

2 Strategic planning

Learning objectives

- **Understand** the theoretical foundations of event management as a distinct field, highlighting its specific characteristics, challenges, and differences from general management approaches.
- **Analyze** events and festivals as complex, temporary projects, applying project and strategic management principles across the event life cycle.
- **Evaluate** the role of strategic management in event and festival planning, including mission, vision, values, and strategic profile, in relation to territorial development, tourism strategies, and place branding.
- **Apply** key planning and management tools and methodologies (e.g. SWOT analysis, benchmarking, stakeholder analysis, Gantt charts, business plans) to the design, activation, and coordination of cultural and festival events.
- **Evaluate** the function and structure of key activation-phase tools—such as project documentation and business plans—in assessing feasibility, securing funding, and coordinating stakeholders.
- **Use** project management tools (general production plans, Gantt charts, PERT diagrams, and responsibility matrices) to plan, coordinate, and monitor complex event-related activities across organisational teams.
- **Assess** the importance of stakeholder involvement, governance models, leadership, and participatory processes—such as Delphi methods and focus groups—in the co-creation and sustainability of events within a systemic-territorial perspective.
- **Critically examine** monitoring, control, and evaluation processes in event management, including risk management, performance measurement, reporting practices, and knowledge transfer for future events.

Project management applied to events

The term '*event management*' refers to the practice of managing events, which, according to Goldblatt (2002), includes research, design, planning, coordination and evaluation. In an academic sense, the term *event management* refers to literature that addresses the study of events from a management perspective