESTIVALS & CONFERENCES FORUM**  
KENYATTA INTERNATIONAL CONFERENCE CENTRE (KICC), APRIL 22ND - 23RD 2010  
"Setting Professional Standards in the Events Industry"

[www.eventsfd.com](http://www.eventsfd.com)



2011  
مهرجان الرياض للمأكولات  
Al Riyadh Food Festival



2012  
مهرجان الرياض للمأكولات  
Al Riyadh Food Festival

 إسبانيا Spain	 الأردن Jordan	 إندونيسيا Indonesia	 اليونان Greece	
 المغرب Morocco	 أمريكا USA	 الهند India	 لبنان Lebanon	

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# Contents

- Trends
- Competency and the International Standard
- Events Strategy: portfolio management
- Events as assets: Measuring the intangible
- Decision Criteria: the process behind decision to support and sponsor events
- Risk: ISO 31000



# Overview of Trends

- It is now a profession with courses up to PhD
- Like engineers, accountants and doctors you are part of an international network
- It now has a recognised methodology and an International Competency Standard
- ROI and value creation are the measures of success including intangible value such as brand and good will
- Risk management is now an embedded process and an international standard
- Companies and government departments are rationalising and streamlining their events under an event strategy
- Individual events are seen as part of a portfolio of events that is part of the overall strategy of the business.



## Trends

Over 80 Universities & Colleges in UK with event management courses and degrees

BCFTCS	Napier University
Bedfordshire University	Newcastle University
Bell College	Northampton Business School
Birmingham College of Food, Tourism and Creative Studies	Northumbria University
Bournemouth and Poole College	Orpington College
Bournemouth University	Preston College
British Institute Of E Commerce	Queen Margaret University
Buckinghamshire New University	Regent's College
City College Manchester	Robert Gordon University
City University London	Sheffield Hallam University
Coventry University	South Devon College
Cumbemauld college	Southampton Solent University
De Montfort University	Staffordshire University
Ealing, Hammersmith and West London College	Stratford upon Avon College
Edge Hill University	Swansea Metropolitan University
Edinburgh Napier University	Teesside University
European Institute of Communications	The Manchester College
Farnborough College of Technology	The Robert Gordon University
Glasgow Caledonian University	TVU
Glasgow Metropolitan College	University Campus Suffolk
Highbury College	University College Birmingham
Huddersfield University	University College Plymouth, St Mark and St John
Hull International Business School	University of Betray
Institute of Technology	University of Bolton
Kilmarnock College	University of Brighton
Kings Langley College of Management	University of Central Lancashire
Knowsley Community College	University Of Chester
Leeds Metropolitan University	University of Derby, Buxton
Liverpool Hope University	University of East London



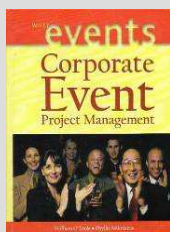
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## Competency

### Two Tiers to Professional Event Management

Project Management

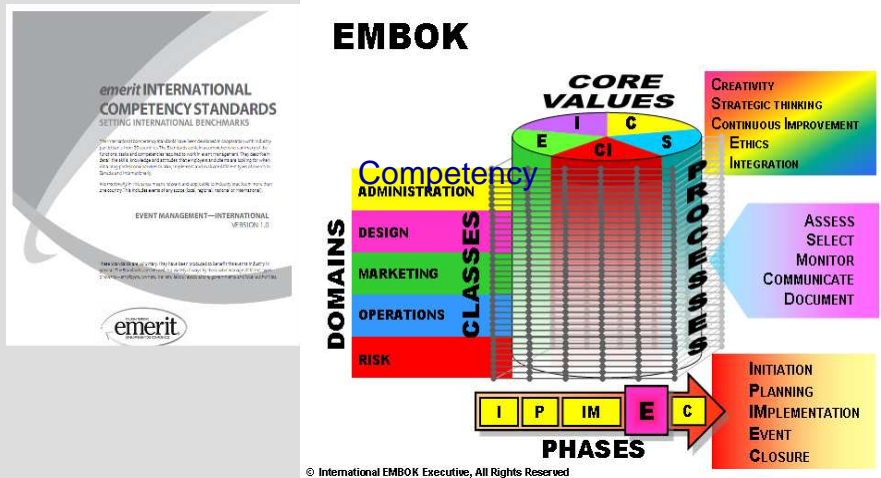
Risk Management



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# Competency

All part of the Event Management Body of Knowledge and the International Competency Standard: Event Management



## Event Management - International Competency Standards

- The Canadian Tourism Human Resource Council. Their work is driven by the need for Canada to develop their workforce. The CTHRC began their project in 2008. The steps involved the collating and the analysis of competency standards around the world such as South Africa, UK, Australia as well as the work of the International Event Management Body of Knowledge. They included detailed analysis of event management descriptions such as textbooks, journals, websites and courses. It was a huge project and involved event expertise from over twenty countries as well as developing and validating the standard.
- Released Sept 2010 - Download now



