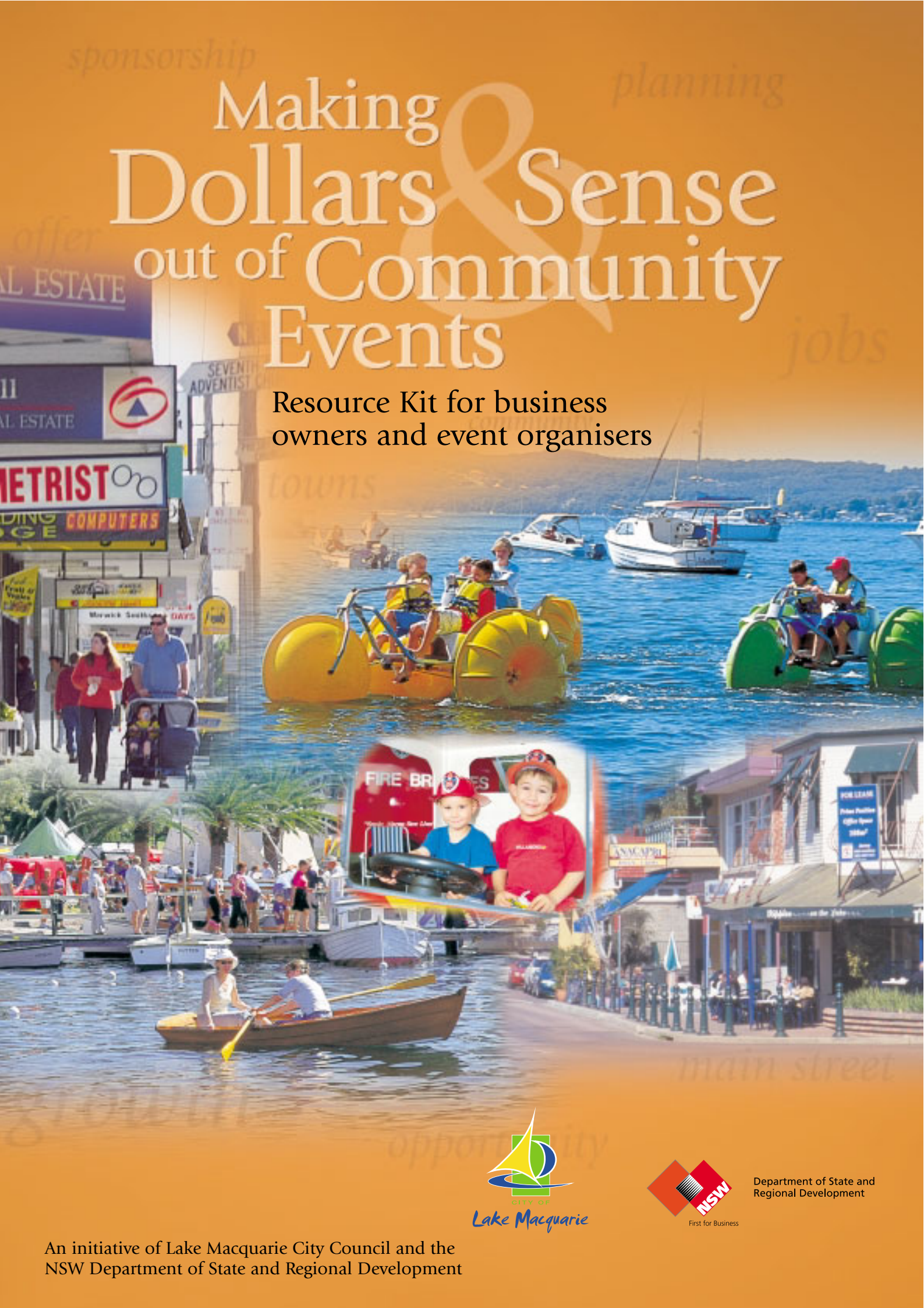


# Making Dollars & Sense out of Community Events

Resource Kit for business owners and event organisers



Department of State and Regional Development

An initiative of Lake Macquarie City Council and the NSW Department of State and Regional Development

## **ACKNOWLEDGEMENTS**

The Production team would like to thank the following:

NSW Workcover Authority for providing booklets

Rod Kidd Lake Macquarie City Council for assistance with risk management and provision of templates

Town Coordinators, Jennie Barrie (Warners Bay), John Frost (Belmont) and Jacinta Outlaw (Toronto) for ideas and suggestions

Kloster Chrysler, Frickers Shoes, TJ's Fruit Mart and Deli, Swansea RSL for giving their time and input into case studies

Central Coast Area Health for text in design of promotional materials

Jane Stacey for suggesting the title for this kit

The communities of Lake Macquarie for the events they conducted to enable research to develop this resource.

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The report, *Events and Businesses: Research Conducted During the Festival of Lake Macquarie and the 8<sup>th</sup> Australian Masters Games* provided the basis for this kit. Full copies of the report can be obtained from Lake Macquarie City Council and the NSW Department of State and Regional Development.

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**This project jointly funded by Lake Macquarie City Council, the NSW Department of State and Regional Development and the communities of Lake Macquarie.**



Department of State and  
Regional Development

## INTRODUCTION

Welcome to *Making Dollars and Sense Out of Community Events*. This resource kit is designed to provide you with practical tools and tips to help your business capitalise on community events in your area.

Community events are those devised and conducted by community groups, town coordinators, service clubs or chambers of commerce, or combinations of these groups. They aim to involve local people and businesses in activity that will promote an area, support tourism initiatives, bring crowds to a town to increase business opportunities and create community harmony. Community events tend to be free to those who attend and have the capacity to draw people from wide areas. Some community events have grown into huge festivals that draw national and international visitors. The Tamworth Country Music Festival would be one such event.

While the tools in this kit were devised in response to a survey conducted during October and November 2001 in The City of Lake Macquarie in NSW, they are applicable in any community that conducts community events.

This resource kit is divided into the following sections:

- Planning to Involve Your Business in a Community Event
- Promoting Your Business at a Community Event
- Sponsorship: What are the Benefits for Business?
- Evaluation Tools for Businesses and Event Coordinators
- Risk Management- Making Sure You Make it Safe
- Facilitating the Planning Process

There is also a section at the back for you to keep your plans, add extra information, and keep samples of promotional materials. The large folder provided gives you plenty of storage space to keep all of your community event information in the one place.



## **Why Was This Kit Developed?**

October 2001 presented the City of Lake Macquarie with a unique marketing opportunity – the 8<sup>th</sup> Australian Masters Games. While the Games were based in the neighbouring LGA of Newcastle twenty-seven venues were used in Lake Macquarie for sporting events. The City was also chosen to host the mid week social event for the Games, Big Wednesday. Add to this the natural attraction of Australia's largest saltwater lake and the scene was set for a considerable influx of visitors into the city.

In order to attract visitors and encourage them to a variety of locations across the City a decision was made to link as many events as possible into a combined promotion called The Festival of Lake Macquarie. Funding from the NSW Department of State and Regional Development (DSRD) assisted the production of a Festival of Lake Macquarie brochure, which was distributed to local businesses and accommodation outlets (where Games competitors would be staying). A stand was also set up in the Games Village, which promoted the area, and volunteers handed out hundreds of Festival brochures.

Advertorials, newspaper articles and a feature advertisement in the official guide for the Masters Games completed the marketing strategy.

In order to ascertain the success of the promotion and the impact of the Masters Games on the City a survey was conducted. The survey interviewed 746 people attending events at a variety of town centres across the City during the month of October. A complementary survey of 120 businesses in the same town centres was also undertaken in order to gauge the extent of business involvement in events.

The surveys concluded:

- While events generate business potential it is generally not maximised.
- Windows of opportunity are small – communities and businesses have only a few days or even hours to maximise the benefit of an event by tapping into the presence of a crowd.
- Planning by event organisers and businesses needs to take place well before the event.
- Event organisers and businesses need to work together on strategies that will assist business to draw customers on the day of the event and encourage return visits by those customers.
- Event organisers need to include working with businesses as part of their event planning. Understandably their focus and energies are on the actual organisation of the event.
- Businesses need to be more proactive in seeking ways they can be involved in an event – even if that event is not in the direct vicinity of their business.
- Town Coordinators, Main Street Program Coordinators, Chambers of Commerce and community event organisers have an opportunity to generate greater economic advantage from events by facilitating meetings of business owners (well before the event) and encouraging them to work together on promotional campaigns.
- Surveying crowds at an event provides information to assist in marketing and planning for future events.

In order to help businesses and event organisers work together to maximise the economic advantage of events a kit was produced, *Making Dollars and Sense Out of Community Events: A Resource Kit for Businesses and Event Organisers* is the result.

## ***The Festival of Lake Macquarie***

The City Lake Macquarie is situated two hours drive north of Sydney and is best described as a conglomerate of 90 widely dispersed communities spread around Australia's largest saltwater lake. The communities are very diverse – socially, demographically, economically and physically – subsequently their individual needs and wants are quite different and unconnected to other areas of the City. The City has no CBD to act as a cohesive agent. The Festival of Lake Macquarie is seen as a way of uniting communities across the City in an annual event and tourism opportunity.

