TEMPLATE

Event Strategic Plan

**[YOUR EVENT NAME]**

**STRATEGIC PLAN**

Prepared by:

Date:

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## Executive Summary

[Once you have developed your strategy, come back to this section and add the key elements, such a vision, mission, objectives and priorities on one page so stakeholders can see at a glance what you are aiming to achieve.]

## 1. Setting the scene

### 1.1 Background

**Location:**

**Date(s) of Event:**

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

**Organisation:**

**Event Coordinators:**  [Names and contact information]

[Insert an overview of your event with information on its history, purpose, and format.]

### 1.2 Trends in events and benchmarking

[Add information on trends in events that are relevant to your event, such as sustainability, including interactive experiences for attendees, use of local produce, new trends in your sport, etc. Add information on your competitors – similar nearby events, or events that also target your target markets – as well as information on benchmark events – those events whose success you aspire to replicate (though not by copying them!). Spell out your point of difference – your Unique Selling Proposition (USP) – the reason people will choose to attend your event instead of attending competitor events.]

### 1.3 Strategic context

[Learn about and assess how the strategic plans of your region impact your event. Read the economic development, community, and tourism plans of your Council, and the destination management plan of your regional 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/could affect how your event is run and promoted.]

### 1.4 Strengths, challenges and opportunities analysis

[Consider your event’s strengths, challenges, and possible opportunities the event could leverage. Remember to consider the impact of competitor events.]

|  |  |  |
| --- | --- | --- |
| **Strengths** | **Challenges** | **Opportunities** |
|  | **-**  **-**  **-**  **-**  **-** |  |

## 2. Our sustainable future

### 2.1 Vision

[Insert a sentence describing where the event will ideally 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.]

### 2.2 Purpose

[Insert a sentence describing how the event will achieve that vision.

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

### 2.3 Values

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

* [Insert values e.g. Inclusive, sustainable, etc]

### 2.4 Themes

The themes which reveal the event’s identity are:

* [Insert your event’s themes e.g. Authentic outback, participatory sport, blues music, heritage, etc]

### 2.5 Target markets (Ideal 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 destination when choosing your event’s target markets.]

**Primary Target Markets**

Demographic

* [Insert information on the age, gender, marital status, age of children, income level, education level, etc of your ideal attendees]

Geographic

* [Insert information about where they live]

Psychographic

* [Insert information about their behaviours, goals, habits, values, interests, motivations, hobbies, and choices

e.g. watches certain TV shows or reads certain types of magazines, plays certain sports, likes to eat out, eats healthily, prefers active recreation, commutes a long way, etc]

**Secondary Target Markets**

[You may have identified, for example, that families with older children and couples who love gourmet food are your primary targets but you also recognise that many grey nomads will also attend your event and therefore they need to be considered when planning and promoting the event. Add information on these markets here.]



### Objectives

The primary aims the event is attempting to achieve are

* + [Insert what you are trying to achieve with your event, e.g. Increase overnight visitation to our town, provide opportunities for local community groups to fundraise, fundraise for a community project, etc]

### 3.4 Priorities

[What are the key priorities for your event committee to focus on for the next three years? Remember to consider human and financial resourcing, the program, marketing, and operations including risk management.]

The key priorities for the next three years are

* [Insert your key priorities, such as become financially self-sustaining without reliance on grants, increase overnight visitation, etc]

### 3.5 Goals

[What goals do you have that would demonstrate you have achieved each priority? Ensure your goals are [SMART](https://www.indeed.com/career-advice/career-development/smart-goals-for-event-planning), that is, specific, measurable, achievable, realistic and timebound. An example follows]

Objective 1: Become financially self-sustaining without reliance on grants

Goal 1.1: Reduce reliance on grants by $8,000 per year

Goal 1.2: Develop one new revenue stream each year for the next three years (e.g. bar sales, merchandise sales, tickets sold)

Goal 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, or create your own.

