

Project management is important as it brings leadership and direction (Aston, 2017). The 4 phases of project management are to define, design, deliver and develop.

Within the last decade, music festivals have grown into a major money-maker in a competitive industry that sees hundreds of such events each year (Gajanan, 2019), people are more likely to spend money on experiences over material goods (Forbes, 2019). In 2018, 49% of Generation Z (16-19-year olds) attended a music festival, along with 43% of Millennials (20-39-year olds) (Mintel, 2019). In 2018, the value of Britain's live music sector hit £1.1 billion and the number of jobs sustained by music tourism was over 45,530 (Sweeney, 2019). Today, 63% of event creators base the decision to participate in future events on past performances (Eventbrite, 2019).

2 PROJECT DEFINITION

2.1 Objectives

The project managers overall goal is to organise a festival which will be successful in terms of financial profit whilst providing entertainment. The music festival is being held in Liverpool's Sefton Park as it is known to be one city's premier parks (Liv Gov, 2020). The festival is a weekend event which will take place from Friday 2nd July until Sunday 4th July 2021. Having a set time frame means expectations are set as to what needs to be delivered, by when, and how much it'll cost.

The festival is aimed at all ages for more of a 'family day out' experience, however, a 2016 study by Festival Insights and UK Festival Awards revealed the highest percentage (18.2%) of festival goers were aged 21-25 (Festival Insights, 2017), therefore the main focus will be for that age. Involved in the project are: the project manager, whom is responsible and accountable for producing the output with the resources provided; a project team of 4, each bringing their own specific skills and expertise; the champion who is responsible for identifying the projects objectives; eventual users who define the requirements and often set the parameters such as the budget (InLoox, N.D).

2.2 Scope

An efficient scope management is essential for the successful outcome of a project. The scope clearly defines what the project is going to focus on and makes sure that all parties to the project are agreed what the project is going to do (Maylor, 2010). The Project Triangle expresses the triple constraint of cost, time and quality; focusing on one point of the triangle impacts the other two points (Lock, 2007). The planning phase of music festivals are time-intensive and important, the project manager needs to monitor all project activities e.g. the planned costs, quality control, time elapsed and time left, issues, imposed changes and communications; however, location, date, logistics, safety, budgeting and marketing are all the main focus on making a festival successful (Khan, 2018). If the project scope is incomplete or under-assessed there are gaps in the planning phase which will lead to long term issues while managing the event (A1Startributes, N.D).

Key performance indicators of the project are; the project should not be behind schedule by more than 20% at any one time (Zillcus, 2019); a risk mitigation plan with clear actions and the ability to communicate their decision is

Caple Security Services. n.d. *Caple Security Services*. [online] Available at: <<https://ccsecurityservices.co.uk/special-event-security-frequently-asked-questions/>> [Last accessed 1 April 2020].

Carneiro, MJ., Eusebio, C & Pelicano, M. (2011). An expenditure patterns segmentation of the music festivals' market. *International Journal of Sustainable Development* 14(3/4).

Council, L., 2020. *Sefton Park*. [online] Liverpool City Council. Available at: <<https://liverpool.gov.uk/leisure-parks-and-events/parks-and-green-spaces/sefton-park/>> [Last accessed 2 April 2020].

Councillors.liverpool.gov.uk. n.d. [online] Available at: <<http://councillors.liverpool.gov.uk/documents/s218848/Appendices%201-3.pdf>> [Last accessed 2 April 2020].

Dowson, J., 2020. *Identifying & Assessing Risks*. Lecture. 6054BUSBM. Liverpool John Moores University.

Eventbrite Blog, 2019. The Definitive List of KPIs for Event Management. Available at: <<https://www.eventbrite.co.uk/blog/definitive-list-kpis-event-management-ds0c/>> [Last accessed 2 April 2020].

Eventbrite UK. 2015. *5 Things That Go Wrong At Events (& How To Stop Them)* - Eventbrite. [online] Available at: <<https://www.eventbrite.co.uk/blog/5-things-that-frequently-go-wrong-at-events-and-how-to-stop-them-ds00/>> [Last accessed 2 April 2020].

Eventbrite UK. 2017. *Fire Safety In Your Events Venue* - Eventbrite UK. [online] Available at: <<https://www.eventbrite.co.uk/blog/fire-safety-ds00/>> [Last accessed 6 April 2020].

Eventbrite US Blog. n.d. *The New Era Of Concert & Music Festival Sponsorships* - Eventbrite. [online] Available at: <<https://www.eventbrite.com/blog/academy/concert-music-festival-sponsorships/>> [Last accessed 2 April 2020].