The Festival of Lake Macquarie started in 1999; staged by the Lions Club of Warners Bay, Warners Bay Chamber of Commerce and the Rotary Club of Warners Bay. A solar boat made a slow yet victorious journey to Lake Macquarie from Sydney in 1999, other highlights included cocktail parties, family entertainment, markets and music. In 2000, the Lions Club staged a Walk for Health. The local community benefited, and money raised went to charity. Few other events were included in that year.

In 2001, to coincide with the renovations to the Lake Macquarie Performing Arts Centre in Lake Street, Warners Bay and the 8th Australian Masters Games held in Newcastle, a decision was made to promote all events in The City of Lake Macquarie under The Festival of Lake Macquarie banner. A month long Festival in the City of Lake Macquarie would be run from 28 September to 28 October and include the premier event of Big Wednesday-the mid week party for the Masters Games.

Other events evolved including a new walking event "Walk the Lake"; the inclusion of the revamped Lake Macquarie International Half Marathon; a Gala Opening Concert and many more exciting performances linked to the Festival. Small events came on board, including the Dora Creek Mullet Chuckin' and Family Fun Day and benefited from being included in the promotional campaign.

The Warners Bay Chamber of Commerce was invited to host a mid-week party for the 8<sup>th</sup> Australian Masters Games; and then the decision was made to work in partnership with other Chambers of Commerce under the Lake Macquarie Combined Chamber of Commerce umbrella to promote Lake Macquarie as a tourist destination, and to publicise, The Festival of Lake Macquarie to thousands of visitors attending the 8<sup>th</sup> Australian Masters Games from 5-14 October.

Other active lakeside communities, Belmont and Toronto, joined Warners Bay, working on community economic development, together with other events and activities around Lake Macquarie. The Community Economic Development (CED) Facilitator for Lake Macquarie assisted in coordinating activities with town coordinators.

The presence of large crowds provided an opportunity to undertake research into the reasons why people attended events, how they find out about them and where they come from. This information would be used to assist town centres with event promotion. A decision was made to survey businesses to establish their level of involvement in events and determine what they needed to make the most of community events.

To enable the production of promotional materials, undertake research and produce a self-help kit, the NSW Department of State and Regional Development and Lake Macquarie City Council contributed funding. The towns and communities of Lake Macquarie staged all the events, raising money from businesses and major sponsors. Without their commitment and contribution The Festival of Lake Macquarie would have remained just another idea.



# Lake Macquarie

# festival



let's celebrate  
28th Sept - 28th Oct



City of Lake Macquarie 2001

Lake Macquarie Festival brochure

## LAKE MACQUARIE VISITOR INFORMATION CENTRE

### Lake Macquarie

[www.lakemac.com.au](http://www.lakemac.com.au)



escape, experience, explore  
beaches, lake, mountains

Ph: (02) 4972 1172 for information on all events.

72 Pacific Highway, Blacksmiths NSW 2281 [www.lakemac.com.au](http://www.lakemac.com.au)



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Lake Macquarie Music Society

An initiative of Warners Bay Village Program. EXT 451 - LMCC Print Dept.

# **PLANNING TO INVOLVE YOUR BUSINESS IN A COMMUNITY EVENT**

This section contains:

- A planning tool to help your business prepare to be involved in a community event
- Tips and hints to help you plan to be involved in the community event
- A template you can use to develop an action plan
- Frequently Asked Questions business operators ask about being involved in a community event
- Tips for event organisers to help them involve businesses in community events
- Case studies of businesses outlining their experiences with community events
- A sample plan for a business

## GETTING STARTED

Towns, communities and regions run a considerable number of events each year. These range in size from local fetes to international sporting events. They may be organised by a chamber of commerce, service club, town coordinator or community group.

Regardless of who runs the event, its size or location, the event has the potential to impact on your business. Events bring people needing goods, services, accommodation and entertainment. The trick is to get these people to come into your business and if possible come back again. Some event goers are potential long-term customers and others will be marketing your business to others outside of the area.

Simply being open on the day of the event, or assuming your business will not benefit from an event because it does not sell food for example, may mean you miss a chance to grow your business. Even if your business does not normally open on the day the event is scheduled, provides services such as accountancy, or is located at some distance from the main action of the event you can still be involved.

The first section of this kit is designed to assist you to plan to be involved with the event. For any number of reasons you may make a decision not to be involved, but at least you will have thought about it.

### How does it work?

On the following pages you will find a tool that will help you make decisions and plan for involvement in an event. Once you have answered the questions you will be able to develop an action plan that will keep you on track and ensure you are ready for the big day.

It may be a good idea to work through the questions with your business partners and staff. You may want to work with a chamber of commerce or town coordinator at a facilitated meeting.

Once you have decided what you will do, make each of these into an action and write this into the Action Plan template.

**MAKE A COPY OF THESE TOOLS BEFORE YOU START THEN YOU WILL HAVE AN ORIGINAL COPY TO USE NEXT TIME YOU PLAN FOR AN EVENT.**



## PLANNING TOOL

### PART A

#### EVENT DETAILS

Event name:.....

Date: .....

Time:.....

Location: .....

Activities:.....

Expected numbers:.....

People likely to attend (eg families).....

Busiest time at the event: .....

Event organiser and contact details:.....



## **TIPS AND HINTS**

Find out who is organising the event. They will be able to provide information to help you complete this section. Make sure you find out how many people are expected to attend and the groups they represent. Those attending may be local residents; the organisers may be expecting overseas sporting teams, or family groups.

Try to find out when the crowd is expected to be at its peak. This is when you will need the most staff or have the greatest opportunity to sell products.


Consider events in neighbouring areas. Can you be involved by having a stall or linking with complimentary businesses to develop packages (meals, transport, accommodation)?

**PART B**

**MAKING THE DECISION TO BE INVOLVED**

Questions	Yes	No
Does this event provide me with any opportunities to make additional sales or promote my business?	▪	▪
Do I have enough lead up time to plan and prepare to be involved in the event?	▪	▪
Am I willing to invest time and effort into planning and being involved in the event? <ul style="list-style-type: none"> <li>▪ Attend meetings</li> <li>▪ Open extra hours</li> <li>▪ Contact suppliers</li> </ul>	▪	▪
Are there any risks for my business by being involved? <ul style="list-style-type: none"> <li>▪ Insurance</li> <li>▪ Cash flow to pay for extra stock or advertising</li> <li>▪ Staffing</li> </ul>	▪	▪
Am I prepared to accept these risks?	▪	▪
Will I be disappointed that I missed out on an opportunity to promote my business if I am not involved?	▪	▪

If you answered YES to more than 3 of the above questions then move onto the next planning section.

 **TIPS AND HINTS**

Time will be your biggest consideration. You will need to be prepared to commit extra time to get the most out of any opportunities the event may bring. You may not have the time, staff, or finances to be involved in a big way but even a little time and money could bring rewards.


If you are prepared to commit the time there are people who can help you. More on this in the next section.

**PART C**

**WHO CAN HELP ME TO TAKE ADVANTAGE OF THE EVENT?**

<b>Questions</b>	<b>Tasks</b>
<p><b>Who</b> can I talk to, to help me plan for this event? Consider:</p> <ul style="list-style-type: none"> <li>▪ Local chamber of commerce</li> <li>▪ Local council</li> <li>▪ Town coordinator</li> <li>▪ Event organiser</li> <li>▪ Small business centre</li> <li>▪ Business adviser</li> <li>▪ Small business person</li> <li>▪ Other successful businesses involved in events</li> </ul>	<p>List the people you will contact to help you plan for the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
<p>Can I attend a <b>meeting</b> to find out more about the event? Consider asking the:</p> <ul style="list-style-type: none"> <li>▪ Event organiser</li> <li>▪ Local chamber of commerce</li> <li>▪ Local council</li> <li>▪ Other businesses</li> </ul>	<p>Record the meetings you will attend:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>

<p>Reflect on past involvement with <b>similar</b> events. Consider:</p> <ul style="list-style-type: none"><li>▪ What worked at the last event?</li><li>▪ What did not work at the last event?</li><li>▪ What you would like to do differently for this event?</li></ul>	<p>List your ideas of what you would like to do for this event</p> <ul style="list-style-type: none"><li>▪</li><li>▪</li><li>▪</li><li>▪</li></ul>
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 **TIPS AND HINTS**

Network with other businesses to take a creative or unique approach to the event. The skills and knowledge of those who are regularly involved in events may be your greatest asset. Don't be afraid to seek this out.

