
3 Traditional Event Project Management

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Learning outcomes

By completing this chapter, the reader will be able to:

- Understand the components of the Traditional Project Management (TPM) Methodology
- Apply the fifteen components to develop an event project plan
- Appreciate the interdependencies among the various components of the plan

Introduction

After the general introduction to the concept of sustainability in the context of event management, this chapter aims to discuss the tools and techniques event managers can utilize to manage events. This starts with the traditional project management methodology as provided in the Project Management Body of Knowledge (PMBok) then, in the next chapter, compares it with the more recent Agile methodology.

In this textbook the PMBoK tools and techniques are explicated with templates and numerical examples in order to help the event manager develop an event project plan that should comprise the following main components:

- 1 Charter and Scope Statement;
- 2 Event Organisation Breakdown Structure (OBS);
- 3 Communication Plan;
- 4 Work Breakdown Structure (WBS);
- 5 Task Responsibility Matrix (TRM) also known as Responsibility Matrix (RAM);
- 6 Event Time Schedule;
- 7 Event Budget;

- 8 Resource Management ;
- 9 Event Risk Management Plan;
- 10 Quality Management Plan;
- 11 Procurement Plan;
- 12 Stakeholder Engagement Plan;
- 13 Event Configuration Management Plan (vs Change Control);
- 14 Knowledge Management, and finally,
- 15 Integration Management that brings together all the other 14 aforementioned plans to ensure the alignment throughout the event life cycle.

The event project plan (EPP)

In the following section, the 15 elements of the project plan will be explained with illustrative examples and suggested templates that can guide event managers in developing an effective Event Project Plan (EPP). It is important to note that throughout this chapter the terms Project and Event will be used interchangeably. Events are a special type of projects. Like all projects, the event life cycle starts by inception (initiation phase) then planning, execution and ends up by the close out phase.

Charter and scope statement

At the start, as with any business venture let it be a project or an event, there has to be a valid and verified business case to justify the need and the anticipated benefits. This will typically include a feasibility study and be guided by the strategic objectives of the organisation. Pprojects and events lie at the operational level of the strategic management hierarchy.

The event charter

Once a case has been established justifying the decision to conduct the event, the event manager should embark on developing an event charter that once signed off by the relevant authorities, marks the birth certificate of the event. Ideally, the event charter should be a brief document that indicates the sections included in Table 3.1.

Table 3.1: Event project charter template

Requestor: (Should be the Project Manager) Date of Request:	
Business need: why your organisation as an 'event management organisation' needs to organise this event? Or why the business owner, hiring you as an event manager, needs to organise this event? e.g.: your event management firm needs market expansion (to enter a new market); or you are hired as an event manager by a client whose business need is to promote a new product.	
Event description: A brief description of the event with as many details available at this early stage. Typically, this will be a high-level description of the event deliverables	
Anticipated benefits: A high level statement listing the benefits sought by your event management organisation or the business owner hiring you as an event manager. This should not be confused with business needs. For example: the anticipated benefit for an event management firm that embarked on the event with the need for entering a new market can be brand recognition, new clients, revenue, etc.. Similarly, the anticipated benefits for the client hiring you as an event manager to organise a promotion event might be increase in volumes of sales, market share, etc..	
Timeframe: A high-level timeline of the event with appropriate key milestones at this stage. For example, if you are hired to organise a conference, the start date will be once this charter is approved and the duration of the event project will be the period from the approval of the charter till the event is over and the decommissioning is complete.	
Estimated total cost: The total cost based on an order of magnitude estimate, at this early stage. Typically, this has been calculated as part of the feasibility study.	
Relationship to other projects: If this event can benefit from other concurrent events by creating synergies or illustrating a higher position on the learning curve, this can be an advantage that should be highlighted in the charter	
Critical issues: In this section, the event manager should be able to provide a high level list of what may go wrong (risks) thus guiding the forthcoming risk analysis and informing the relevant approving authority about the level of risk associated with this event from the get-go.	
Approved by:	Date: