

EVENTS MANAGEMENT

1. OVERVIEW / DESCRIPTION OF ENTERPRISE

- **This is what Tottington did...**

We set up an enterprise to manage events in the school and the local community.

*TIP... What are you going to do?
Do you want to do exactly the same or try something different?*

- **This is where their idea came from...**

An independent social enterprise company was working with the school to set up enterprise activities that would both motivate students and help staff see how they could deliver enterprise learning within the curriculum.

Together, we looked at what would most motivate us, the students. We were keen to run the school's end of year ball for ourselves and we wanted to do it in such a way that it would not cost all the students extra money so we decided to form an enterprise which could arrange events and raise income so that we could do it. Once we started planning, we found that there were many opportunities for organising other events which could raise money in the school e.g. we held a car wash day, we organised a non uniform day and we put a tuck shop on a Friday. Then we looked at the local business community for sponsorship and support.

*TIP... Where did your idea come from?
What inspired you to think about setting up an events management enterprise?
Be clear and honest about your reasons. What motivates one group of students to do something may be very different from what motivates another group.*

- **This is what made them think their ideas would work...**

We had good motivation

We knew the main event we were going to manage was the ball and that we really wanted to be successful in our goals. Taking on responsibility for this gave us the motivation we needed. It was difficult at first as some students were more driven than others so we had to have a few honest meetings where people said their piece and then we could plan everything much better learning that everyone has a different view point.

There were many local opportunities

Through talking to people and auditing what was going on locally, we found a lot of potential for managing, or helping out with the management of, events held locally such as summer fairs, craft exhibitions, drama performances, and also for creating new local events. There was a particular need for activities for young people in the evenings and we wanted to plan to address all of these issues in the long term.

There was evidence of local support

There is a strong tradition of trading locally. People in the local community use local shops and businesses because they know this is the way to keep the small village community economically viable. So we reasoned that we would get support for our enterprise. We still knew we were taking a risk in approaching people and organisations and offering our services.

*TIP... Why will your idea work? What evidence do you have already?
Be positive and convince everyone that it's a really great idea.
Having a good idea isn't enough. You need to provide some hard evidence.
What sorts of hard evidence will you gather? Has anyone told you they need your sort of service?
Do you need to use surveys to check out demand?*

- **This is our expected profit...**

We did not expect a financial profit in the early stages, but in the long term that was a possibility and then we could do more to help. We were more interested in gaining new skills and hopefully we would get accreditation for them.

We sought funding for set up costs and were successful in getting a budget identified within the school. We also put an application into Unltd grant fund to help us get started.

TIP... *What do you expect your profit to be?*

Is your expected profit financial or do you see profit in other terms?

When you are calculating financial profit or break-even points, make sure you:

- *Cost in all your overheads as well as basic materials. For example, people's time, photocopying and other administrative costs, costs of maintaining and replacing equipment.*
- *Consider your sales price carefully. What are your competitors charging? Will your prices be competitive?*

2. DOING IT: EVENTS MANAGEMENT

- **This is how Tottington delivers its service...**

Decision-taking and planning

Students teams hold regular meetings, sometimes twice weekly before or after school, we were supported by enterprise mentors, some teachers and some local business people who offered to help. We took the responsibility to decide on and plan activities, including the activities related to raising the finance and running the enterprise itself and those related to running the specific events being managed.

TIP... *How will you deliver?*

How involved will students be in making decisions and planning?

How much support will they need from staff?

What sort of schedule will you need to work out?

How much can be planned ahead and how flexible can you be in responding to demand?

Service

The enterprise staff, and in particular the Finance Team, identify opportunities for raising money, the marketing team promotes the activity and the production team sets up the new event.

The Marketing Team approaches potential clients to propose that the enterprise take on the work, they also have responsibility for publicity.

Once we have in-principle agreement, the three teams – Marketing, Production and Finance – produce an action plan, with the support of mentors, which is negotiated with the client. This includes a schedule of activities with timescales and costs.

Once agreed, the plan is implemented. Plans vary dependent on the type of event and the target group of participants – e.g. drama performance, shoe party, craft fair, ball.

Progress on implementation is monitored at the enterprise's weekly meetings and any additional action needed is agreed and responsibilities assigned.