Develop good relationships with event organisers and town coordinators

**PART D**

**DEVELOPING A PLAN TO PROMOTE MY BUSINESS**

Questions	Tasks
<p>Write down the <b>products and services needed</b> by the people attending the event. Don't forget some people will window shop.</p>	<p>The people attending the event will want:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>
<p>What products and services can I <b>deliver</b>? Consider:</p> <ul style="list-style-type: none"> <li>▪ Give attention to special groups such as children.</li> <li>▪ If you are a provider of services consider how you can take advantage of the crowds attending the event to benefit you and your clients. Can you do an eye catching window display, can you offer promotional space in your window for clients. This could be a good idea for real estate agents, accountants and solicitors.</li> <li>▪ Do you have any accumulated stock you could sell at discount prices</li> </ul>	<p>Taking into account the needs of the people attending the event I will deliver the following:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>

<p>What <b>promotional or advertising</b> opportunities can I participate in? See Section 2 for more ideas. Consider:</p> <ul style="list-style-type: none"> <li>▪ Your target market</li> <li>▪ Local newspaper offers</li> <li>▪ Vouchers</li> <li>▪ Offers to encourage people to purchase or pre order prior to the event</li> <li>▪ Offers to encourage people to purchase from your business on the day of the event</li> <li>▪ Offers with expiry dates to encourage people to visit your business after the event</li> <li>▪ Discount books</li> <li>▪ Promotions organised by the event organiser eg newspaper feature</li> <li>▪ Joint promotions with similar or complementary businesses</li> <li>▪ Suppliers who could provide you with products as giveaways</li> <li>▪ Ways to attract people to your business if the event is not in the exact vicinity or community</li> <li>▪ Ways to show your business supports the event</li> <li>▪ Ways to make your business look like a place people will want to visit in the future</li> </ul>	<p>List potential promotional and advertising opportunities (no need to make a decision on what you want to be involved in at this stage just list your ideas):</p> <p><b>Prior to the event:</b></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>Day of the event:</b></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>After the event:</b></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
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## **TIPS AND HINTS**

Put yourself in the shoes of the event attendees. What will they be looking for? Quick service, late night suppers, not to have to cook, children's foods, insect repellent, small gifts, souvenirs and ATM services.

This is one business's approach to planning:

"We identified what times the people would be arriving, having breaks and leaving, and planned our staff and stock levels around those times. We made sure we had plenty of things for the kids and vouchers for the parents. We wanted them to have a great experience and come back again." (Coffee shop and ice creamery)

Planning needs to consider what you can be before, during, and after the event, to maximise your impact and returns.

**PART E**  
**PLANNING MY FINANCES**

<b>Questions</b>	<b>Tasks</b>
<p>How much additional <b>turnover</b> do I want to make during the event?                      Consider:</p> <ul style="list-style-type: none"> <li>▪ If it makes more sense for you to write your planned increase in dollars or a percentage.</li> </ul>	<p>Record your planned increase in turnover/ takings:</p>
<p>Do I need any additional <b>staff</b> over the event period? How many and at what times?</p>	<p>List the additional staffing hours required:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul>

<p>Calculate the <b>cost</b> of increasing staffing hours. Consider:</p> <ul style="list-style-type: none"><li>▪ Penalty rates</li><li>▪ Workers compensation</li><li>▪ Superannuation</li></ul>	<p>Record the costs of increased staff:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"><li>▪</li></ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"><li>▪</li></ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"><li>▪</li></ul>
<p>Do I need additional <b>stocks and supplies</b> for the event? Consider:</p> <ul style="list-style-type: none"><li>▪ Contacting suppliers to discuss discounts and specials</li><li>▪ Will suppliers be able to deliver more than once during the day if I need it?</li></ul>	<p>Record the additional stock to be ordered for the event:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"><li>▪</li></ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"><li>▪</li></ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"><li>▪</li></ul>

<p>Calculate the <b>cost</b> of purchasing additional stock.</p>	<p>Record the costs of purchasing additional stock:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>+</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>+</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p>=</p> <p><b>TOTAL:</b></p>
<p>What <b>promotional or advertising</b> opportunities will I undertake? Consider:</p> <ul style="list-style-type: none"> <li>▪ Promotions planning completed earlier</li> <li>▪ Offer discounts etc. giveaways</li> </ul>	<p>List the promotion and advertising you will participate in:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul>

<p>Calculate the costs of additional <b>promotions or advertising</b> opportunities.</p> <p>Remember to include the costs of discounts and giveaways. For example if you are giving 10% off a product that costs \$20 and you sell 300</p> <p><math>300 \times \\$20 \times 10\% = \\$600</math></p> <p>The cost of the offer is \$600</p>	<p>Record the cost of additional promotion, offer and advertising:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"><li>▪</li><li>+</li></ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"><li>▪</li><li>+</li></ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"><li>▪</li><li>=</li></ul> <p><b>TOTAL:</b></p>
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<p>Finally <b>calculate</b> the total expenses for staffing, stock and advertising.</p>	<p>Record the cost of additional staffing, stock and advertising:</p> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>▪</li> <li>+</li> </ul> <p><b>Stock:</b></p> <ul style="list-style-type: none"> <li>▪</li> <li>+</li> </ul> <p><b>Advertising:</b></p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p>=</p> <p><b>TOTAL EXPENSES:</b></p>
<p>How much do I need to <b>generate</b> to meet my expenses and achieve the planned increase in turnover?</p>	<p>Take total expenses from total turnover</p> <ul style="list-style-type: none"> <li>▪ <b>Total Turnover:</b></li> </ul> <p>+</p> <ul style="list-style-type: none"> <li>▪ <b>Total Expenses:</b></li> </ul> <p>=</p> <p><b>TOTAL SALES:</b></p>



### **TIPS AND HINTS**

Remember if you need help with financials contact your accountant, small business centre or business coach.

What **specifically** do I need to sell to achieve my Sales Total? Consider:

- Sales quantity
- Selling price

Record the items I would like to sell, how many and for how much to achieve my Sales Total:

**Prior** to the event:

- 
- 
- 
- +

**Day** of the event:

- 
- 
- 
- +

**After** the event:

- 
- 
- 
- =

**TOTAL SALES:**



## **TIPS AND HINTS**

Not all promotional and advertising costs are high, especially if you join with other businesses or work with event organisers to be part of advertorial spreads.

Consider being a sponsor, but make sure your dollars will get you some promotional benefits. Try this approach:

“Our business was at the other end of the street to the event action, so we sponsored the printing of placemats for the food outlets located near the event. We advertised our photography services and included an offer redeemable on the day, and another for the following month. It worked well and our monthly turnover increased by \$2,500. Lots more people are aware of our services.” (Photo and film shop)

Alternatively if the cost of being involved in an event is high you may be better to be a sponsor, particularly if your business will be advertised by the organisers. It may make sense to sponsor an event for \$500 than to spend \$2,000 on offers and advertising.

**PART F**

**BEING ORGANISED FOR THE EVENT**

<b>Questions</b>	<b>Tasks</b>
<p>What I can do to be <b>prepared</b> for the increased sales and people attending the event. Consider:</p> <ul style="list-style-type: none"> <li>▪ Organising change</li> <li>▪ Signage</li> <li>▪ Pre cooking, preparing platters and bundling cutlery</li> <li>▪ Organising additional storage</li> <li>▪ Speaking with suppliers to provide products at short notice</li> <li>▪ Training staff</li> <li>▪ Having things for children</li> <li>▪ Marking down stock</li> <li>▪ Preparing flyers</li> </ul>	<p>List the things you will do to be prepared:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>

<p>Create a <b>contingency</b> plan. Consider:</p> <ul style="list-style-type: none"><li>▪ What to do if there is bad weather</li><li>▪ What to do in case the event is cancelled</li><li>▪ What to do if you run out of change, food or stock</li><li>▪ What to do if you end up with too much left over food or stock</li></ul>	<p>List the things you will do in case things don't go to plan:</p> <ul style="list-style-type: none"><li>▪</li><li>▪</li><li>▪</li><li>▪</li><li>▪</li></ul>
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## **ACTION PLAN**

**Now that you have done some planning it is time to develop your plan into actions.**

**Goal** (This is what you want to do. For example seek out other businesses to do some shared advertising.)

**To achieve this I will:** (For each goal write down what you need to do to get there, who will do it, by when and what they may need to get the action done. For the goal above an action might be to contact the business next door.)

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>WHAT I NEED</b>	<b>COMPLETED</b>

## **FREQUENTLY ASKED QUESTIONS**

### **Before the Event:**

**Q:** *I just don't know much about the event – when it's on, what times and how many people will be coming. How do I find out more?*

**A:** Contact your local chamber, town coordinator or the event organiser to find out every thing you can. There may be an information session or even a meeting in the near future.

**Q:** *A local newspaper approached me to advertise but it was quite expensive. How can I get the best deal for my money?*

**A:** Approach the event coordinator, business chamber or appoint someone in your business community to negotiate with the newspapers to get the best possible deals for bulk purchasing.

**Q:** *I was offered the opportunity to advertise in a voucher book. How do I decide if I should be involved?*

**A:** You need to calculate the cost of the advertising as well as the cost of your discount. Then calculate how much you need to sell to cover the costs.

**Q:** *My business is a real estate agency. How can I be involved and benefit from community events?*

**A:** A local real estate agency promoted its services to clients by emphasising the number of people who would be attending upcoming events. By advertising with them, each client's house would be advertised in the front window and gain fantastic exposure.

**Q:** *I just don't have the staff to manage with an influx of customers at one time. How can I staff the business?*

**A:** Try to identify what times will be the busiest. Plan your staff around those times, rather than just putting someone on for a full shift. Check if neighbouring businesses have a casual staff list.

### **During the Event:**

**Q:** *The event is on at a time during the day or week when I'm not open. How can I be involved?*

**A:** Undertake a study to see if you should be open. If you cannot be open, ensure that you have an eye-catching window display. Alternatively, you could have discount vouchers available for distribution during the event so those potential customers are able to access your services some time soon after the event.