## Let us do a self assessment From one to ten

- 1 = No idea what it means
- 5 = I know all about it
- 7 = I have done this a number of times
- 10 = I can improve on an existing one and train others



<b>A. Strategic Planning .</b>
1. Manage Strategic Plan For Event .
2. Develop Sustainability Plan For Event
<b>B. Project Management</b>
3. Plan Event Project
4. Manage Event Project
<b>C. Risk Management</b>
5. Manage Risk Management Plan
6. Manage Risks
<b>D. Financial Management</b>
7. Develop Financial Resources
8. Manage Budget
9. Manage Cash Handling



<b>E. Administration</b>
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10. Perform Administrative Tasks
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<b>F. Human Resources</b>
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11. Manage Human Resources Plan
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12. Acquire Staff And Volunteers
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13. Train Staff And Volunteers
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14. Manage Workforce Relations
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<b>G. Stakeholder Management</b>
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15. Manage Stakeholder Relationships
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<b>H. Event Design</b>
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16. Design Program
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17. Engage Performers And Entertainers
--

18. Coordinate Food And Beverage Services
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19. Design Environment
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20. Manage Technical Production
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21. Develop Plan For Attendee/Participant Management
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<b>I. Site Management</b>
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22. Select Site
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23. Design Site
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24. Manage Event Site
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25. Manage Site Infrastructure
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26. Manage On-Site Communications
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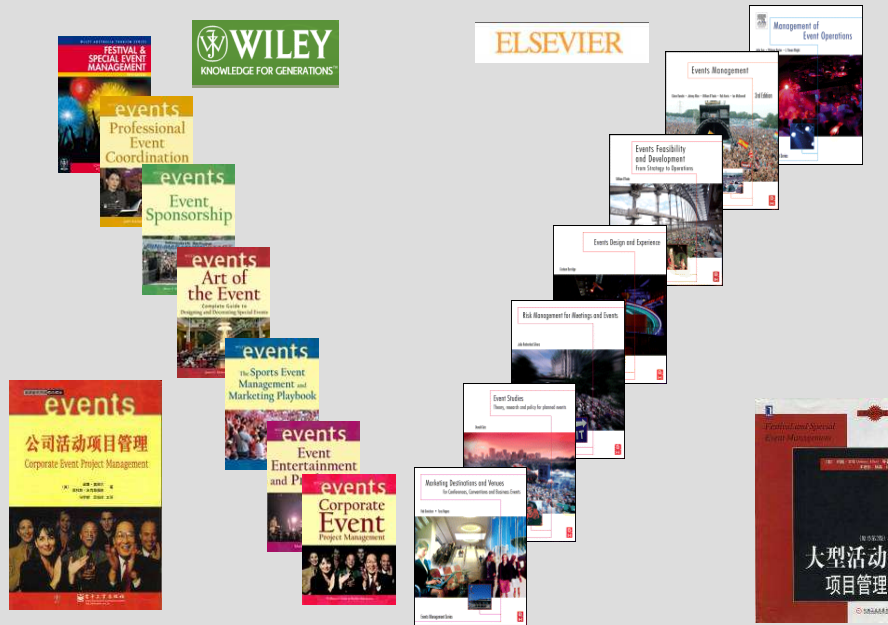




<b>J. Marketing</b>
27. Manage Marketing Plan
28. Manage Marketing Materials
29. Manage Event Merchandise
30. Promote Event
31. Conduct Public Relations Activities
32. Manage Sales Activities
<b>K. Professionalism</b>
33. Exhibit Professional Behaviour
<b>L. Communication</b>
34. Conduct Business Communications

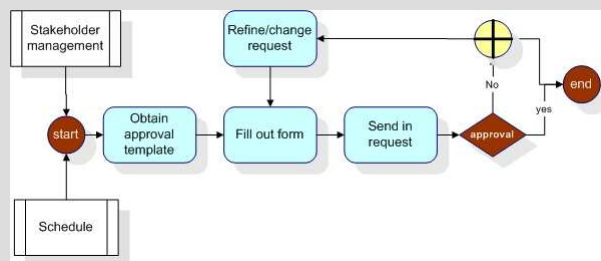


There are now numerous book that relate to events



## Know the trends: Processes Mapping

- Recognising the step by step nature of event management
- E.g. (dont faint!)



