

EVENTS SOUTH AUSTRALIA

# BUSINESS PLAN TEMPLATE



**SOUTH**  
AUSTRALIA

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## ACKNOWLEDGEMENT

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Aboriginal people have made and continue to make a unique and irreplaceable contribution to the State of South Australia.

The South Australian Government acknowledges and respects Aboriginal people as the State's first people and nations and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

The South Australian Government acknowledges that the spiritual, social, cultural, and economic practices of Aboriginal people come from their traditional lands and waters, and that Aboriginal people maintain cultural and heritage beliefs, languages and laws which are of ongoing importance today.

This plan acknowledges and respects that all tourism activity and development takes place on lands and waters traditionally owned by South Australia's Aboriginal peoples and encourages Aboriginal communities to be a part of the current and future success of the South Australian Visitor Economy.



Above Nharangga Aboriginal Cultural Tours, Yorke Peninsula

Cover Fleurieu Food Festival, Fleurieu Peninsula

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## ABOUT THIS TEMPLATE

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**A business plan is an essential tool for your event organising group. It provides a concise summary and evaluation of your event and the processes required to keep it relevant, sustainable and financially viable. It not only details how the event will be managed operationally, but also looks to the strategies that will be put in place, and the future positioning of the event.**

A plan gives your event a chance to step back from the normal business flow and look at ways to develop and improve. The planning process should help you and others to understand your event, better define the desired outcomes and outline decisions which will assist in moving the event forward.

A business plan can be used internally, and can also be forwarded to stakeholders to demonstrate your event's relevance to them and their requirements.

Before submitting your business plan, it is important to ensure you have covered the relevant areas that the stakeholder would be interested in.

This template takes you through some important areas to consider when putting together a leisure event business plan, however this is a guide only and your plan may require additional areas.

No matter what format you follow, it is important to ensure the information you include is succinct and easy to follow. If you find you are repeating yourself, you may need to restructure certain elements of your business plan.

### **Suggested sections to include in your plan:**

1. Title page
2. Table of contents
3. Executive summary
4. Event description
5. Organisational structure
6. Event positioning
7. Estimated tourism value
8. Key working relationships
9. Financial management
10. Project plan
11. Appendices



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## TITLE PAGE

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**A title page helps to highlight the key information about your event.**

- |  |   |
|--|---|
| <input type="checkbox"/> Event name.                     | <input type="checkbox"/> Contact person/event manager.              |
| <input type="checkbox"/> Event date.                     | <input type="checkbox"/> Postal address.                            |
| <input type="checkbox"/> Event business address.         | <input type="checkbox"/> Telephone number.                          |
| <input type="checkbox"/> Event website URL.              | <input type="checkbox"/> Mobile number.                             |
| <input type="checkbox"/> Organisation running the event. | <input type="checkbox"/> Email address.                             |
| <input type="checkbox"/> ABN (if applicable).            | <input type="checkbox"/> Date of preparation or most recent update. |

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## TABLE OF CONTENTS

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A table of contents can assist readers with finding key information. You should itemise each section of the document and reference which page to find this information on as per the example below:

### EXAMPLE

Executive summary	4
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## EXECUTIVE SUMMARY

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**The executive summary highlights the key points discussed throughout the business plan. It provides enough information for a stakeholder to understand the basic findings or action areas of the business plan without reading the whole document.**

Key elements to include in the executive summary include:

- Succinct overview of the event.
- Brief description about who will be managing the event and why.
- Summary of marketing strategy.
- Summary of funding requirements:
  - What is the level of funding required?
  - How will funds be obtained?
  - What will funding be used for?
- Anticipated results.



### QUICK TIPS

- Keep the executive summary concise. One page is best practice.
- If the business plan is being presented to a potential sponsor or similar, ensure it is clearly stated how much financial support or in-kind support is being requested from that specific organisation or person. Provide a short statement explaining what that support will help achieve.



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Barossa Vintage Festival, Barossa

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## EVENT DESCRIPTION

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This section encourages a comprehensive description of the event, helping the reader to picture what the event might look like and also to understand why it is being held.

- Describe the event (i.e. duration, scope, core activities, purpose).
- The history of the event and future direction.
- Where the event will be held and why.
- How does the event fit into the current tourism and events landscape? Is there a need for this kind of event in the host region?
- Trends and future projections relevant to the events industry and/or any other industries affiliated with the event (i.e. growing need for local produce at food and wine events).
- Competitive advantage. Why is the proposed event better than others in the region, South Australia, Australia or the world? Does research support the facts?