**Q:** *During the event the passing trade increased but it didn't increase my sales. How can I increase sales?*

**A:** You may need to create an interesting window display around the event theme, distribute discount vouchers, and employ direct marketing techniques.

**Q:** *I ran out of change on the day of the event and we lost heaps of business. What can I do?*

**A:** Inform your local bank that the event is coming and ask them to make sure the ATM is filled and order some extra change for the day.

**Q:** *There were so many people we ran out of stock and had to close the doors. What can I do to manage my stock?*

**A:** Try to find out beforehand the numbers of people that organisers are expecting to attend the event. Talk with other shop owners about available storage and coolroom space. Contact suppliers to discuss emergency deliveries on the day.

**After the Event:**

**Q:** *We had plenty of new customers on the day. How do I get them to come back again?*

**A:** Give them a reason to! Hand out vouchers that give discounts and offers for several weeks beyond the event day. One business owner said, "We made sure that we had plenty of things for the kids and vouchers for the parents and gave them a great experience so they will come back again."

**Q:** *My business was a sponsor. How do I make a return on the money I pay in sponsorship?*

**A:** Try to gain complimentary advertising from the event organisers. Make sure your offers get a prominent position and if displays are being put together have a prominent position. If your sponsorship is in the form of a prize make sure you are on hand to present it.

## **TIPS FOR EVENT ORGANISERS**

It is important for event organisers to include businesses in the immediate and local areas in your event planning. It may even be possible to link to an event that is happening in another area by offering accommodation or tourism packages to attract visitors.

Here are some tips for event organisers to get businesses involved in your event. Not all businesses will take up your offer of assistance, but those that do have a great opportunity to benefit.

- Spend time identifying who will come to the event (target market). Will the crowd mainly be local residents, international visitors or members of a sporting or interest group? This information will help you plan a marketing and promotional strategy for businesses. Identifying potential sponsors will also be easier. If your event attracts special interest groups like car enthusiasts, or is located close to a large centre, it is worth advertising in publications that these groups are likely to read.
- Identify what these people will want from the event in terms of goods and services. Will they want food, drinks, children's activities, postcards, sunscreen, hats, and opportunities to shop?
- In what season of the year is your event being held? Hot weather creates more opportunities for sales of cold drinks and iceblocks; cold weather for hot drinks and food. This demand could provide a business opportunity for one of your local businesses.
- Try to identify which businesses have the greatest capacity to benefit from the event. The size of a business, its product mix and location may make it a drawcard for event attendees. Some businesses may be located away from the event activities but still have relevant goods and services to offer. Convincing these businesses to get involved may not be an easy task.
- Bring businesses together to tell them about the event and include this information:
  - date and time of the event
  - exact location
  - activities
  - expected crowd numbers, and
  - busiest time for the event

You may want to distribute this in written form and follow up with a meeting.

- Identify some key businesses in the town or chamber of commerce. They may be able to assist you to involve other businesses.
- Get the local chamber of commerce or business centre involved.

- When you meet with businesses to explain the event sell them the benefits of being involved. Remember to see the event from their perspective.
- Seek out opportunities to include business offers in your promotional materials. If a number of businesses advertise on your brochures, posters or leaflets they could contribute to the cost.
- Use the kit to show businesses the type of promotional materials they could use.
- Give businesses a good lead-time to be involved.
- Identify opportunities to sell packages to specific interest groups eg Bowling Clubs, Rotary. These packages can link several businesses to provide a meal, sight seeing, shopping and accommodation.
- Survey businesses after the event. You can use this information in your planning for future events. A survey tool is included in the *Evaluation* section of this kit.
- If you need help try contacting your local business centre, chamber of commerce, economic development managers at local councils, or business development managers at the NSW Department of State and Regional Development.



## CASE STUDIES

### 1 Making More of Your Opportunities

*T.J's Fruit Mart and Deli* is a delicatessen located on the foreshore at Warners Bay. It stocks a large range of beautiful meats, cheeses, fruit, vegetables and other delights. The owners Tom and Violetta are both new to the experience of making the most of the opportunities created by community events.

Tom commented, "It's our first year here and we had a poster in the window to promote the event but we weren't sure how to make more sales". The fireworks display attracted a huge crowd down to the water and they quickly realised what a great opportunity there was to provide a service to their existing customers and create new ones.

Learning from this year's experience, Tom said, "Next year I am going to really plan for the event." Their plans include promoting examples in the shop and advertising in the newspaper a variety of meat, cheese, antipasto and fruit platters to pre order and pick up on the night.

On the day of the event they will organise extra staff, change and extend their opening hours. Then, as the crowd makes it way down to the foreshore, they will be cooking gourmet meats on an open grill to attract more sales.

They are still coming up with an idea to bring their happy customers back to the shop. Discussions include, gaining a good price from a supplier and distributing vouchers for discounts on a gourmet item. That way they can collect the vouchers and be sure that their ideas have been effective. Now that's taking advantage of an opportunity!



## **2 MARKING STEPS TO YOUR DOOR**

*Frickers Shoes* is a family owned business with three stores in NSW. This store is operated by Mark Fricker and is situated on the Pacific Highway at Belmont in the middle of the busy shopping strip away from the Lake Macquarie foreshore where community events are held.

The question facing Mark was "how do I get them to visit my store"? Mark was thinking about ways to attract people attending the community event staged on the lake up to his store in the main shopping district.

This was only one of the questions that Mark had to consider. He also had to decide whether or not to advertise in the local newspaper, and if it was worth his while to open on the Sunday, when the event was on, and organise extra staff.

Mark decided to try them all! He advertised in the newspaper with a discount voucher. He then decided to open and staff his store, as well, he organised a stall in the markets at the park across from the event. Mark explains "I had a lot of excess stock that I had not been able to sell so I thought that this was a great opportunity to move the stock and get people into the store".

At the stall people purchased the heavily discounted stock, in addition, Mark was able to encourage event goers to visit his store for a larger range of shoes. Mark commented "about 50% of the people who visited the shop had never been in there before plus we increased our turnover on a normal day by 15%".

With some thought and effort, Mark was able to attract new customers into his store at a fraction of the cost of normal advertising. Mark reflected "we only got a couple of the discount vouchers returned so I think next time I would create a promotion to encourage the new customers back to the shop in a month or two".



### **3 DRIVING YOUR SUCCESS**

Swansea RSL Club is situated beside the channel, which is the entrance to Lake Macquarie from the Pacific Ocean. Many community events are held along the foreshore to the channel in front of the RSL Club.

Swansea RSL was unsure of how the influx of people participating in the 8th Australian Masters Games would impact on their business. They knew that many of the accommodation providers in the area had been fully booked for months, and a number of their own members had signed up to participate.

Administration Manager Dianne Taylor commented "we knew that there was going to be a lot of people around but we were unsure how we could attract them to the club". Their opportunity came in the form of a voucher book developed by the organisers of the 8<sup>th</sup> Australian Masters Games. Dianne said "we decided it would be a good idea to advertise in a book that was going to be distributed to all of the Games participants".

The RSL thought about the needs of the participants and developed an advertisement that included a 10% discount on meals plus free pick up for two or more people. Dianne explained "our mini bus wasn't in use at nights and we just thought that the Games people would like to have a meal and a drink, and not have to think about how to get to and from the RSL".

What started as a good idea turned into a profitable exercise! The club experienced an increase of approximately 20% in both the bistro and bar trade. Dianne commented, "We extended our opening hours and increased our staffing levels to ensure we delivered quick and friendly service".

The RSL kept a tally of the vouchers returned and calculated the cost of staff to ensure the advertising was a profitable exercise. Dianne explained "everyone had such a great time I think the only thing we would do differently next time would be to run another promotion to encourage them to return after the Games had finished".

The Swansea RSL is a great example of making the most of opportunities when staging community events.



## **SAMPLE PLANNING TOOL FOR A BUSINESS**

The sample on the following pages has been completed for a chemist shop in a main street shopping centre. The business will be close to the main activity of the event and would normally open on the weekend the event is held.

## PLANNING TOOL

### PART A

#### EVENT DETAILS

Event name: Events Bay Jazz and Blues Festival  
Date: 30-31 March 2002  
Time: 9.00 am – 11.00 pm Saturday and 10.00 am – 4.00 pm Sunday  
Location: Events Bay Foreshores  
Activities: Music, food and wine tasting, emergency services displays, carnival rides and side shows, local business displays  
Expected numbers: 50,000  
People likely to attend (eg families): Families  
Busiest time at the event: Saturday 10.00am – 3.00 pm, 6.00pm – 9.00 pm. Sunday 11.30 am – 3.30 pm  
Event organiser and contact details: Fun In The Sun Events P/L, Contact: Tayna B. Luvett 0299001232, bluvett@funinthesun.com



#### TIPS AND HINTS

Find out who is organising the event. They will be able to provide information to help you complete this section. Make sure you find out how many people are expected to attend and the groups they represent. Those attending may be local residents; the organisers may be expecting overseas sporting teams, or family groups.

Try to find out when the crowd is expected to be at its peak. This is when you will need the most staff or have the greatest opportunity to sell products.