|  |  |  |  |
| --- | --- | --- | --- |
| **Objective** | **Goal** | **Tactics to achieve goal** | **Measure of success** |
| Generate significant interstate, intrastate and international visitation to local region. | Attract x# daytrip visitors and x# overnight visitors | * Implement the marketing and PR plan with a focus on attracting out-of-region attendees; heavily promote event + accommodation packages * Promote region as a fantastic holiday destination for target markets (e.g. with itinerary of things to do for families) | Ticketing and booking system sales and data (postcode analysis) |
| Develop partnerships with key local stakeholders and the local tourism industry | Secure financial, in-kind or marketing support from:   * Council * Regional tourism organisation * Business Chamber * State tourism organisation   Gain support from the broader local community (sign up x# of volunteers, and have x# of community groups provide volunteers or help run elements of the event. | * Have an initial face to face meeting to present the event 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 stakeholders * Consider issuing 1-2 complimentary passes so each party can attend the event * Reach out to local community groups with information on opportunities to fundraise through the event | * Financial or in-kind support * Provision of marketing and PR support or collaborative campaigns * Participation in the event |
| Develop a high-quality visitor experience for ideal attendees | Achieve an overall attendee satisfaction rating of 80% or more | * Develop the program in line with the needs and wants of ideal attendees * Empower and train staff and volunteers on customer service and conflict resolution skills * Record all feedback and include it in the post-event review and analysis to help improve the event next year | * Net Promoter Score from attendee survey * Social media comments and posts |
| **Financial Goals** | | | |
| Generate new owned income to replace unreliable grant funding | Income target $x | * Develop a comprehensive budget which outlines all existing and potential revenue streams * Develop new revenue streams * Review progress at monthly budget meetings and take action as required * Have tighter oversight over expenses by the Treasurer | Income |
| Grow cash sponsorship | Cash sponsorship target $x | * Develop a list of suitable major and local partners * Develop pitch documents * Secure face to face meetings * Negotiate partnership * Clarify expectations, and sign contracts * Deliver on all obligations | * Sponsorship revenue * Sponsor Net Promoter Score |
| Ensure the majority of tickets are sold prior to the event | Sell 90% or x# event tickets prior to [date] | * Implement the marketing plan * Release 2-3 rounds of tickets * Continually monitor sales * Review the progress at monthly budget meetings and take action as required | Ticketing system |
| **Operational Goals** | | | |
| Source a reliable pool of volunteers who can help plan and deliver 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. * Provide adequate training and supervision to support the volunteers * Develop a volunteer roster * Seek feedback post-event * Thank volunteers with a team-building thank you event | Number of volunteers |
| **Competition Goals** | | | |
| Generate significant interest from competitors to attend the event | Have x# of competitor register | * Implement the marketing plan, which will include direct marketing to various teams * Cross-promote the event with other regional sports events * Ensure there is an attractive prize pool on offer * Package the competition with accommodation * Gain the support of the industry and ask them to promote the event in their networks | Competitor registrations |
| **Environmental Goals** | | | |
| Improve the event’s environmental and climate impact  Engage attendees in sustainable behaviours | Reduce emissions by x% this year | * Develop a sustainability plan that identifies SMART goals for reducing the event’s impact with SMART goals for waste, transport, electricity, etc * Communicate the event’s sustainability initiatives to attendees and involve them in the process – what they can do to reduce their impact | * Estimated reduction in emissions (tons of greenhouse gases) * Achieving goals in sustainability plan |
| Generate a financial contribution to an environmental charity | Generate a minimum $x contribution to [charity name] from attendee donations | * Donate a percentage of each event/accommodation package sold to the charity * Increase awareness amongst attendees by encouraging them to take part in a tour of the charity during the event * Increase awareness amongst competitors by inviting the charity staff to make a presentation to them pre-event | Total contribution to the charity |
| **Marketing & PR Goals** | | | |
| These goals will be derived from the marketing plan | - | * - | - |