



SUCCESSFUL EVENT PLANNING thru PROJECT MANAGEMENTSM



WELCOME

06-Jan-09

OBJECTIVE & INTRO

Objective

Demonstrate how successful event planning can be achieved through classic project management principles and practices.

Project Management Processes

Initiate, Plan, Execute, Control, Close

Project Management Knowledge Areas

Quality

Risk

Scope

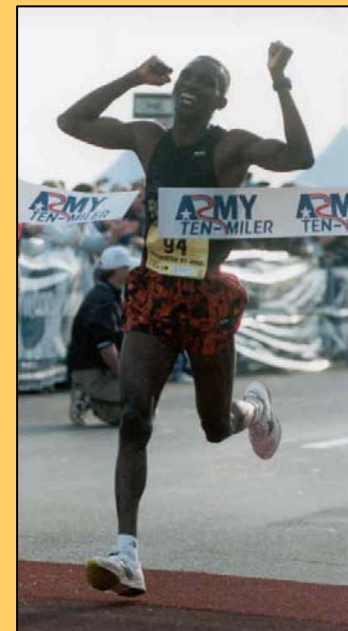
Time

Cost

Communications

Procurement Integration

Human Resources



PROJECT MANAGEMENT

Definition of Project

- Project is a temporary activity with a specific start/finish date that produces a unique product or service.
- Army Ten-Miler (ATM) - \$2.2 million event with 27,500 participants, 1,200 volunteers, 50 contractors, and up to 17 team members.
- Ongoing, repetitive activity or operation is not a project, e.g. auto assembly line.

Project Management

- Project Management is *working* thru people to achieve project objectives while *controlling* the project's triple constraint and risk.

INITIATE BEFORE YOU PLAN

Preliminary Scope

- Vision, Goal, Broad Statement of Work, Timeline, Budget Estimate, Key Stakeholders, and Assumptions/Constraints

Project Approval

- Consider financial merit, organizational fit, market demand, competition, legal requirements, and key stakeholder support

Project Charter

- Includes preliminary scope elements, identifies lead dept/PM, and is approved **in writing** by leadership

EVENT PLANNING

Planning Guidelines

- Use the Preliminary Scope Document to start planning
- Planning is ongoing, by team, throughout the event project
- Determine how to handle changes

Baseline Plan Includes

Quality

Risk

Scope

Time

Cost

Communications

Procurement

Integration

Resourcing (HR)



PRELIMINARY SCOPE DEFINATION

JFHQ-NCR/MDW will collaborate with internal and external stakeholders to produce a world class Army running event on 5-Oct in Washington, DC for 27,000 runners. The **vision** of the Army Ten-Miler is to promote the Army, support fitness, build morale, and enhance community relations.

Scope of activities will include a 10-mile race, sponsor/unit tents, static displays, food, entertainment, youth activities and an awards ceremony. The 10-mile race will be preceded by a two-day expo, a pasta dinner, and a VIP reception. Event **goal** is to meet revenue projections and achieve a 95% or better customer satisfaction rating.

Key internal and external **stakeholders** include MDW, WRAMC, Sponsors, Runners, Volunteers, Pentagon, National Park Service, Police Agencies, and Contractors. The proposed event **budget** for FY 08 is \$2 million.