Consider events in neighbouring areas. Can you be involved by having a stall or linking with complimentary businesses to develop packages (meals, transport, accommodation)?

## PART B

### MAKING THE DECISION TO BE INVOLVED

Questions	Yes	No
Does this event provide me with any opportunities to make additional sales or promote my business?	✓	
Do I have enough lead up time to plan and prepare to be involved in the event?	✓	
Am I willing to invest time and effort into planning and being involved in the event? <ul style="list-style-type: none"> <li>▪ Attend meetings</li> <li>▪ Open extra hours</li> <li>▪ Contact suppliers</li> </ul>	✓ ✓ ✓ ✓	
Are there any risks for my business by being involved? <ul style="list-style-type: none"> <li>▪ Insurance</li> <li>▪ Cash flow to pay for extra stock or advertising</li> <li>▪ Staffing</li> </ul>	✓ ✓ ✓ ✓	
Am I prepared to accept these risks?	✓	
Will I be disappointed that I missed out on an opportunity to promote by business if I am not involved?	✓	

If you answered YES to more than 3 of the above questions then move onto the next planning section.



#### **TIPS AND HINTS**

Time will be your biggest consideration. You will need to be prepared to commit extra time to get the most out of any opportunities the event may bring. You may not have the time, staff, or finances to be involved in a big way but even a little time and money could bring rewards.

If you are prepared to commit the time there are people who can help you. More on this in the next section.

## PART C

### WHO CAN HELP ME TO TAKE ADVANTAGE OF THE EVENT?

Questions	Tasks
<p><b>Who</b> can I talk to, to help me plan for this event? Consider:</p> <ul style="list-style-type: none"> <li>▪ Local chamber of commerce</li> <li>▪ Local council</li> <li>▪ Town coordinator</li> <li>▪ Event organiser</li> <li>▪ Small business centre</li> <li>▪ Business adviser</li> <li>▪ Small business person</li> <li>▪ Other successful businesses involved in events</li> </ul>	<p>List the people you will contact to help you plan for the event:</p> <ul style="list-style-type: none"> <li>▪ Tanya from Fun in the Sun Events.</li> <li>▪ Local Chamber of Commerce</li> <li>▪ Local Council</li> <li>▪ Staff and other Local Businesses</li> <li>▪ Suppliers</li> <li>▪ Town Coordinator</li> </ul>
<p>Can I attend a <b>meeting</b> to find out more about the event? Consider asking the:</p> <ul style="list-style-type: none"> <li>▪ Event organiser</li> <li>▪ Local chamber of commerce</li> <li>▪ Local council</li> <li>▪ Other businesses</li> </ul>	<p>Record the meetings you will attend:</p> <ul style="list-style-type: none"> <li>▪ Contact Fun in the Sun and meet with them</li> <li>▪ Local Council meeting regarding event planning</li> <li>▪ Organise a meeting of local businesses</li> <li>▪ Meet with Chamber of Commerce</li> </ul>

<b>Questions</b>	<b>Tasks</b>
Reflect on past involvement with <b>similar</b> events. Consider: <ul style="list-style-type: none"><li>▪ What worked at the last event?</li><li>▪ What did not work at the last event?</li><li>▪ What you would like to do differently for this event?</li></ul>	List your ideas of what you would like to do for this event <ul style="list-style-type: none"><li>▪ Discount vouchers to distribute on the day to entice business</li><li>▪ Gift pack special: Hat, sunglasse, sun screen lotion</li><li>▪ Newspaper advertising</li></ul>



### **TIPS AND HINTS**

Network with other businesses to take a creative or unique approach to the event. The skills and knowledge of those who are regularly involved in events may be your greatest asset. Don't be afraid to seek this out.

Develop good relationships with event organisers and town coordinators.

## PART D

### DEVELOPING A PLAN TO PROMOTE MY BUSINESS

Questions	Tasks
<p>Write down the <b>products and services needed</b> by the people attending the event. Don't forget some people will window shop.</p>	<p>The people attending the event will want:</p> <ul style="list-style-type: none"> <li>▪ Hats, sun screen lotion, sunglasses, insect repellent, umbrellas</li> <li>▪ Film, aspirin, possibly some gifts</li> </ul>
<p>What products and services can I <b>deliver</b>? Consider:</p> <ul style="list-style-type: none"> <li>▪ Give attention to special groups such as children.</li> <li>▪ If you are a provider of services consider how you can take advantage of the crowds attending the event to benefit you and your clients. Can you do an eye catching window display, can you offer promotional space in your window for clients. This could be a good idea for real estate agents, accountants and solicitors.</li> <li>▪ Do you have any accumulated stock you could sell at discount prices</li> <li>▪ Can my supplier provide discount products</li> </ul>	<p>Taking into account the needs of the people attending the event I will deliver the following:</p> <p><b>Prior to the event:</b></p> <ul style="list-style-type: none"> <li>▪ Advertise in newspaper</li> <li>▪ Put up event poster in store</li> <li>▪ Give out any promotional material from organisers</li> <li>▪ Themed window display reflecting people having fun at an event wearing hats, glasses and applying sun screen lotion</li> </ul> <p><b>Day of the event:</b></p> <ul style="list-style-type: none"> <li>▪ Themed window display reflecting people having fun at an event wearing hats, glasses and applying sun screen lotion</li> <li>▪ Jazz and blues theme</li> <li>▪ Give out vouchers for film offer</li> <li>▪ Have product packs on display—discount</li> </ul> <p><b>After the event:</b></p> <ul style="list-style-type: none"> <li>▪ Discount photo development</li> <li>▪ Film replacement</li> </ul>

Questions	Tasks
<p>What <b>promotional or advertising</b> opportunities can I participate in? See Section 2 for more ideas. Consider:</p> <ul style="list-style-type: none"> <li>▪ Your target market</li> <li>▪ Local newspaper offers</li> <li>▪ Vouchers</li> <li>▪ Offers to encourage people to purchase or pre order prior to the event</li> <li>▪ Offers to encourage people to purchase from your business on the day of the event</li> <li>▪ Offers with expiry dates to encourage people to visit your business after the event</li> <li>▪ Discount books</li> <li>▪ Promotions organised by the event organiser eg newspaper feature</li> <li>▪ Joint promotions with similar or complementary businesses</li> <li>▪ Suppliers who could provide you with products as giveaways</li> <li>▪ Ways to attract people to your business if the event is not in the exact vicinity or community</li> <li>▪ Ways to show your business supports the event</li> <li>▪ Ways to make your business look like a place people will want to visit in the future</li> </ul>	<p>List potential promotional and advertising opportunities (no need to make a decision on what you want to be involved in at this stage just list your ideas):</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪ Newspaper advertising, cut out coupons for the event day</li> <li>▪ Advertising in event program and other advertising by events promoter</li> <li>▪ Display advertising in shop</li> <li>▪ Window display</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪ Display advertising in shop</li> <li>▪ Distribute vouchers to crowd</li> <li>▪ Product promotion</li> <li>▪ Window display</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪ Redeem post event discount vouchers and count</li> <li>▪ Conduct small survey of my clients about their awareness of event activities</li> </ul>



## **TIPS AND HINTS**

Put yourself in the shoes of the event attendees. What will they be looking for? Quick service, late night suppers, not to have to cook, children's foods, insect repellent, small gifts, souvenirs and ATM services.

This is one businesses approach to planning:

"We identified what times the people would be arriving, having breaks and leaving, and planned our staff and stock levels around those times. We made sure we had plenty of things for the kids and vouchers for the parents. We wanted them to have a great experience and come back again." (Coffee shop and ice creamery)

Planning needs to consider what you can be before, during, and after the event, to maximise your impact and returns.

## PART E

### PLANNING MY FINANCES

Questions	Tasks
<p>How much additional <b>turnover</b> do I want to make during the event? Consider:</p> <ul style="list-style-type: none"> <li>▪ If it makes more sense for you to write your planned increase in dollars or a percentage.</li> </ul>	<p>Record your planned increase in turnover/ takings:</p> <ul style="list-style-type: none"> <li>▪ 10-15% increase in sales on the day</li> <li>▪ 2% increase in average sales over next 4-6 weeks</li> </ul>
<p>Do I need any additional <b>staff</b> over the event period? How many and at what times?</p>	<p>List the additional staffing hours required:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪ No</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪ 2 extra casuals during expected busy periods</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪ possibly 1 casual during week after event</li> </ul>
<p>Calculate the <b>cost</b> of increasing staffing hours. Consider:</p> <ul style="list-style-type: none"> <li>▪ Penalty rates</li> <li>▪ Workers compensation</li> <li>▪ Superannuation</li> </ul>	<p>Record the costs of increased staff:</p> <p><b>Prior</b> to the event:</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪ Casual wages Sat 6hrs @ \$10.50 =\$63.00</li> <li>▪ Casual wages Sun 2hrs @ \$10.50=\$21.00</li> </ul> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪ Casual wages 10hrs @ \$10.50 =\$105.00</li> </ul>



