Applied Project Management

Four key tools of Project Management

- Scope – Work Breakdown
- Structure, tasks
- Deliverables and the schedule
- Resource analysis, procurement
- Risk Management

And the WIP
Event Support Criteria

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Event Names</th>
<th>Weighting %</th>
<th>Rating 1 - 10</th>
<th>Event 1</th>
<th>Event 2</th>
<th>Event 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Community strengthening</td>
<td>Ownership of the event</td>
<td>0.00</td>
<td>2.00</td>
<td>3.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Diversity of events and yet a focus on quality events</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Partnerships with local businesses</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Increasing social interaction</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>B. Education</td>
<td>Promote key issues</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Address issues</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Promote Council services</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>C. Event sustainability and development</td>
<td>Evaluating the event</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Tracking and evaluating the support from the council including additional support</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Management plan</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Risk management</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>D. Economic development</td>
<td>Partnering with local businesses and assisting in other ways</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Actual economic impact through each input assessment</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Branding the region - in conjunction with Tourism</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Other support such as partners, other grants</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>E. Council services and facility use and improvement</td>
<td>Maximising the employment of local resources</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Using facilities to increase their capacity</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Improvement and building on new facilities</td>
<td>0.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Event or Festival Rating measured against the Council objectives: 60.63 76.88 76.60 0.00 0.00
What is a project?
- A project is a complex, nonroutine, one-time effort limited by time, budget, resources, and performance specifications designed to meet the customer needs.

Characteristics
- Life span - beginning and ending
- Something that has not been done before
- New configuration of resources
- Has objective

Why use it? Risk, Best Practice and it works
Project Management
Why do it - you already do!

- Invisible event manager
- Systematic
- Enables communication in diversity, across the world and in confusion
- Conforms with other depts and trends
- Accountable
- Training
- Transferable
- Diverse body of knowledge
- Scalable

The project triangle

Cost
Time
Scope /content/quality
Event Phases

- Initiation – where does the event come from? why is it there? feasibility
- Planning - research and thinking!
- Implementation of plan - action time, coordination, monitoring
- Event - relaxation time – but ready
- Shutdown – action time, evaluating

Event : Areas of Management

Scope - feasibility
Time - deadline
Design
Human resources
Communication
Marketing
Finance
Risk
Procurement
Stakeholder
The criteria and innovation: project initiation

- Ideas for an event or festival

**Event Scope**

- What
- Where
- When
- How long
- Approx Cost

The scope changes as the planning progresses
The event scope changes over the years
Scope of work and the work breakdown structure

- Scope of work - the collection of tasks needed to deliver the event and close the project
- WBS:
  - Hierarchical representation of the scope of work
  - Decide on major categories (departments or committees)
  - Subdivide these categories
  - Similar to your folder system
  - From the WBS is derived: tasks, schedule, responsibility, risk, costing....

The Memphis Splash

- Marketing
- Logistics...
- Admin.....
**Work breakdown structure**

**Corporate Awards Night**

<table>
<thead>
<tr>
<th>Venue</th>
<th>Audiovisual</th>
<th>Administration</th>
<th>Entertainment</th>
<th>Catering</th>
<th>Logistics</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sourcing</td>
<td>Sourcing</td>
<td>Invitations</td>
<td>Band</td>
<td>Menu design</td>
<td>Transport</td>
<td>Theme</td>
</tr>
<tr>
<td>Booking</td>
<td>Booking</td>
<td>Acceptances</td>
<td>Comedy</td>
<td>Food + drink</td>
<td>Parking</td>
<td>Entrance decoration</td>
</tr>
<tr>
<td>Security</td>
<td>Sound</td>
<td>Awards</td>
<td>MC</td>
<td>Staff</td>
<td>Signage</td>
<td>Table decoration</td>
</tr>
<tr>
<td>Cleaning</td>
<td>Lights</td>
<td>VIP requirements</td>
<td>Background music</td>
<td>Floor plan</td>
<td>Red carpet</td>
<td>Venetile</td>
</tr>
<tr>
<td>Load in/out times</td>
<td>Video proj + screens</td>
<td>Name tags</td>
<td>Guest speakers</td>
<td>Extra equipment</td>
<td>Scheduled</td>
<td>Novelties, gifts</td>
</tr>
<tr>
<td>Power</td>
<td>Personnel</td>
<td>Protocol</td>
<td>Linen</td>
<td>Tableware</td>
<td></td>
<td>Flowers</td>
</tr>
<tr>
<td>Preferred suppliers</td>
<td>Communication</td>
<td>Prepared speeches</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The closer you get to the event the more accurate is the WBS

**Use: WBS**

- Correctly scoping
- Creating the budget
- Deciding on resources
- Assist with scheduling
- Creating your system
- Assigning responsibilities
- Clear reporting to stakeholders
- Risk management

© William O’Toole
**Stakeholders**

- **Def:** Any person or organisation that has an interest in your event.
- **Method**
  - List them: brainstorm and use template
  - Decide on their relationship to the event
  - Create a reporting plan and risk
- **List the stakeholders**

A stakeholder is anyone who can stop your event, as well.

---

**Work Breakdown Structure**

- **Tasks**
- **Schedule**
- **Resources**
- **Responsibility**

**the Deliverable**

- **An object or file that is passed from one part of the event team to another - i.e. delivered**
- **It is the completion of an important series of tasks**
- **It occurs at a pre-set and specific time**
- **If it is a major task the date is called the milestone**
### Time Out from Event

<table>
<thead>
<tr>
<th>WBS</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Place the Milestones

---

### Schedule

<table>
<thead>
<tr>
<th>ID</th>
<th>WBS</th>
<th>Task Name</th>
<th>Finish Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Log</td>
<td>Feasibility</td>
<td>Sun 20/06/03</td>
</tr>
<tr>
<td>2</td>
<td>Admin</td>
<td>Council requirements</td>
<td>Thu 23/06/03</td>
</tr>
<tr>
<td>3</td>
<td>Promo</td>
<td>Identify media</td>
<td>Thu 13/06/03</td>
</tr>
<tr>
<td>4</td>
<td>Admin</td>
<td>Identify suppliers</td>
<td>Mon 30/06/03</td>
</tr>
<tr>
<td>5</td>
<td>Promo</td>
<td>Press release</td>
<td>Tue 11/07/03</td>
</tr>
<tr>
<td>6</td>
<td>Log</td>
<td>Rehearsals/recording</td>
<td>Sun 22/06/03</td>
</tr>
<tr>
<td>7</td>
<td>Promo</td>
<td>Stakeholder press</td>
<td>Tue 11/07/03</td>
</tr>
<tr>
<td>8</td>
<td>Admin</td>
<td>Check all suppliers</td>
<td>Thu 25/06/03</td>
</tr>
<tr>
<td>9</td>
<td>Log</td>
<td>Clean and shut down</td>
<td>Mon 31/07/03</td>
</tr>
</tbody>
</table>
Resources and contracts

- List the resources
- Inhouse or outsource
- Buy, hire or manufacture
- Contract management

Exercise
- List the resources
Teams: Work in Progress Report

- How do you know the team are progressing?
- You will never be told that a task is NOT done
- Delegation assumes that the staff are competent but – you still need a system to know the status of the project
- An event project management system allows you to do this easily
- Percentage of task completed - or yet to be completed
- Numbered checklist
- Risks - old and new

Risk

- Possible problems

Exercise

- List four before the event
The checklist

Why use them
- Quick to create
- Every one understands them
- Delegation: you can give a checklist to your staff
- You can change them easily
- NEVER delete them

How to use them
- When
- How to create a system of checklists

More information: CDROM, books