Assumptions

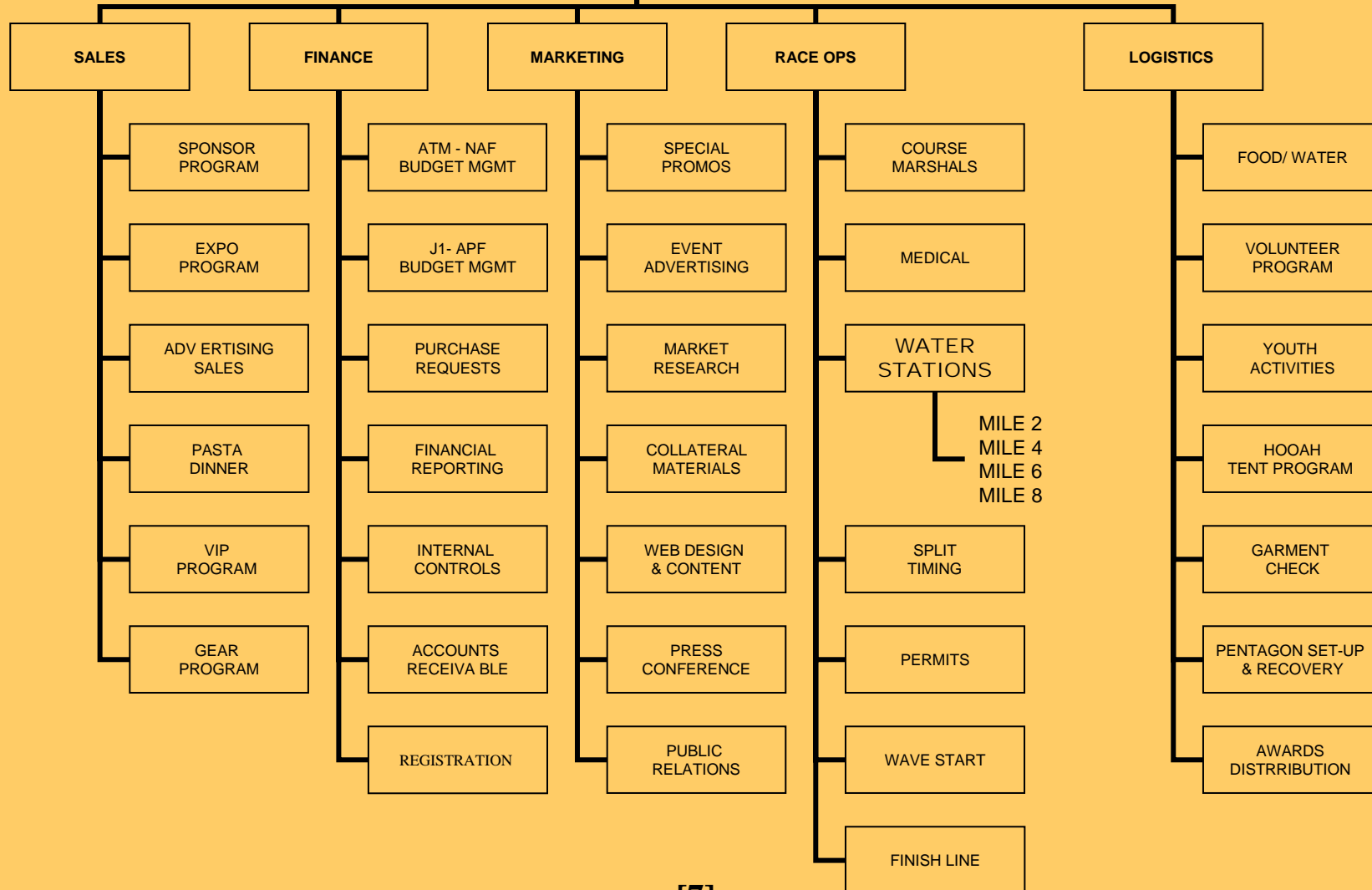
- Necessary permits will be issued
- Event will occur in Washington, DC
- Sufficient volunteers will be recruited

Constraints

- Hotel availability
- Military rotation
- Adverse weather



EVENT WORK BREAKDOWN



EVENT WORK PACKAGES

Race OPS - Water Stations – Mile 4 Work Package

- Develop Water Station Plan
- Obtain permits
- Procure necessary equipment/supplies
- Coordinate mission
- Recruit and train volunteers
- Execute activity race weekend
- Close-out



Work Packages

- Independent result-oriented deliverables take 80-160/hrs to complete
- Create a SOW or SOP for each package
- Identify who will do the work