Once the event has taken place, a review of the outcomes takes place, this is then documented so that other students from lower years can benefit from lessons learnt.

TIP... *What support from staff will students need?*

How are you going to equip students with the skills they will need to deliver?

Promotion

There are two sides to this – the promotion of individual events and the promotion of the enterprise itself.

The Marketing Team markets individual events taking into account client wishes and needs. The work schedule for this depends on the timing of the events negotiated. The Marketing Team also researches and identifies possibilities for approaching organisations and individuals about organising existing or new events and for promoting the enterprise widely. This is an ongoing activity.

Sales

Once agreement is reached on an event with relevant people and organisations, a budget is negotiated.

Financial Management

The Finance Team produces a budget for an agreed activity and also manages the money. It has its own bank account which was set up by the Finance Team and they monitor what is coming in and going out so that they can report on progress. They also provide other information to the management committee, including a projection of income and expenditure and a cash flow analysis.

For each individual event undertaken, the team produces a best-case and worst-case scenario.

3. MARKETING STRATEGY: EVENTS MANAGEMENT

• Tottingon's key customers are...

Students 11-16 who are attending the school

Staff

Parents

Local shops and businesses, churches, voluntary organisations.

TIP... Who are your key customers?

What types of people or businesses will use your service?

Be as specific as you can. For example, don't say "everyone who's interested".

• Tottingon's competitors are...

We have not identified any local private or voluntary event management organisations.

However, individuals in the community and members of staff volunteer to run events and so can be considered as competitors.

TIP... Who are your competitors?

Describe businesses that are likely to compete with you for your specific customers.

• Tottingon makes people aware of its service like this...

We design and produce leaflets and posters, send letters to parents, promote ourselves through the school newsletter and assemblies. We also use the local paper to try to get coverage on what we are doing

We found that word-of-mouth is effective, especially in such a close community. But we do design our own posters and put them around the school, in the local Co-op and any other shops nearby. We also make sure our work is good. That way, people come back to us for more and recommend us to others.

TIP... How are you going to get anyone to buy from you?

How will you make potential customers aware of your products and services? Explain why you think your ideas will work.

• Tottingon sells its service like this...

People make direct contact with the Marketing Team.

TIP... How are you going to sell your service?

How are people or businesses going to buy from you?

If people hear about you, can they contact you by mail or telephone or do they have to come into school?

4. ORGANISATION: EVENTS MANAGEMENT

- **This is Tottington's structure...**

We have a steering group comprising:

Local businesses, parents, staff and three student group leaders.

A management committee comprising the three student group leaders and each of those has a deputy they report to the steering group. The three students lead the three teams: Marketing, Production and Finance.

Each of these teams comprises 6-7 other workers/students in addition to the leaders.

Each team has a job description and specification. Students applied for the posts that best matched their skills but have also been helped to develop new skills by business mentors and parents.

The main incentive has been the opportunity to take control of our own ball and make our own choices about how it runs and what menus etc we have we also have the chance to gain a Level 2 qualification in Events Planning accredited by ASET awarding body.

TIP... *What is your structure?*

Explain the key staff, their positions and responsibilities.

Describe the skills and experience of your team.

What incentives are there to keep them motivated?

- **Tottington uses technology in this way...**

Internet – for research

Email – for liaison, messages

Design software – for marketing, stationery

Excel – for finances

Word – for correspondence, reports, notes

TIP... *How will you use technology?*

- **Tottington paid attention to these legal, health and safety issues**

The enterprise benefits from the guidance and support of external agencies and mentors, some of these have particular experience in these matters and help us as and when we need it. We also abide to the rules of the school e.g. no one can have pictures taken without parental consent.

TIP... *What are the issues that will affect you?*

These should be relevant to you but can you think of anything else you need to pay attention to?

5. FINANCES: EVENTS MANAGEMENT

- **Income and Expenditure Issues...**

These are the particular financial and legal issues Tottington paid attention to...

The enterprise has not been set up as a separate legal entity.

It is still in its early stages and is an activity that is planned mainly outside school but it is now becoming more integrated into curriculum time.

The Governing Body and all parents have been informed of the enterprise; formal approval was not required.

TIP... *What will you have to look at?*

Do you want to set up the enterprise as a legal entity?

Have you got Governing Body approval?

Make sure you cost in all your overheads. These may be more extensive than you think.