### QUICK TIPS

- Sub headings may help outline your information clearly.
- If the business plan is supporting a funding application or sponsorship proposal, it could be beneficial to emphasise the aspects of the event aligning with the key objectives of the partner organisation.

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## ORGANISATIONAL STRUCTURE

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- Legal status.
- Organisational chart.
- Key individuals involved.
- Roles and responsibilities.
- Relevant skills and formal qualifications.
- Key advisers to your business (i.e. board, committees, external government agencies).
- Detail how the organisation will develop (i.e. required training, additional staff members).



### QUICK TIPS

- Using charts and tables can help you to convey information quickly and neatly.



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## EVENT POSITIONING

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It's important to define the event and provide a picture of what hosting the event aims to accomplish. This section not only ensures the reader understands where the event fits within the bigger picture of leisure events in your region, state, country or the world – but also confirms the core focus areas for event employees. All staff should have a shared vision for the event to ensure success.

### AIMS AND OBJECTIVES

- Mission and vision statements.
- The reason behind holding the event.
- What are the long-term goals of the event (3-5 years)?
- What short-term goals need to be put in place in order to meet these long-term goals?



### QUICK TIPS

- Your event goals may relate to any component of your event (e.g. quality, growth, financial, social aspects, sustainability, training, etc.).
- Ensure that objectives are **SMART**:
  - **Specific** – who, what, where, when?
  - **Measurable** – make it quantifiable
  - **Achievable** – don't set yourself up for failure
  - **Relevant** – is it important to your event?
  - **Time-based** – when does this objective need to be completed by?

### SWOT ANALYSIS

- **Strengths** - What are the strengths of the event? What does the organising group do well?
- **Weaknesses** - What are the event's weaknesses? Make sure to include potential resolutions for these.
- **Opportunities** - How can you further develop your event? How can you leverage off other businesses or activities?
- **Threats** - What external issues may stop you from meeting your goals? Make sure to include potential safeguards.



### QUICK TIPS

- Organise your SWOT into a table, as per the example below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Food and wine event held in a state with a strong cultural interest.</li> <li>• Strong management team.</li> <li>• Good support from local council.</li> </ul>	<ul style="list-style-type: none"> <li>• Time of year conflicts with many other events around the state (potential to move the event to a different time of year).</li> <li>• Host town is off major touring routes meaning less direct traffic (increase road signage at major intersections in neighbouring towns).</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Become a 'sister event' to Orange Festival in California to increase event profile in US markets.</li> <li>• Better develop relationship with PIRSA and leverage off their networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Weather may reduce numbers at outdoor events (ensure wet weather policy is in place and event marketing shows there are sheltered areas).</li> <li>• Penalty rates becoming too expensive to ensure event viability (ensure budget is well informed during planning stages to mitigate blow-out).</li> </ul>

### PESTEL ANALYSIS

A PESTEL analysis is a tool used to determine the external risk factors that may impact the event.

- **Political factors** (i.e. government policy, political stability or instability in overseas markets, foreign trade policy, tax policy, labour law, environmental law, trade restrictions etc.).
- **Environmental factors** (i.e. climate change, deforestation, pollution, sustainability).
- **Technological factors** (i.e. new technology that may complement or disadvantage your event.).
- **Economic factors** (i.e. global financial crisis, economic growth, interest rates, exchange rates, inflation, disposable income of consumers etc.).
- **Legal factors** (i.e. laws and regulations – including health and safety, equal opportunities, advertising standards, consumer rights and laws, product labelling, and product safety.).

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## ESTIMATED TOURISM VALUE AND MARKET PROFILE

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**Demonstrating the financial and social appeal of your event can be enticing for potential stakeholders. Tourism expenditure incurred by the event (or tourism value) is a key consideration of the South Australian Tourism Commission when assessing event proposals for funding.**

The tourism value attributed to your event can be estimated based on:

- Overall number of event attendees.
- Number of visitors attending your event (not including locals or children).
- How long visitors stay (day trip, single or multiple nights).
- Average spend per person for each day or night they stay.



### QUICK TIPS

- It may be helpful to show the expected attendance profile of the event in table format similar to below.
- Data and information regarding visitor behaviour is available on [the South Australian Tourism Commission's corporate website](#).