Questions	Tasks
<p>Calculate the costs of additional <b>promotions or advertising</b> opportunities.</p>	<p>Record the cost of additional promotion and advertising:</p> <p><b>Prior to the event:</b></p> <ul style="list-style-type: none"> <li>▪ Newspaper advertising: Main paper 3x display ads @ \$175.00 ea = \$525 Local papers 2x display ads @ \$85.00 ea = \$170</li> <li>▪ Discount vouchers</li> </ul> <p style="text-align: right;">+ \$150</p> <p><b>Day of the event:</b></p> <ul style="list-style-type: none"> <li>▪ Events Program \$60</li> <li>▪ In-store display advertising \$200</li> </ul> <p><b>After the event:</b></p> <ul style="list-style-type: none"> <li>▪ Survey \$30.00</li> </ul> <p style="text-align: right;">=</p> <p><b>TOTAL: \$1135</b></p>

Questions	Tasks
<p>How much do I need to <b>generate</b> to meet my expenses and achieve the planned increase in turnover?</p>	<p><b>Take total expenses from total turnover</b></p> <ul style="list-style-type: none"> <li>▪ <b>Total Turnover:</b> Regular turnover \$1800 pd incl regular expenses</li> <li>▪ <b>\$1800</b> from the event day plus \$3000 normal daily turnover</li> </ul> <p>+</p> <ul style="list-style-type: none"> <li>▪ <b>Total Expenses:</b> \$1909</li> </ul> <p>=</p> <p><b>TOTAL SALES:</b> \$6709</p>
<p>What <b>specifically</b> do I need to sell to achieve my Sales Total? Consider:</p> <ul style="list-style-type: none"> <li>▪ Sales quantity</li> <li>▪ Selling price</li> </ul>	<p>Record the items I would like to sell, how many and for how much to achieve my Sales Total:</p> <p><b>Prior</b> to the event:</p> <p><b>Day</b> of the event:</p> <ul style="list-style-type: none"> <li>▪ Photo development \$300</li> <li>▪ Film replacement \$200</li> <li>▪ Merchandise \$2500</li> <li>▪ Gift packs @\$50 x 20= \$1000</li> </ul> <p>+</p> <p><b>After</b> the event:</p> <ul style="list-style-type: none"> <li>▪ Photo development \$300</li> <li>▪ Film replacement \$200</li> <li>▪ Additional turnover 1 week after event \$800 + \$3000 normal daily turnover</li> </ul> <p><b>TOTAL SALES:</b> \$8300</p>



## ***TIPS AND HINTS***

Not all promotional and advertising costs are high, especially if you join with other businesses or work with event organisers to be part of advertorial spreads.

Consider being a sponsor, but make sure your dollars will get you some promotional benefits. Try this approach:

“Our business was at the other end of the street to the event action, so we sponsored the printing of placemats for the food outlets located near the event. We advertised our photography services and included an offer redeemable on the day, and another for the following month. It worked well and our monthly turnover increased by \$2,500. Lots more people are aware of our services.” (Photo and film shop)

## PART F

### BEING ORGANISED FOR THE EVENT

Questions	Tasks
<p>What I can do to be <b>prepared</b> for the increased sales and people attending the event. Consider:</p> <ul style="list-style-type: none"><li>▪ Organising change</li><li>▪ Signage</li><li>▪ Pre cooking, preparing platters and bundling cutlery</li><li>▪ Organising additional storage</li><li>▪ Speaking with suppliers to provide products at short notice</li><li>▪ Training staff</li><li>▪ Having things for children</li><li>▪ Marking down stock</li><li>▪ Preparing flyers</li></ul>	<p>List the things you will do to be prepared:</p> <p><b>Prior to the event:</b></p> <ul style="list-style-type: none"><li>▪ Design and print vouchers</li><li>▪ Design and book advertising</li><li>▪ Order additional stock</li><li>▪ Make up gift packs</li><li>▪ Arrange window displays</li><li>▪ Brief staff</li></ul> <p><b>Day of the event:</b></p> <ul style="list-style-type: none"><li>▪ Schedule staff roster, allow for additional breaks.</li><li>▪ Brief staff</li><li>▪ Keep stock and displays tidy</li></ul> <p><b>After the event:</b></p> <ul style="list-style-type: none"><li>▪ Put unused gift packs back into stock</li></ul>

<b>Questions</b>	<b>Tasks</b>
<p>Create a <b>contingency</b> plan. Consider:</p> <ul style="list-style-type: none"><li>▪ What to do if there is bad weather</li><li>▪ What to do in case the event is cancelled</li><li>▪ What to do if you run out of change, food or stock</li><li>▪ What to do if you end up with too much left over food or stock</li></ul>	<p>List the things you will do in case things don't go to plan:</p> <ul style="list-style-type: none"><li>▪ If event is cancelled proceed with discounts and gift packs for regular clients</li><li>▪ If run out of gift packs make up alternate packs from shelf stock</li><li>▪ Cancel casual staff, (have them notified of cancellation contingency)</li><li>▪ Any additional stock to be absorbed into inventory</li></ul>

## **ACTION PLAN**

**Now that you have done some planning it is time to develop your plan into actions.**

**Goal** (This is what you want to do. For example seek out other businesses to do some shared advertising.)

**To achieve this I will:** (For each goal write down what you need to do to get there, who will do it, by when and what they may need to get the action done. For the goal above, an action might be to contact the business next door)

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>WHAT I NEED</b>	<b>COMPLETED</b>
Design display advertising	Shop Manager assisted by Event Organiser and newspaper	2 <sup>nd</sup> week in March	Computer Time	
Book advertising	Shop Manager	2 <sup>nd</sup> week in March		
Design and print vouchers	Print Shop	2 <sup>nd</sup> week in March	Computer Newspaper booking Rep.	
Submit advertising to events organisers.	Shop Manager	2 <sup>nd</sup> week in March		
Design and print vouchers	Print Shop Shop Manager	3 <sup>rd</sup> week in March	Computer	
Design and assemble window display	Staff	2 <sup>nd</sup> week in March	Props, material, posters, streamers, other display material	
Order additional stock	Shop Manager	4 <sup>th</sup> week in March	Contact suppliers	
Organise staff rosters	Staff Manager	3 <sup>rd</sup> week in March		

*Making Dollars and Sense Out of Community Events*

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>WHAT I NEED</b>	<b>COMPLETED</b>
Organise gift packs	Staff	3 <sup>rd</sup> week in March	Plastic bags Stock items Vouchers	
Double check all stock and advertising material are available and collected from suppliers	Shop Manager Staff	4 <sup>th</sup> week in March		
Brief staff	Senior Staff Shop Manager	4 <sup>th</sup> week in March		

# **PROMOTING YOUR BUSINESS AT A COMMUNITY EVENT**

This section contains:

- A guide to direct marketing
- A list of advantages and disadvantages for different promotional materials and methods
- Samples of promotional materials for you to use as ideas
- Tips to help you write promotional materials
- Checklists to keep you on track

## GETTING STARTED

An organised event presents itself as a golden opportunity for **promoting** your goods and/or services to the public. (From this point on both goods and services will be identified as **products**). It is an opportunity to offer your product to a large group of people. As the event most likely draws from your local region the people attending will represent a reliable cross section of the people who live in your area. They are potential customers, people looking for a reasonable opportunity to patronise a local provider whose goods and services meet their needs and expectations.

The key to successfully maximising this opportunity lies in the word “**promote**”. However, people attending events are not there to be advertised to and will most likely disregard advertising. Although they will be open to a great offer that will meet a need or want. Promoting your product is more than advertising. Promoting is giving your prospective customer irresistible reasons to purchase your product, and to purchase it now. The process taken to plan and develop this irresistible offer is called **direct marketing**. **Direct marketing** is different from advertising in a number of ways.

<b>Advertising</b>	<b>Direct Marketing</b>
Informs about company	Makes a clearly defined offer
Educates about product features and benefits	Speaks directly to customer
Creates awareness and market positioning	Requires a specific action by the customer
Speaks to a wider audience	Offer available for a limited time

**If you tell them *you are a great coffee shop*, you’re advertising. If you tell them that *they receive one free pastry with every cup of coffee purchased*, you are direct marketing.**

This section of the kit will help you decide on the type of promotion you may like to use next time an event comes to your area. There are many examples of promotional materials and you can copy these, adding your own details. You will still need to plan your approach and allow time to prepare promotional materials. Remember to look at what you can do before, during and after the event. Even if you cannot open on the day of the event you can make sure your business has an eye catching window display, or you can distribute vouchers that may bring the event attendees back to your business on another day.

The examples and information are applicable to any promotional campaign so read over them next time you are offered advertising space or a promotional opportunity.



## **SUCCESSFUL DIRECT MARKETING**

Planning is everything, as it is with all other aspects of your business. Many businesses that dabble in direct marketing often come out of it with the feeling that it is a waste of money. In most cases, this can be contributed to poor planning and research, not observing some fundamental rules of direct marketing, poor testing, failure to follow up and measure outcomes. You will plan exactly what you will do to capitalise on the additional people in your area for an event.

### **“FAILING TO PLAN, IS PLANNING TO FAIL”**

---

## **Steps to a Successful Campaign**

### **1 Planning**

Like setting any goal, direct marketing is no different and observing the fundamentals of goal setting is important. You will have included some of this information in the planning tool you completed in Section 1 of the kit.

