



East Gippsland Shire Council

Event Management Toolkit

EVENT STRATEGY TEMPLATE

<<EVENT NAME>>

EVENT STRATEGY

Prepared by:

Date:

CONTENTS

1.0	EVENT OVERVIEW	2
1.1	Event Background and Details	2
2.0	SITUATIONAL ANALYSIS.....	3
2.1	Strategic Context	3
2.2	Strengths, Challenges and Opportunities Analysis	3
2.3	Target Markets (aka Ideal Event Attendees).....	4
3.0	STRATEGIC PRIORITIES.....	5
3.1	Vision and Mission	5
3.2	Values and Identity	6
3.3	Aims/Objectives	6
3.4	Priorities.....	7
3.5	Goals	7

1.0 EVENT OVERVIEW

1.1 Event Background and Details

EVENT BACKGROUND

[History, purpose, location and format of the event in detail]

EVENT DETAILS

Organisation:

Date(s) of Event:

Tourism Season: [Peak, shoulder or low tourism season]

Location of Event:

Head Office:

Managing Directors: [Names and contact information]

2.0 SITUATIONAL ANALYSIS

2.1 Strategic Context

Learn about and assess how the strategic plans of your region impact your event. Read the tourism strategic plans of your Council, your regional tourism organisation and your state tourism organisation to see how your event can tie in with their activities. Take note of their target markets and the goals they are working towards.

Add a paragraph here about anything in those plans which affects/should affect how your event is run and promoted.

2.2 Strengths, Challenges and Opportunities Analysis

Consider your event's strengths, barriers and possible opportunities. Consider also events in your region and similar events out of region.

STRENGTHS	CHALLENGES	OPPORTUNITIES
- - - - - - - - - - -	- - - - - - - - - - -	Identifying how the event's strengths can be used to overcome its challenges reveals opportunities - - - - - - -

2.3 Target Markets (aka Ideal Event Attendees)

Clearly articulating your event's ideal attendees will help you to identify priority actions that will help you draw more visitors. For example, identifying families with children aged 6-11 as a target market will ensure you plan to include family-friendly activities as part of your event, as well as marketing that promotes children's activities. Ensure you consider the target markets of your region when deciding on your event's target markets.

Primary Target Markets

Demographic

- E.g. age, gender, marital status, age of children, income level, education level

Geographic

- Where they live

Psychographic

- Behaviours, goals, habits, values, interests, motivations, hobbies, and choices
e.g. watches TV, plays sports, likes to eat out, eats healthily, prefers active recreation, commutes a lot

Secondary Target Markets

You may have identified families with older children and couples who love gourmet food as your primary targets but recognise that many grey nomads will also attend your event and, therefore, they need to be considered when planning and promoting the event.

3.0 STRATEGIC PRIORITIES

3.1 Vision and Mission

VISION

One sentence describing where the event will be in e.g. three to five years' time. This is the vision your team will work towards achieving.

e.g. [Your event] is a financially self-sustaining event that attracts 6,000 overnight attendees and builds our community's resilience and pride.

MISSION

One sentence describing how the event will achieve its vision.

e.g. [Your event] provides an exceptional experience for residents and visitors.

3.2 Values and Identity

The primary values which underpin decisions made by event organisers are:

1. Community participation
2. Fun
- 3.

The themes which reveal the event's identity are:

1. Authentic Outback
2. Sports
- 3.

3.3 Aims/Objectives

The primary aims the event is attempting to achieve are:

1. Increase visitation to our town
2. Build community pride
- 3.

3.4 Priorities

What are the key priorities for your event committee to focus on for the next three years? Remember to consider branding/marketing, exceptional event experiences, governance/finances, and operations including risk management.

The key priorities for the next three years are (Examples shown)

1. Become financially self-sustaining without reliance on grants
2. Grow overnight visitation

3.5 Goals

To achieve each priority, list SMART goals. SMART goals are specific, measurable, achievable, realistic and timebound. Examples below. Go through and adjust these for your event.