	TOTAL ATTENDANCE	DAY TRIPS	BED NIGHTS
<b>Local (resides within 25km radius)</b>		NA	NA
Intrastate (resides in SA)			
Interstate			
International			
<b>TOTALS</b>			



## EVENT EVALUATION

- The ability to capture visitor data, combined with visitor behaviour and relevant tourism expenditure will assist tremendously with confirming the market appeal of your event.
- Provide a brief overview of how event attendee data will be captured at the event.
- Highlight the event's audience profile – who is attending the event currently and where is there room for growth?
- Provide a brief estimate of the tourism value of the event.



### QUICK TIPS

- When estimating tourism value, statistics from event attendee surveys, registrations or ticket sales are invaluable to substantiating claims.
- For first-time events, estimate figures based on a similar event held in a population centre which share similarities to your event's town/city/region. Always be sure to detail where figures have been sourced from.
- Event audiences can be segmented into groups based on geographic (where they are from), demographic (age, gender, ethnic background, family lifecycle, income) or psychographic (personality, motives, lifestyles, interests) variables. Understanding who is attending the event is key when it comes to targeting this or new audiences in future marketing plans.

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## KEY WORKING RELATIONSHIPS

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**The support from partners and stakeholders can elevate your event and potentially attract interest from new partners. Provide information regarding key working relationships between any of the following:**

- Sponsors.
- Local/state government.
- Event committee.
- Local community involvement.
- Other stakeholders.

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## FINANCIAL MANAGEMENT

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**Financial management is a critical area for many events, particularly where income streams are limited. It is essential to establish financial objectives and demonstrate an understanding of the financial model.**

- Provide a timeline allocated to financial goals demonstrating a sustainable model.
- Demonstrate an understanding of the event's finances, including managing cash-flow, determining the break-even point and the effect of changes in financial variables on the viability of the event.
- Detail how sponsors will be sourced and serviced.

You may be required to prove financial viability to banks, government grant offices or other loaning organisations. If available, you should look to attach the following documents to your business plan:

- Full event operational budget.
- Income statement.
- Cash flow.
- Balance sheet.



### QUICK TIPS

- A good accounting software package such as Quickbooks, MYOB or the many online/cloud-based apps will create monthly financial statements for you.
- If your accounting system is manual, you can use an internal or external bookkeeper to provide you with financial statements.
- Make sure your event budget is kept up-to-date.
- Adding a forecast column to your budget can help track quoted amounts against the budget allocation.
- Be realistic in your budgeted and forecasting. Don't over-estimate revenue and under-estimate expenses in order to balance the budget.

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## PROJECT PLAN

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**Create a visual working document which allows your team to track progress, ensuring all vital components of the event are met on time. A project plan is essentially a big to-do list which multiple members of the team can work from and refer to in the lead-up to the event. Key dates are highlighted which may also be useful to potential partners so that they are aware of your timelines.**

The next page demonstrates a small sample of how a typical project plan would be set out.



### QUICK TIPS

- It is important to develop a project plan early in the event planning stage, and to incorporate each of the tasks required to meet every component of your event (i.e. marketing and PR, operations, administration, etc.).
- Each section will have multiple tasks to perform, and often there will be smaller actions within that task – the devil is in the detail.
- Assign each task with a time frame and due date and assign each task with an action officer, the person(s) responsible for that task.
- Mark off completed actions for quick reference.
- There are many programs you can purchase to assist you with your project plan, however a self-made Excel spreadsheet can work just as well.

		MARCH					APRIL				MAY				
Week commencing		1	8	15	22	29	5	12	19	26	3	10	17	24	31
<b>Operations - toilets procurement</b>	<b>Action officer</b>														
Scope toilet requirements – site visit	Ops manager, Ops assistant	█													
Finalise toilet briefing	Ops manager	█	█												
Send briefing to toilet suppliers	Ops assistant			█	█	█									
Assessment panel to asses quotes and appoint a toilet provider	Ops manager, Ops assistant, Event manager						█								
Draft contract and send to preferred supplier	Ops manager, Event manager						█	█	█						
Contract signed and returned	Event manager									█					



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APPENDICES  
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**Use appendices to support your business plan.**

Items you may like to consider for inclusion are listed below:

- Letters of support from your local council, regional tourism manager, local sporting organisation, etc.
- Supporting material (i.e. marketing examples, survey results, etc.).
- Copy of your public liability insurance.
- Post-event report or debrief from the last event.



Above Grenache & Gourmet, Fleurieu Peninsula

## CONTACT US

### EVENT

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### WEBSITES

[southaustralia.com/whats-on](http://southaustralia.com/whats-on)

[tourism.sa.gov.au](http://tourism.sa.gov.au)