- a) **Know your outcome** - Clearly define your objectives in a measurable and succinct statement.
- b) **Know what resources you have available** - This includes expertise in marketing, graphic arts and other production requirements, your capacity to support the campaign, follow up leads and fill orders. If you need to bolster your resources from outside sources do so.
- c) **Understand what you are missing to meet your objectives** - Evaluate what resources you will need to source elsewhere.
- d) **Set a budget** - Know from the onset what you have to spend.
- e) **Develop campaign** - Formulate the offer, develop the graphic layout, print drafts of material, test and gather feedback.
- f) **Fine tune** - Adjust any aspects that are not sound. Retest and evaluate.
- g) **Initiate campaign** - Present material to prospective customers.
- h) **Fulfil orders and follow up leads** - Fill orders promptly and follow up leads quickly and professionally.
- i) **Measure** - Gather information on the response to campaign, gather feed back about all stages of campaign and evaluate against your objectives.

### **2 Contact the Organisers**

Remember the organisers of the event will be pro-active in promoting the event and supporting local businesses helps them promote their event.

The organisers will be planning and scheduling media coverage, advertising, and special promotional publications for their event and usually sell advertising space in order to cover their costs. This provides an excellent opportunity for you to put your direct marketing campaign out to the public before the event day. This will increase your options of strategies.

Contact the organiser at the first available opportunity to discuss the event with them. The following questions are a suggestion of the types of questions you should consider asking.

- a) What publications are they preparing for the event?
- b) Are they opening that publication to advertising spots?
- c) Can you include material in their mailing and promotional packs?

- d) What degree of participation do they want local businesses to have?
- e) Will they allow you to distribute material during the event?
- f) What avenues for the promotion of local businesses have they allowed for?
- g) Is their provision for sponsorship of sections of the event?
- h) Is there an opportunity to link with other businesses for combined promotions?

The organisers may be having an event around a particular theme, for example a jazz or rock and roll festival, a billy cart run or a vintage car event. You can 'dress up' your business with appropriate window displays, have your staff dress up and design your promotional coupons and advertising to fit in with the theme. The Supercruise event in Toronto Lake Macquarie focussed on the theme of rock and roll and American cars. The event organiser had a competition for the best window display to encourage businesses to get involved in the event. One clothing store had a rack of T-shirts with car and rock and roll motifs on sale during the day to compliment their display.

### 3 What Will Your Offer Be?

The offer is the backbone of your campaign, it tells your customer **what you are prepared to do for them**, (your expression of generosity), and **a call to action** on their part to take advantage of that generosity. The offer may consist of unique products, discounts, free gifts or loyalty rewards for shopping repeatedly with your business.

Using an **offer matrix** will help you develop a combination of offers from which you can determine the most effective. You may even identify combinations not previously obvious, and select the product that represents better value.

Example matrix from, *Do-it-Yourself Direct Marketing*, by Mark S. Bacon. John Wiley & Sons, Inc. 1992

Offer	Roofing Products	
	Product 1	Product 2
	Fibreglass Shingles	Ceramic Shingles
Free roof safety inspection	✓	✓
Free estimation	✓	
Special purchase sale on material		✓
90 days delayed billing		✓

**Brainstorming** is your best creative resource for developing offer options. Creativity gets noticed.

### 4 The Response

You have their attention, they have been lured by your wonderful offer and agree to all the conditions and feel that you have the bargain of the lifetime. They are ready, **BUT** what do they do now? Tell them **clearly** what actions are required to take the offer. Make it **simple** for them. If it is too difficult they will not bother.

You have to tell your customer how to respond to your offer. Do they:

- Telephone you
- Mail or fax a form
- Log into your website
- Visit your premises
- Have a coupon stamped

## **5 Decide on the Type of Promotion You Will Use.**

The type of direct marketing you choose will be determined by the method used to get your message to those attending the event.

You may choose to use, one or a combination of these:

- Print media - newspapers, magazines, event publications
- Hand delivery - fliers, brochures, letterbox drops or hand-outs at the event
- Point of sale display - on display at event venue, either shop or stand
- Cooperative advertising - linking with other businesses to promote more than one product
- Sandwich board
- Window display
- Email
- Web site

After deciding this you have a choice of one or a combination of the following formats.

- Newspaper display adverts
- VIP cards
- Coupon booklets
- Mail outs-letter and flier
- Brochures
- Free standing inserts
- Show bags with vouchers
- Postcards
- Placements and coasters
- Raffles

Understand the purpose of your campaign and keep your message clear and concise. Is it to?

- Increase sales.
- Entice clients to your shop, show room or window display.
- Gather personal details for future marketing.
- Get customers to visit your business regularly

Remember all advertising and promotional approaches have advantages and disadvantages. These are outlined in the following examples.

***Browse the samples in this kit, talk to others about them and set your imagination to work. Collect examples of other advertising and promotion done by other businesses. Watch your competition!***

## SAMPLE PROMOTIONAL MATERIALS

### Newspaper Display Advertising

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Can reach a large audience leading up to the event.</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution estimates by newspaper not indicative of readership</li> </ul>
<ul style="list-style-type: none"> <li>• Can create anticipation</li> </ul>	<ul style="list-style-type: none"> <li>• Less personal</li> </ul>
<ul style="list-style-type: none"> <li>• Easy to incorporate as part of other media format strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Limited space for details</li> </ul>
<ul style="list-style-type: none"> <li>• Multiple readership of individual issues</li> </ul>	<ul style="list-style-type: none"> <li>• May not be read by the intended audience</li> </ul>
<ul style="list-style-type: none"> <li>• People tend to look in paper for Coupons</li> </ul>	
<ul style="list-style-type: none"> <li>• Can be incorporated with Event Organiser's advertising</li> </ul>	
<ul style="list-style-type: none"> <li>• Targets local area</li> </ul>	
<ul style="list-style-type: none"> <li>• Requires short lead times to print</li> </ul>	

### VIP Cards

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Cheap to produce</li> </ul>	<ul style="list-style-type: none"> <li>• Customers may lose them</li> </ul>
<ul style="list-style-type: none"> <li>• Reusable</li> </ul>	<ul style="list-style-type: none"> <li>• Customers do not use the product on the card</li> </ul>
<ul style="list-style-type: none"> <li>• Great for loyalty programs</li> </ul>	
<ul style="list-style-type: none"> <li>• Transportable</li> </ul>	
<ul style="list-style-type: none"> <li>• Transferable to friends</li> </ul>	

### Coupon Books

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Ideal for cooperative advertising</li> </ul>	<ul style="list-style-type: none"> <li>• May be difficult to coordinate all businesses involved</li> </ul>
<ul style="list-style-type: none"> <li>• Reduces printing costs by sharing among a number of businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Long lead time needed to printing</li> </ul>
<ul style="list-style-type: none"> <li>• People respond well to coupon books</li> </ul>	
<ul style="list-style-type: none"> <li>• People save coupon books</li> </ul>	

### Mail Out

Advantage	Disadvantage
<ul style="list-style-type: none"> <li>• Can target specific areas</li> </ul>	<ul style="list-style-type: none"> <li>• High cost</li> </ul>
<ul style="list-style-type: none"> <li>• Creative offers can be developed</li> </ul>	<ul style="list-style-type: none"> <li>• Can be ignored as junk mail</li> </ul>
<ul style="list-style-type: none"> <li>• Delivery format can be more creative</li> </ul>	
<ul style="list-style-type: none"> <li>• Can be more personal in its address</li> </ul>	

## Brochures

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Space for creative and extensive offers</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive to produce</li> </ul>
<ul style="list-style-type: none"> <li>• Allow for colourful and creative design</li> </ul>	<ul style="list-style-type: none"> <li>• Long lead times to print</li> </ul>
<ul style="list-style-type: none"> <li>• Ideal for multiple offers and /or products</li> </ul>	<ul style="list-style-type: none"> <li>• Mistaken for general sales material</li> </ul>
	<ul style="list-style-type: none"> <li>• Tend to be large and cumbersome</li> </ul>

## Inserts into Papers

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Can be targeted to specific audiences through selected publications</li> </ul>	<ul style="list-style-type: none"> <li>• Tend to be disregarded as junk</li> </ul>
<ul style="list-style-type: none"> <li>• Ready for immediate return by mail</li> </ul>	<ul style="list-style-type: none"> <li>• Long lead times for printing</li> </ul>
<ul style="list-style-type: none"> <li>• Creative design options</li> </ul>	<ul style="list-style-type: none"> <li>• Need to fit into publication lead time</li> </ul>
	<ul style="list-style-type: none"> <li>• May fall out and not reach reader</li> </ul>

## Co-operative Advertising

Co-operative advertising is a way for you to significantly reduce costs and still maximise your exposure. By partnering with another small business that is also involving itself with the event you can share the costs of development and printing of material. It costs the same to print a VIP card with one offer on it as it does to print one with an offer from two separate companies.