Gajanan, M., 2019. *How Music Festivals Became A Massive Business In The 50 Years Since Woodstock*. [online] Time. Available at: <<https://time.com/5651257/business-of-music-festivals/>> [Last accessed 2 April 2020].

Gilliland Construction Management. n.d. *How Much Does A Project Manager Cost? | GCM*. [online] Available at: <<https://gillilandcm.com/2018/12/06/how-much-does-a-project-manager-cost/>> [Last accessed 6 April 2020].

Goldstein, A., 2019. *How Brands Can Work With Festival Sponsorship*. [online] Entrepreneur. Available at: <<https://www.entrepreneur.com/article/333113>> [Accessed 30 March 2020].

GOV.UK. 2020. *Rest Breaks At Work*. [online] Available at: <<https://www.gov.uk/rest-breaks-work>> [Last accessed 2 April 2020].

GOV.UK. n.d. *Entertainment Licensing*. [online] Available at: <<https://www.gov.uk/guidance/entertainment-licensing-changes-under-the-live-music-act>> [Accessed 2 April 2020].

Gray, C. and Larson, E., 2006. *Project Management: The Managerial Process*. 3rd ed. New York: McGraw-Hill.

Health and Safety Executive, 2013. *First Aid At Work - The Health And Safety Regulations 1981*. [online] Norwich: TSO. Available at: <<https://books.hse.gov.uk/>> [Accessed 6 April 2020].

Health and Safety Executive. 2020. *Health and Safety At Work Etc Act 1974*. [online] Available at: <<https://www.hse.gov.uk/legislation/hswa.htm>> [Last accessed 6 April 2020].

Horine, G., 2017. *Project Management - Absoloute Beginners Guide*. 4th ed. Indianapolis: QUE.

IAS Organisation, 2020. *Why Do Children And Adolescents Drink?*. IAS.

Indeed.co.uk. 2020. *Event Festival Security Jobs - March 2020 | Indeed.Co.Uk*. [online] Available at: <<https://www.indeed.co.uk/Event-Festival-Security-jobs>> [Last accessed 30 March 2020].

Inloox.com. n.d. *Who Is The Customer In Project Management?*. [online] Available at: <<https://www.inloox.com/project-management-glossary/customer/>> [Last accessed 6 April 2020].

Insights, F., 2017. *The UK Festival Market Report 2017*. [online] Festival Insights. Available at: <<https://www.festivalinsights.com/2017/07/uk-festival-market-report-2017/>> [Last accessed 2 April 2020].

Khan, A., 2017. *Music Festival 101: 7 Key Factors That Make A Successful Music Festival*. [online] EDM. Available at: <<https://edm.com/features/music-festival-101>> [Last accessed 2 April 2020].

Kim, S., 2017. 20 Important KPI's For Measuring Event Success. [Blog] Bizzabo, Available at: <<https://blog.bizzabo.com/20-kpis-to-measure-event-success>> [Last accessed 2 April 2020].

Kornhaber, S., 2011. *5 Dead At Pukkelpop: Why Do Concert Stages Keep Collapsing?*. [online] The Atlantic. Available at: <<https://www.theatlantic.com/entertainment/archive/2011/08/5-dead-at-pukkelpop-why-do-concert-stages-keep-collapsing/243877/>> [Last accessed 2 April 2020].

Let's Rock Liverpool. 2019. *Complaints Procedure*. [online] Available at: <<https://letsrockliverpool.com/info/complaints-procedure/>> [Last accessed 6 April 2020].

Lock, D., 2007. *The Essentials Of Project Management*. 3rd ed. Aldershot: Gower.

Loud Sound, n.d. *BESTIVAL - Event Management & Operating Plan*. [online] Isle of White. Available at: <<https://www.iow.gov.uk/azservices/documents/2820-EOP-Bestival-2013-V1-3-FINAL-v3.pdf>> [Last accessed 6 April 2020].

Moreland City Council. n.d. *Risk Management Planning for Events And Festivals*. [online] Available at: <<https://www.moreland.vic.gov.au/arts-and-festivals/community-events-guide/events-guide-contents/events-permits-risk-management.html>> [Last accessed 2 April 2020].

Morgan, B., 2019. *NOwnership, No Problem: An Updated Look At Why Millennials Value Experiences Over Owning Things*. [online] Forbes. Available at: <<https://www.forbes.com/sites/blakemorgan/2019/01/02/nownership-no-problem-an-updated-look-at-why-millennials-value-experiences-over-owning-things/#d0dccf1522fc>> [Last accessed 2 April 2020].

Olander, S., & Landin, A. (2008). A comparative study of factors affecting the external stakeholder management process. *Construction Management and Economics*, 26(6).