

Event Management Planning and Project Analysis

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Executive Summary

Organizing events, this same topic seems like a daunting task, as the late '90s concept, which only attracted attention in India, was a key element needed to manage any type of event. Regardless of the type and size of the show, the mental and physical hard work is done only slightly differently. Although this term is relatively new in India, Indians held weddings, naming ceremonies, and interpreters long before independence. However, due to poor predictions and improperly processed ingredients, there are problems such as food waste or food poisoning as fewer people fall for Pandal. Turning an event into success or failure is very easy for most people. Only 5 minutes are exposed to evaluate an event, so 70-80 people spend nearly 3-4 months of effort to be productive or wasteful. Hence, their efforts are always on the line before the event date. There are lots of activities to do. First of all, the first step is to form a committee and assign different positions to each committee. Here, you will be aware of all the theoretical concepts that you have learned so far: public relations, human resource planning, logistics, human skills, control, accounting, and organization.

Introduction

The increasing number and importance of festivals is a worldwide phenomenon. Cultural experts, government agencies involved in cultural policy and financial decision-making, and the general public are attracted by the arts, as well as the social and economic backgrounds of the festival (Newell and Grashina, 2003). [Event management](#) is a fast-growing multi-billion dollar industry that regularly hosts major shows and events. Surprisingly, no formal survey has yet been conducted to assess the growth of this industry. Industries include MICE (Meetings, Promotions, and Events), Exhibitions, Conferences, Seminars, and different areas together with live music and wearing occasions. From an expert point of view, organizing events is a thrilling and interesting career that requires a lot of hard paintings and dynamism (PMP, 2014). The logistics facet of the enterprise pays less than the sales/sponsorship aspect. However, a few say they may be two one-of-a-kind industries.

The Objective Of The Project

The task is to lay, build and conduct a -week-long Park Art Festival, which is referred to as Beyond Walls. The finances for the whole project are \$ hundred and fifty 000. The mission starts off evolving on September 15, 2020 and could end in July 2021. Work includes know-how of the necessities of the

community and designing and imposing the event, which needs to be completed by June 30, 2021.

Project Scope

Our scope is to work with the network to get their comments, lay out the park, invite artists, and control this 2-week event, along with arranging the park and cleaning up after the event. The occasion will now include not only the works of art created by artists but also food, music, and other entertainment.

User Acceptance Criteria

All the coaching of the occasion consists of making plans, reviewing, and approving finished earlier than June 30, 2020.

The price range of all of the occasion's training is no more than \$150,000.

All the deliverables and evaluation techniques are authorized by the sponsor.

All information meets the specific necessities of the community and key stakeholders.

The activities will ultimately be two weeks long and include the selected artists, food carriers, track, and different leisure.

All the occasions' agenda had been advised with the aid of enough instructors and together with the control course.

Project Boundaries Or Exclusions

The venture includes developing an included task plan that consists of the layout, creation, and implementation of the subsequent summer Park Art Festival for two weeks. In addition, it calls for us to pick out and orient the artists, select food providers, tunes, and other entertainment required for the competition. Also, competition operations may be managed, and a clean-up of the website can be accomplished online.

On the other hand, the task excludes:

- The construction of the park
- Logistics are involved in bringing the shipping containers to the site (Morris and Hough, 1987)

Acquiring funds, although a fund has been received for designing the event

Project Constraints

The constraints of the project are:

- Time – This integrated project plan for this project is required to be done by December 13, 2020, so the project team can only work for a limited period of time. (Pressure of deadline)
- Budget – The requirement to complete the project under the estimated cost is \$ 150,000(USD). The project team has a limited budget to execute this project. (Sponsor imposed funding limits)
- Schedule – Everything should be completed no later than June 30, 2020, which means the full implementation of the project, such as work completed, reviewed, approved, and ready

Resources – Inside and outside resources are limited (Turner, 2009)

Stakeholder Management Plan

The stakeholder's management plan for the complete project is as follows:

Stakeholder Number	Stakeholder Number	Type of Stakeholder	Stakeholder Expectation (s)	Stakeholder Interest(s)	Influence on Project Result	management strategies/Method of Communication
	Position in the organization or role in the project	Internal or External	High-level needs or expectations for the project and/or product	High/ Med/Low	Supporter/Opposed/ Neutral	Strategies and tactics to maximize positive stakeholder influence and minimize or neutralize negative stakeholder Influence.
			Deliver the			positive stakeholder influence
1	Tim Mills- Project Sponsor	Internal	project within the allocated budget, on the time and success criteria	High	Supporter	and minimize or neutralize negative stakeholder influence.
2	Project Manager	Internal	Deliver the project successfully	High	Supporter	Managing the project/Weekly & Monthly Meetings
			Meeting with			
			project			

			stakeholder			
			Expectations and maintaining the project requirements			Assists the PM to build and deliver project goals with their expertise/Daily & Weekly status
3	Project Team	Internal		Medium	Supporter	report meeting
	Community (Neighbor) Lynn		The expectation is to attend the art festival and get informed about the piece of art.			Assists the PM in building and delivering project goals with their expertise/Daily & Weekly statue
4	Residents	External		Medium	Neutral	report meeting
			Provide gifts,			The project manager will be informing the vendors about the location of the event. Also, director of the event will get the permits for them/ Phone calls
			souvenirs, and			
			food for people			
			Who will be			
5	Vendors(merchandise)	External	Attending the event.	Low	Neutral	
6	The cleaning staff of the event	External	Ensure the cleanliness and tidiness of the meeting place	Low	Neutral	The project team will be assigned the cleaning staff designated areas in order to clean up event location/Phone calls
7	Mayor of Lynn – Judith F.	External	The major expectation is increasing	Medium	Supporter	Keeping updated mayor about the project status report weekly
	Kennedy		awareness of the city of Lynn			

8	Event Organizer	External	Provide support and ideas in event planning based on the information provided by the project team	Medium	Supporter	Conceptualizes the projected event from beginning to finish in accordance with the planned requirements/Daily & Monthly meetings
9	Artists and performers	External	Provide entertainment	Low	Supporter	Entertain the event clients by performing songs, dances, or any form of stage entertainment/Phone calls & e-mails
10	Lynn PD (or local authorities)	External	Full inspection of the project and provide insights on the project's impact on the community.	High	Neutral	Promotes the interests of the local community and provides provisions to the project/keeps them informed by phone calls
11	Local news., tv channel	External	Focus on the event publicity and advertisements	Low	Neutral	Provides business exposure/keeps them informed by phone calls
12	On-site information & guide team	External	Guides will help people by providing information about the town, art and so on. Walking tours.	Low	Neutral	Giving a presentation about the importance of the event/keeping them informed by phone calls
13	Painting supplies (or other supportive venues or facilitates we use)	External	Suppliers will be given decor requirements and thus facilitate plans that may fit the projected event	Low	Neutral	The decor team will be given tasks and requirements by the project team/ The project team will keep them informed through phone calls or on-site meetings as needed
14	Founders of Beyond-walls Al Wilson	Internal	Full inspection of the project in general and working closely with the project management	High	Supporter	Bring the project off the ground and invest resources to help the project to succeed/ Daily & Weekly meetings.

			Team to ensure all the requirements and tasks are explicit and built with compassion			
15	Associate Director Pedro Soto	Internal	Responsible for event planning and directing the operation of the project	High	Supporter	Provide overall inspection of the general process of the project and plan day-to-day operations of the project/ Daily & Weekly meetings
16	Program Manager- Julia Midland	Internal	Responsible for overseeing and offering direction and guidance to the project in general	High	Supporter	Coordinates and oversees the project/Daily & Weekly meetings
17	Program Coordinator- Doneeca Thurston	Internal	Responsible for ensuring and monitoring the implementation of the event	High	Supporter	Manages and oversees event planning and implementation and provides an insightful report to the administration/Daily & Weekly meetings
18	Security Service	External	Ensures and protects the assets and the safety of the event participants	Medium	Supporter	Patrols and monitors activities at the projected event to protect the asset and human safety/Daily & Weekly meetings
19	Transport Service	External	Refers to transportation (e.g. vehicles)that carry event Participants from one location to another.	Medium	Supporter	Provides transport service/keeps them informed by phone calls

20	Regulators (e.g. Office of the Technical Regulators)	External	Ensures the safety of the associated workers and property of this project	High	Neutral	Provide general security to the aligned workers and properties of the projected event/keep them informed by phone calls
21	Catering Suppliers	External	Provides food and drinks to the event on-site	Medium	Supporter	Food suppliers will be given an allergy list to ensure the safety and allergies of the food/keep them informed by phone calls
22	Artists & performer	External	Sources of artists that best fit the	Medium	Supporter	Information about the event will be given so the agency knows who to
	booking agency		event			assign/keep them informed by phone calls
23	Suppliers of light and sound equipment	External	Ensures event lighting and sound supports	Medium	Supporter	Light and sound suppliers will be contacted once the theme of the event is settled/keep them informed by phone calls

Marketing Plan

Audience	Responsible	Delivery/ Method/ Format	Due Date / Frequency	Communication Type	Objective of Communication	Deliverable
Project Manager, Project Team	Project Sponsor – Tim Mills	Face to Face	Once	Project Approval Meeting	– Review the project plan – Review the project requirements – Review the project roles and responsibilities	–Project Plan – Project Requirement lists – Agenda

Project Team	Project Manager	Face to Face	Once a week	Weekly Project Status Report	- Understanding of the project expectations - Project Overview - Forecasting project budget and schedule - Reporting project progress	- Project Scope Statement - WBS - Weekly project status report - Agenda
Mayor of Lynn - Judith F. Kennedy	Project Manager	E-mail	Once a week	Weekly Project Status Report	- Keeping the mayor informed about the project	- Weekly project status report
Project Sponsor - Tim Mills	Project Manager	E-mail, Phone	Once a week	Weekly Project Status Report	- Keeping the project sponsor informed about the project	- Weekly project status report -
Project Manager	Event Organizer	E-mail	Once a week	New ideas about the project	- Providing support and information at the organizational level	- Planned requirements list - Project organizational plan - Change request Form
Lynn Residents and Community	Event Organizer	Newspaper, Social Media	Once	Announcement of the Beyond Walls project	- Informing the community and residents of Lynn about the project content	- Fliers - Newspaper - Social Media Campaign
Vendors & Catering Suppliers	Event Organizer	E-mail, Phone	Once a month	Pre-commission Event Plan	- Discuss the community expectations from the vendors - Prepare the menu and cuisine	- Request list - List of the goods - Beverage menu - Food Menu

Artists & Performers	Event Organizer	E-mail	Once a month	Pre-commission Event Plan		
Lynn PD and Security Service	Program Coordinator - Doneeca Thurston	Face to Face	Once	Pre-commission Event Plan	- Provide provision for the Beyond Walls Project - Monitors activities at the event and ensures people's safety	- Safety requirement report - Event safety guide - Event safety checklist
Transportation Service	Associate Director- Pedro Soto	E-mail	Once	Pre-commission Event Plan	- Plan to transportation pick up and drop off locations - Provide the shuttle service	- The map of the shuttle service - Pick up and drop off locations
Regulators	Program Manager- Julia Midland	Face to Face, E-mail	Bimonthly	Required Permits	- Project legal-side requirements - Obtain the location of the event - Local requirements - Safety requirements	-Permission Document
Project Sponsor- Tim Mills, Project Team, Event Organizer	Project Manager	Face to Face	Once, the last week of the Project	Project Closure	- Discuss the Roll-out Plan - Review the feedback - Meeting agendas	-Performance Review - Lessons learned documentation - Project closure report

Project Budget

Updated Cost Statement

For the Beyond Walls project, we applied the Bottom-Up approach for cost estimation. The allotted budget for the project is \$150,000, and the allowed Contingency Reserve will be 10% of the project,

which will sum up the entire budget at around \$165,000. After the cost estimation performed by the project team, the initial estimated budget is \$156,014, which is a little higher than the allotted budget but can be covered well within the Contingency Reserves (Morris and Hough, 1987).