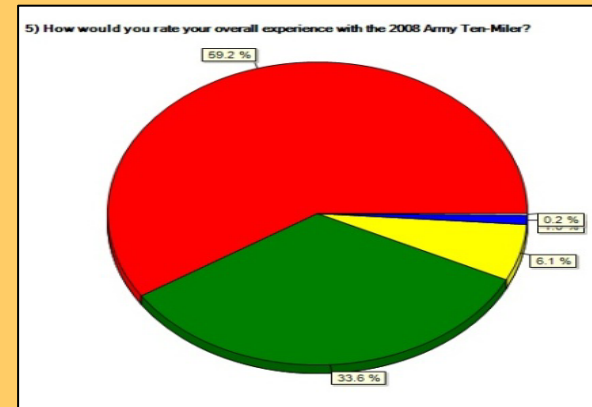
EVENT QUALITY

Quality Control

- Planning = Assurance
- Execution = Monitor & Control
- Establish quality benchmark

Cost of Quality

- Cost of Conformance (\$)
- Cost of Nonconformance (\$\$\$)
- “Gold Plating” doesn’t add project value



RISK – IDENTIFY & QUALIFY

Identify Risk

- Team reviews work packages and identifies risk elements.
- Use categories, historical info, experts, diagrams (fishbone/flowchart), and brainstorming to identify risks.

Qualitative Analysis (Prioritize Risk)

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IMPACT

High [5]	High Probability Low Impact Score = 5	High Probability Med Impact Score = 15	High Probability High Impact Score = 25
Med [3]	Med Probability Low Impact Score = 3	Med Probability Med Impact Score = 9	Med Probability High Impact Score = 15
Low [1]	Low Probability Low Impact Score = 1	Low Probability Med Impact Score = 3	Low Probability High Impact Score = 5
	Low [1]	Med [3]	High [5]

RISK – IDENTIFY & QUALIFY

Define Probability and Impact

- Team needs to work off common definition

Courses of Action - Threats

- Accept, Avoid, Transfer, Mitigate

Courses of Action – Opportunities

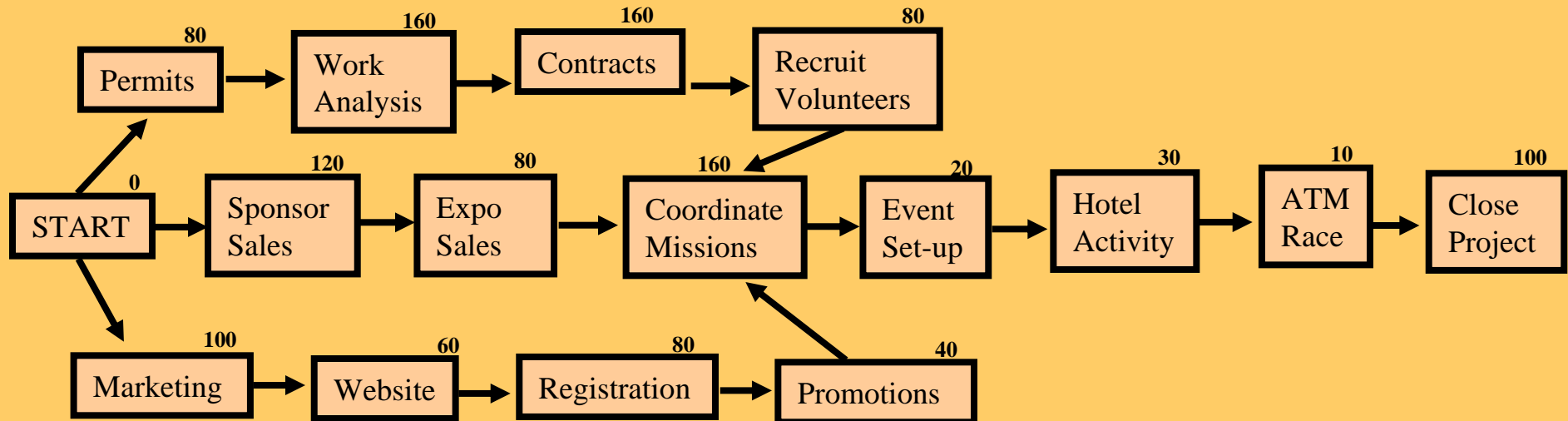
- Exploit, Enhance, Share

Risk Register

- Trigger – indicator that a risk is about to occur
- Response Strategy – how you will deal with risk
- Owner – who (individual/dept) owns risk



SCHEDULE DEVELOPMENT (Precedence Diagram)



Sequence Activities

- Determine WBS activity dependencies

Estimate Activity Duration

- Team determines activity duration using estimating tools

EVENT BUDGET

Estimating Guidelines

- Person or dept responsible for work package develops the estimate
- Estimating tools – historical, bottom up, experts, formulas
- Complete risk analysis before finalizing budget

Income

- Runners and Sponsorships
- Other revenue streams

Expenses

- Labor and Equipment/Supplies
- Procurements
- Direct / Indirect Costs



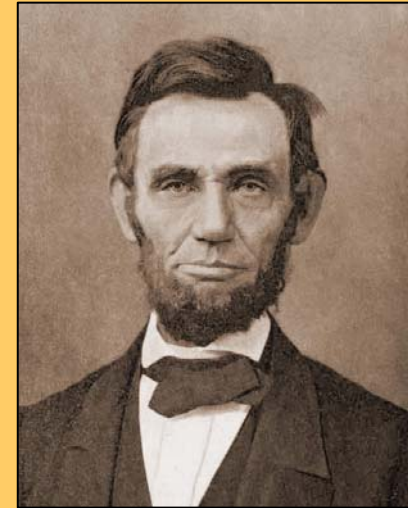
EVENT RESOURCING

Organizational Influence

- Functional / Matrix / Project
- Negotiate for the right people

Project Manager Must Lead

- Promote project
- Influence performance



Project Team

- Team building is people getting to know each other
- Develop S.M.A.R.T performance standards and incentives
- Teams Form → Storm → Perform throughout project
- Maslow and Herzberg Theories

EVENT RESOURCING

Project Phase Impacts Resourcing

- Initiate, Execute, Close

Do or Contract Work

- Review company resources and capabilities
- Develop detailed SOW if outsourcing
- Develop Resource Assignment Matrix (RAM)

Estimating Work

- Completed by team
- Consider labor *and* equipment
- Estimating tools



PROCUREMENT

Develop Statement of Work (SOW)

- Research qualified vendors, requirements, and cost estimates
- Specific team or event manager develops SOW

Solicit & Award Contract

- Solicitation and Award performed by Contracting Officer
- Contract administration performed by COTR or program manager

Types of Contracts

- Fixed Price – low risk to buyer
- Cost Reimbursement – high risk to buyer
- Time and Materials – moderate risk to buyer

COMMUNICATIONS

Identify Stakeholders

- Internal and External

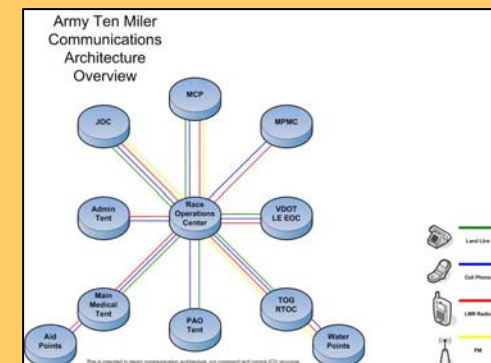
Communication Management

- Internal reporting and info distribution
- External reporting and info distribution

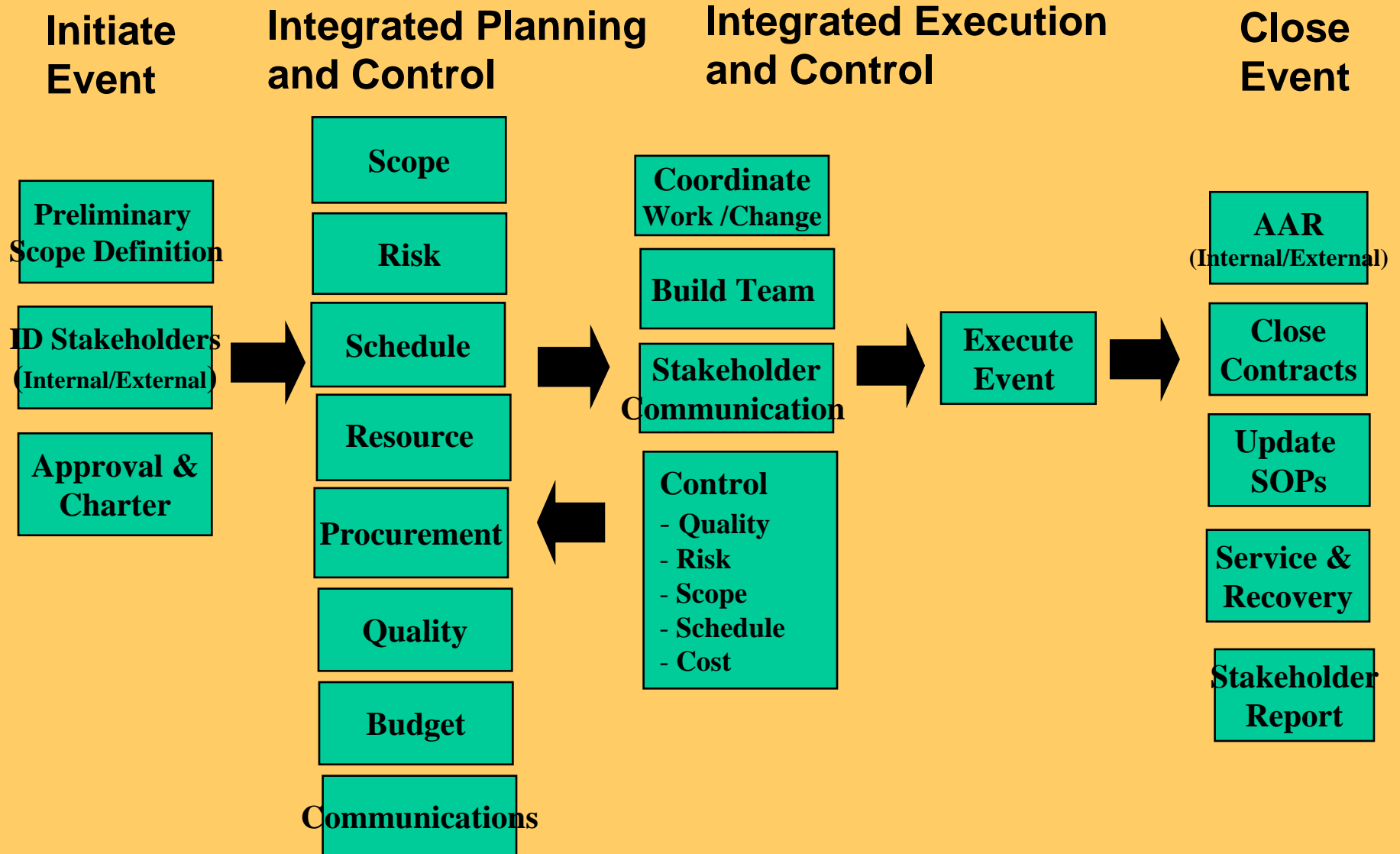


Race Day Communications

- Redundant COMMO plan (LMR, cell phones, etc)
- Establish Race Operations Center
- Contingency management



EVENT PROJECT PROCESS



CONCLUSION

***“he who fails to plan,
plans to fail”*** — Proverbs



SOURCES / READING

- **PMBOK Guide (third edition) The Project Management Institute**
- **Project Management (complete guide for every manager), Clifford Gray & Erik Larson**
- **Project Procurement Management, Quentin W. Fleming**
- **Developing The Leader Within You, John C. Maxwell**
- **Leadership is an Art, Max De Pree**
- **Lincoln on Leadership, Donald Phillips**
- **Finance For Managers, Harvard Business Essentials**
- **American Mgmt Association Fundamentals of Project Management, James Lewis**
- **Project Management Professional Study Guide (third edition), Kim Heldman, PMP**
- **PMP Exam Prep (third edition), Rita Mulcahy, PMP**