1. Become financially self-sustaining without reliance on grants
 - 1.1. Reduce reliance on grants by \$10,000 per year
 - 1.2. Develop one new revenue stream each year for the next three years (e.g. sponsorship, merchandise sales, tickets sold)
 - 1.3. Grow a backup fund equal to 100% of annual operational costs within the next five years

The following table outlines the priorities and goals of [your event], along with the actions which will be taken to achieve the goals, and how results will be measured. [Examples below. Go through and adjust these for your event.](#)

[Your Event]			
GOAL	KEY PERFORMANCE INDICATORS	STRATEGY/ACTIVITIES	MEASURE OF SUCCESS
Generate significant inter-state, intra-state and international visitation to local region.	Attract x# day-trip visitors and x# overnight visitors to the inaugural event; x% of which normally reside outside the local region	- Implement the marketing and PR plan; heavily promote event / accommodation packages - Promote region as a fantastic holiday destination for all target markets - Secure discounted domestic and/or international flights with an airline - Release 2-3 rounds of tickets - Continually monitor sales - Review the progress at monthly budget meetings and take action as required	Ticketing and booking system sales and data (postcode analysis)
Develop partnerships with key stakeholders in the local/regional area and the tourism industry	Secure the support of: - Council - Regional Tourism Organisation - Business Chamber - State Tourism Organisation Gain support from the broader local community.	- Have an initial face to face meeting to present the concept and talk about how we can work together i.e. cross-promotion, sharing suppliers, sharing resources including photos/video content, collaborative marketing etc. - Issue an invitation to the media launch - Provide monthly updates to all stakeholders - Consider issuing 1-2 complimentary passes so each party can attend the event - Host several public events to gain community support i.e. youth events, street-art activation, other	Letter of support Collaborative marketing and PR activities Participation in the event In-kind support Partnership agreements Participation in the event

Develop a high-quality visitor experience for all attendees	Achieve an overall visitor satisfaction rating of 75% or more	- Monitor all communication channels closely - Respond to all enquiries within 48 hours - Empower and train staff on how to take action as required - Record all feedback and include it in the post-event review and analysis	Visitor survey Social media comments and posts
FINANCIAL GOALS			
Generate the income required to run the inaugural event	Income target \$x	- Develop a comprehensive budget which outlines all existing and potential revenue streams - Ensure sufficient plans are in place to achieve all income targets - Ensure no unnecessary expenses are made in the lead up to the event - Review the progress at monthly budget meetings and take action as required	Event budget
Secure the cash sponsorship required to run the inaugural event	Cash sponsorship target \$x All agreements should be signed prior to [date]	- Develop a list of suitable major and local partners - Develop pitch documents - Secure face to face meetings - Negotiate all desirables - Clarify expectations - Sign contracts - Create new and build existing partnerships - Deliver on all obligations - Relationship management	Event budget
Ensure that the majority of event tickets are sold prior to	Sell a minimum of 90% or x# event tickets prior	- Implement the marketing and PR plan - Release 2-3 rounds of tickets	Ticketing system

the event	to [date]	- Continually monitor sales - Review the progress at monthly budget meetings and take action as required	
OPERATIONAL GOALS			
Source a reliable pool of volunteers who can help service the event	Secure x# volunteers to fill all volunteer positions	- Appoint a Volunteer Coordinator to recruit skilled volunteers to complete set tasks in the lead up to, at and post event. Compile the contacts in a database - Provide adequate training and supervision - Develop a volunteer roster - Seek feedback post-event	Volunteer register
COMPETITION GOALS			
Generate significant interest from both international and domestic competitors to attend the event	Generate x# competitor expressions of interest	- Implement the marketing and PR plan, which will include a launch event/media call, Save The Date campaign, direct marketing to various teams, invitation to compete, etc. - Cross-promote the event with other regional sports events - Ensure there is an attractive prize pool on offer - Package the competition with accommodation and experiences as well as discounted flights - Gain the support of the industry and ask	Competitor registrations

		them to promote the event in their networks - Promote the region as a fantastic holiday destination for all target markets	
ENVIRONMENTAL GOALS			
Strive to be a climate-neutral and climate-friendly event	Minimise the event footprint by implementing environmentally-sound practices, educating competitors/performers and consumers	- Develop a Corporate Social Responsibility strategy - Compose a checklist of recommendations for the day-to-day running of an event - Communicate key messages to all attendees and involve them in the process	A positive legacy Meeting all checklists of recommendations
Make/generate a significant financial contribution to an environmental charity	Generate a minimum \$x contribution to [charity name]	- Donate a percentage of each event/accommodation package sold to the charity - Increase awareness amongst event patrons by encouraging them to take part in a tour of the charity during the event - Ask those who participate in the tour to make a donation to the charity - Increase awareness amongst competitors by inviting the charity staff to make a presentation to them pre-event	Accommodation bookings Donation records
MARKETING & PR GOALS			
These goals will be derived from the marketing plan	-	-	-