The following table shows the Baseline Cost distribution according to the project phases:

Phase	Budget (USD)	Duration (days)
Beyond Walls Project	\$156,014	228.5
Event Initiation & Conception	\$16,850	34
Event Definition & Planning	\$30,332	28
Event Execution & Monitoring	\$103,696	149
Event Closure	\$5,136	11

The project estimates also involve the following fixed costs where the fixed amount will be paid to the respective companies while signing the contract (Jones, 2014):

Activity	Cost (USD)	Description
Sign Contracts (Artists)	\$5,000	Confirming the artists with the Artists Management Company for the Murals. Here, the company will be paid all the fees in advance.
Sign Contracts (Entertainment)	\$3,500	Here, the event fee will be paid to the Entertainment Company in advance.
Sign Cleaning Contract	\$3,500	Here, the cleaning company will be paid the fixed fees in advance when signing the contract.

Cost Baseline Statement

The cost baseline of Beyond the Wall is used to estimate project expenses against the budgeted project expenses (Masterman, 2014). In this case, the currently estimated baseline of this project is

\$156,014, which exceeds the actual cost of \$149,858 by \$6,156 and the initial estimated budget of \$150,000 by \$14; however, this extra amount of cost can be covered by the 10% contingency reserves set at the beginning.

Name	Actual	Remaining	Cost	Baseline Cost	Cost Variance
EVENT INITIATION & CONCEPTION	\$13,105	\$2,825.00	\$15,930	\$16,850.00	(\$920.00)
EVENT DEFINITION & PLANNING	\$0.00	20,816.00	\$20,816.00	\$30,332.00	(\$9,516.00)
EVENT EXECUTION & MONITORING	\$0.00	\$108,276.00	\$108,276.00	\$103,696.00	\$4,580.00
EVENT CLOSURE	\$0.00	\$4,836.00	\$4,836.00	\$5,136.00	(\$300.00)

The cost baseline will only be changed when there is a change or changes in the scope statement, which also means that the project plan was not well-structured and planned (Kerzner, 2002). In this case, if the 10% contingency reserves are approved by the sponsor, the project doesn't require any immediate changes to the cost baseline (Goldblatt, 1997); reversely, if the contingencies are not approved, we may cut down the cost by reducing expenses in Event Execution phases were the following example activities are taking an excessive amount of cost:

Name	Baseline Cost
Select Artists	\$2,520.00
Select and Confirm the Theme	\$4,920.00
Publish on Social Media and On-site Marketing	\$8,000.00

Work Breakdown Structure

The given schedule baseline leads to finishing this project no later than June 30th, 2020, and the estimated baseline schedule is June 31, 2021, which is a day later than the projected finish date. Our team has two options: first, talk to the sponsor and ask for an additional day, or second, go back and reschedule our planned activities to make certain adjustments to fit the time frame (Parent and Chappelet, 2017). The following are the tasks whose duration could be revised and updated in the future:

Name	Baseline Duration
Select Vendors	20 Days
Select and Confirm the Theme	12 Days
Sign Contract for Entertainment	5 Days

Work Baseline Statement

The total estimated work baseline is 4,710.88 hours, which is greater than the actual completion hour of 4,449.68h by 261.2, which means the project team is not spending the right number of hours on their tasks.

Scope Baseline Statement

The project is to design and hold a two-week event about an art festival named Beyond Walls. The duration of the project is from Sep 19, 2019, to Jun 30, 2020. The project budget is about 150,000 US dollars. After the creation of the work breakdown structure, our major deliverables include community research, project management, event design, artist, food vendor, entertainment, event conduction, and clean-up. At present, after the cost and schedule estimation, the scope of the project has not changed.

Items that may lead to change and adjustment of project scope baseline:

- After the scheduled cost estimation and submission, a one-day delay and an overrun of \$6,014 were approved.
- The sponsor adds additional requirements, such as the construction of the park environment during the event.

- Sponsor requirements change, such as there being no need for entertainment activities other than art exhibitions.
- Event delay due to weather and other uncontrollable reasons.
- The sponsor's budget has adjustment.

Gantt Chart

Task Name	Duration	Start	Finish
BEYOND WALLS PROJECT	228.5 days	Thu 9/20/20	Tue 8/4/21
Event Initiation & Conception	34 days	Thu 9/20/20	Web 11/6/20
Community Research	9 days	Thus 9/20/20	Wed 10/2/20
Stakeholder Register	12 days	Wed 10/2/20	Fri 10/18/20
Project Charter	8 days	Fri 10/18/20	Wed 10/30/20
Deliverable Checklist	5 days	Wed 10/30/20	Wed 11/6/20
Event Definition & Planning	28 days	Wed 11/6/20	Fri 12/13/20
Project Management	18 days	Wed 11/6/20	Mon 12/2/20
Event Scope Management	8 days	Wed 11/6/20	Mon 11/18/20
Event Budget Plan	9 days	Mon 11/18/20	Thu 11/28/20
Event Schedule	9 days	Mon 11/18/20	Thu 11/28/20
Event Risk Management Plan	10 days	Mon 11/18/20	Fri 11/29/20
Event Communication Plan	8 days	Mon 11/18/20	Wed 11/27/20

Kick-Off Meeting	12 days	Thu 11/28/20	Fri 12/13/20
Event Execution & Monitoring	149 days	Mon 1/6/21	Thu 7/30/21
Event Design	115 days	Mon 1/6/21	Fri 6/12/21
Event Permits & License	20 days	Mon 1/6/21	Thu 1/30/21
Artist Management	29 days	Fri 1/31/21	Wed 3/11/21
Food Vendor Management	27 days	Thu 3/12/21	Fri 4/17/21
Music/Entertainment	22 days	Fri 1/31/21	Mon 3/2/21
Crowd Management	7 days	Wed 6/3/21	Thu 6/11/21
Marketing & Promotions	40 days	Mon 4/21/21	Fri 6/12/21
Event Conduction	74 days	Mon 4/21/21	Thu 7/30/21
Event Orientation	10 days	Wed 5/21/21	Tue 6/2/21
Event Set-up Plan	5 days	Wed 6/3/21	Tue 6/9/21
Operations Management	9 days	Wed 6/10/21	Mon 6/22/21
Beyond Walls Event	21 days	Tue 6/23/21	Mon 7/21/21
Event Clean-Up	74days	Mon 4/21/21	Thu 7/30/21
Event Closure	11 days	Tue 7/21/21	Tue 8/4/21
Final Performance Report	8.67 days	Tue 7/21/21	Fri 7/31/21

Event Success Evaluation	11 days	Tue 7/21/21	Tue 8/4/21
Event Closure	11 days	Tue 7/21/21	Tue 8/4/21

Risk Management Plan

A risk Management Plan is a formal procedure by which the team will systematically identify, assess and respond to risk factors. It basically concentrates on identifying and controlling circumstances or activities that have the potential to lead to undesirable change. The team will perform a continuous risk management method that involves four key processes: Risk identification, risk analysis, risk response planning, and risk monitoring and controlling. Each process includes various methodologies (Veal and Burton, 2015).

To determine and categorize risks during the risk identification process, we are using a risk breakdown structure (RBS) and brainstorming methodologies. For the risk analysis process, it is recommended to use both qualitative and quantitative analysis for risk identification and then prioritize the risks as High, Medium, or Low based on probability, impacts, and costs (Mikulskienė, 2014). The discussed method will facilitate the creation of a risk matrix to determine the severity of the risk.