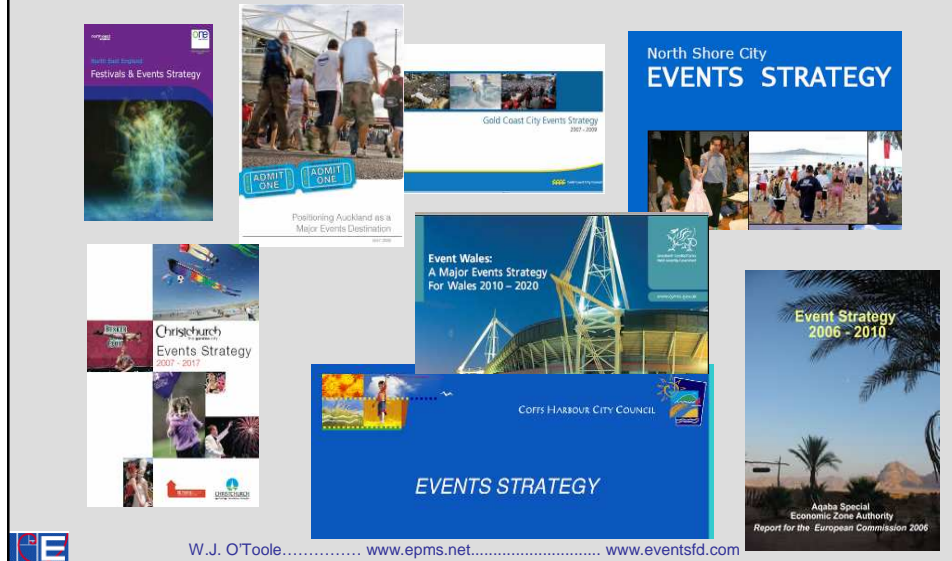
## Strategy Document

- A plan for the development of the group of events ( the events portfolio) over a period of three to ten years.
- It includes how the current events will change and whether there will be new ones
- Generally a 80 -100 page document



## Trends

More and more organizations are using event strategies to maximize the benefits of the events portfolio



## The events strategy

- Poll - who works under an events strategy

## Events as Assets: Know the impact of events

- Exercise – *back of a bus ticket* estimation:
- The wedding
- 0.8% get married every year
- Texas Population is **25,028,293**
- 200,000
- 200,000 \* price of a wedding/gifts etc say \$20K
- \$4,000,000,000 per year - *according to*  
<http://www.soundvision.com/info/weddings/statistics.asp>  
*the real figure is a good deal more.*
- Now add Divorce parties!

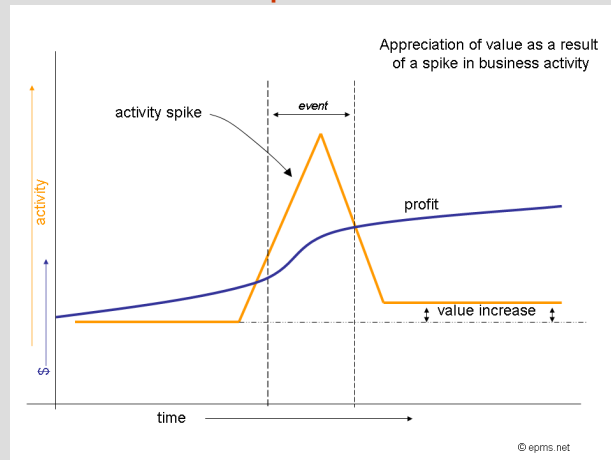


## All assets have the following return on investment (ROI)

- Commercial
- Goodwill (or brand)
- Social Capital



## You create value: appreciation - not depreciation



## Decision Criteria for event support

- Decision criteria is a method to decide to allocate funds to a project when there are competing projects.
- It is the best we've got for this
- Introduced to the Olympics due to the accusation of buying votes and corruption
- It is accountable and transparent
- It is also used to allocate sponsorship



Decision Criteria for level of Event Support		Rating	Rating	Rating
Economic Objectives				
	E1. Generating income - a net financial benefit			
	E2. Providing job opportunities			
	E3. Generating Foreign income			
	E4. Improving facilities			
	E5. Assisting to create private /public partnerships			
	E6. Business networking and mixing with OS businesses			
	E7. Sustainability			
Marketing Objectives				
	M1. Promoting local and international tourism to the city			
	M2. Increasing awareness of the brand of the city			
	M3. Increase awareness of the unique qualities of the city			
Social Objectives				
	S1. Community development including : Community involvement in event Education in other cultures and mixing with cultures			
	S2. Local culture promotion and development			
	S3. Environment Awareness			
	S4. Broadening experience through innovation and creativity			
	S5. Suitable time			

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## Risk Management

- AS events become more important, widespread, international and highly visible, the risks are now far more obvious
- There has to be an agreed method to show that you have looked for all the foreseeable risks and dealt with them
- The ISO 31000 is that method.



## Summary

- Events are being used as a key tool for development around the world
- Hence the management of events is being professionalized
- Competency, events development strategy, ROI and risk management are all part of this trend.
- It is all because events and festivals have been so successful