Then comes a risk mitigation and controlling plan, which involves the process of developing actions and options to minimize threats and exploit opportunities based on the identified and analyzed risks. The risk response process involves defining the response strategy, planning corrective action, and contingency plans (Lewis, 1995). Finally, to control and monitor risks, the project team will work on change management and control processes. The change request has to be assessed by the project change experts and then approved/rejected depending on the cost-benefit analysis.

Contingency Reserve Policy & Request:

The contingency reserve policy and request are based on risk assessment and analysis. According to the risk management plan and risk register, we are ready to apply for a contingency amount for our project – Beyond Wall. After discussing the actual situation and referring to the historical data and similar projects, our project team has decided to apply for 10 per cent of the whole project as the contingency reserve; the amount is \$15,000. The specific statement of the requested amount is as below.

In the project scope statement, the budget for the entire project is \$150,000. However, according to previous project cost estimation and determining cost baseline, our initial estimated budget is \$156,014, which exceeds the allowed project budget by \$6,014. Thus, we have the risk of

overspending. However, after requesting \$15,000 as a team contingency reserve, the total budget of the project is \$165,000, which means that the overspending risk of \$6,014 can be covered. In addition, based on the cost baseline statement, after the actual allocation of the project budget is completed, our actual cost is \$149,858, which is less than the allowed project budget of \$150,000. Therefore, the contingency reserve can be used more for other project risks. That is, the risk for cost category can be well controlled in the contingency reserve that is requested to be 10% of the budget. For the project risk register, we can conclude that the risks of adopting the mitigate method in the risk response plan all require applying more money to transfer the risk to a third-party commitment when dealing with the issue caused by the risk, that is, hiring more professional analysts or experts to manage and adjust. Among them, the five risks closely associated with the contingency reserve are MF03 – failing to define the scope, MF04 – ambiguous expectations, MF05 – inaccurate estimates, MF08 – insufficient change management, and MF10 – shortfalls in resources. Meanwhile, the probabilities of MF03, MF04, MF05, and MF10 are low, and their impacts of them are high. At the same time, the probability and impact of MF08 are medium. Thus, their risk scores are not located in the high-risk range. When responding to those risks, the \$15,000 contingency reserve is sufficient (Mulcahy, 2011). Additionally, because these risks are specific to the project's scope, changes, and resource allocation, as well as involve internal management and communication of project team members, external estimators and experts may face a lack of understanding of the actual situation. Therefore, we are more inclined to rely on the internal members of the project team to respond and resolve the risks, and accordingly, there is no need for too many additional expenses. In other words, the chances of using the contingency reserve are very low.

Contingency Reserve Policies:

- Using contingency reserve when facing an issue caused by risk.
- The change control process is the way to apply contingency reserve.
- The contingency reserve can only be used after submitting the application and obtaining approval from the sponsor and manager.
- In general, changes and adjustments need to be proposed in the project status reports and wait for permission, but in the event of an emergency, the risk owner can directly report to the manager and mobilize the contingency reserve after manager approval. If the requested amount of money is large, the manager needs to report directly to the sponsor and use the contingency reserve after sponsor approval (Quinn, 2013).

Conclusion

The project manager and the project team will carry out tests at planned periods at some stage of the task to make certain all methods are being efficiently applied and achieved. The great supervisor will offer fine management each day and conduct technique audits on a weekly basis, monitor technique overall performance metrics, and guarantee all processes follow assignment and organizational

requirements. If discrepancies are found, the fine supervisor will meet with the Project Manager and evaluate the diagnosed discrepancies. The Project Manager will schedule regularly occurring undertakings, control them, and report reviews. In these critiques, an agenda object will encompass a review of assignment techniques, any discrepancies and/or audit findings from the nice supervisor, and a discussion on process improvement tasks.

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