Example:

1. A restaurant in the street of the event may be preparing a special menu for the event and will need to print it. By offering to share the cost of the printing proportionally they may allow you to place your offer or advertisement on the bottom of the menu. This is a good move if your business is located away from the centre of the event.
2. A lakeside motel may decide to offer a discounted mid week package for any person who uses the services of another business at the event. In return they will offer your clients a discounted service. You share the costs of advertising, printing and distribute the material on each other's behalf.
3. An event may be in a neighbouring town, but a group of businesses may be able to offer accommodation, food, entertainment and sightseeing to the attendees. Contact the organiser to find out if they can help with distribution of your promotional materials.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Share costs</li> </ul>	<ul style="list-style-type: none"> <li>• Must have agreements with other suppliers</li> </ul>
<ul style="list-style-type: none"> <li>• Links complimentary products</li> </ul>	<ul style="list-style-type: none"> <li>• Takes time to put together</li> </ul>
<ul style="list-style-type: none"> <li>• Can link your business to an event in another area</li> </ul>	<ul style="list-style-type: none"> <li>• Needs marketing before and after the event</li> </ul>
<ul style="list-style-type: none"> <li>• Represents value for money to customer</li> </ul>	<ul style="list-style-type: none"> <li>• Must make sure market is well targeted</li> </ul>
<ul style="list-style-type: none"> <li>• Saves customers from wasting time having to shop around</li> </ul>	

## **6 Complete a Simple Promotional Plan**

A template is provided on the following page for a simple marketing plan.

### **NOTES**

**Got some good ideas? Jot them down before you forget them.**

**SAMPLE MARKETING PLAN**

Name of Event:	Date of Event:
----------------	----------------

Target Group
--------------

Type/s of Promotional Material:					
---------------------------------	--	--	--	--	--

Method of Distribution:					
-------------------------	--	--	--	--	--

Target time for Distribution:					
-------------------------------	--	--	--	--	--

Proposed Cost:					
----------------	--	--	--	--	--

Person Responsible:					
---------------------	--	--	--	--	--

## 7 Consider Product, Price and Payment Options

### a Product

It is important to think about your product's benefits from the customer's viewpoint. **Remember features may not necessarily be benefits.** Know your product's USP, (**Unique Selling Proposition**), it will be the most attractive benefit that will be the anchor of your campaign's strategies and design.

Equate your product's features into the benefits that they bring the customer. Give a rating that indicated importance to the customer (5 is the most important). Putting them into a matrix format helps in this process.

Product Benefits Matrix for Handmade Clothing		
Feature	Benefit	Rating 1-5
Made locally	Feel good about buying local product	4
5 sizes available	Good fit and be comfortable	3
Unique designs	Different from other clothing stores	4
Lower price than competitors for similar product	Save money and get something different	3

After you have identified the benefits eliminate the least important until you are left with the most valid benefit. This is the **USP** (Unique Selling Proposition); this should be the focus of your campaign.

### Other Product considerations

- Is it right for the target market?
- Is it of appropriate quality?
- Does it meet the customer's perceived quality?
- Does its price reflect its market position?
- Is the mark up sufficient to cover discounts and other campaign cost
- What is unique about your product? What are its limitations?
- How does it compare to your competition, what is better about their product?

**“PEOPLE BUY BENEFITS NOT PRODUCTS.”**

### b Price

Bottom line, customers want value for money.

### Do not mistake this for needing to be the cheapest.

Price is an important part of your overall positioning strategy; it needs to reflect your product's position and perceived value. Too high and you'll price yourself from the market place; too low and you will be unbelievable or positioned as being lesser in quality.

### Price considerations

- Does it fit your overall marketing strategy?
- What impact will it have on your profit (bottom line)?
- Is it sufficient to cover discounts, gift and all other campaign costs?
- Is it competitive?
- Does it take advantage of pricing thresholds?
- Is it attractive?

**c Pricing Threshold and Price Presentation**

Price threshold is the way we unconsciously benchmark value. We determine which value category we place different products and services by which dollar value the price falls closest to or just under. Examples: \$10, \$20, \$50, \$100, etc.

If a product is \$9.95 it is perceived that it is cheaper than one priced at \$10.00. Further to this a product priced at \$49.95 is closely priced to the same product at \$46.95, as they are both under \$50. Therefore there is little difference in the value or price. Continuing this logic, it is likely that you will sell as many items at \$9.95 as you would at \$8.95 or even \$7.95 because they are grouped in the same threshold. How you present your price is crucial also. There are many ways of saying the same price.

\$4.00 per month billed annually sounds much cheaper than \$48. Plus it is under the \$50.00 threshold if the customer does the maths.

Or

\$2.50 each or 2 for \$4.90. Sounds cheaper at twice the price  
Breaking your price down is also an effective way to soften it.

ie. Banquet meal deal for 4 people, only \$25 per person. Sounds cheaper than \$100 for a family of four.

or

Roadside service and insurance usually \$5/month alone, now receive 13 services at \$3/month- **Just 10 cents a day.**

There are so many options here that it is not possible to show them all. There are many examples of excellent pricing strategies around you everyday, just check your letterbox.

**Phone companies are masters at pricing strategies.**

Warning: Not all products and services lend themselves to price breakdown. For example an hourly rate may give away the ease of a task and cheapen you services; a completed price may be best here.

**d Terms of Payment**

How you phrase your price and payment breakdown is a powerful way to ease your client into making a commitment to purchase

Eg \$1.00 a day conveniently billed to your credit card monthly. Makes a \$365.00 purchase sound cheap and hassle free, without any mention of total price.

Phone companies are masterminds at this form of pricing and payment terms, as too are the home shopping channels.

**Warning. Fair trading laws are very clear on deceptive and misleading advertising. It is the vendor's responsibility to comply with these laws. Ignorance is not a defence.**

**e Price or Product Breakdown**

Remember Demtel, “**wait there is more**”. They were the masters of not giving you everything at once.

Breaking your product up into pieces allows you to explain your price and create a greater sense of value. It also allows you to avoid giving the whole amount as a total. This can be useful if your product is a high cost item.

**Example:**

You can have this authentic replica Alpine entertainment unit plus this high-resolution television for 8 easy instalments of \$199.95 with no fuss direct debit from your credit card.

Order now and also receive a DVD and surround sound system.

Sounds cheap. The reality is that it was a complete unit to start with priced at \$1599.60. Except now the client believes that they received the DVD and surround sound free by ordering direct. Plus the cost of \$1599.60 was not disclosed, and even if the customer did the maths the price was under the \$1600 threshold. Again, your letterbox and newspapers are full of examples of this pricing strategy.

**f Payment Methods**

The payment methods you choose for you campaign are closely tied to the action you are asking the customer to take and there are many creative ways of wording your request for a sale into your campaign scripting.

Ever watch the home shopping programs? They are very creative in both price breakdown and making it easy to make the purchase. They clearly tell you how to order, when to order and how to pay for it.

Payment methods:

- Money order
- Cheque
- Credit Card
- Direct Debt
- EFTPOS
- Cash

## **8 Design and Prepare Your Promotional Materials**

Some people have it and some don't. That ability to create and design artistically. Don't worry if designing promotional fliers and the like is not your strong point, following some of these basic design tips may help you. Perhaps you have someone in your family or circle of friends who can help you.

It is important that whatever promotional opportunity you use, you

### **“SELL THE SIZZLE, NOT THE SAUSAGE”**

Too often businesses tell about their business or product rather than focussing on the needs of the customer. You need to engage the customer immediately, get them interested. You can fill in the details later.

Look at these examples. Which one gets the customer in immediately?

<p><b>SHOP TODAY AND SAVE 20% ON ALL GIFTWARE</b></p> <p>Store location and range of products follow after the attention grabber</p>	<p><b>MAGIC GIFTS SCENIC DRIVE EVENTS BAY 2222</b></p> <p>The customer may not read on to find the benefit in coming to your business</p>
--	---

**While the location of your business is important, it is not the sizzle that will attract the customer to come to you. This information can be included at the bottom of your flier or later in a brochure.**

### **Conclusion**

Direct marketing is a large area of the full scope of marketing and is a study within itself. There are many more aspects, concepts and methods than have been covered in the kit but it is hoped that you have gained some insight into the power that direct marketing has and its applications in a small business are limited only to one's imagination.

Your greatest source of examples and creative inspiration is in your letterbox and weekend newspaper, collect them and compare the various approaches available to you.

There are many businesses, just like yours that specialise in the understanding and development of effective and powerful marketing strategies. They are there to help your business grow and to be profitable.

Good luck with your next organised event and prosper.

## **9 Some Tips to Help with Design, Font Choice and Layout**

(This section is included with the permission of Central Coast Area Health)

The most widely used promotional materials are brochures, fliers and newsletters or newspaper announcements. To be successful in getting your message across they must catch the reader's attention, create interest, engage the reader and inspire action.

### **Tips For Getting The Message Across**

- Use short and powerful active verbs
- Keep the message simple
- Use a small number of familiar words; don't be fancy
- Avoid jargon
- Don't over punctuate
- Keep sentences short - 17 word maximum (or 8 to 12 for technical writing)
- For best readability, combine sentences of different lengths
- Write with enthusiasm

### **Maintaining a Consistent Image**

An organisation can create an image and achieve instant recognition by using consistent colours, page layouts and a logo.

Whether the material is a newsletter, brochure, advertisement or correspondence; each should be recognisable as a product of that organisation.

Using your organisation's existing logo and style sheet, or developing your own, will assist in achieving and maintaining consistency.

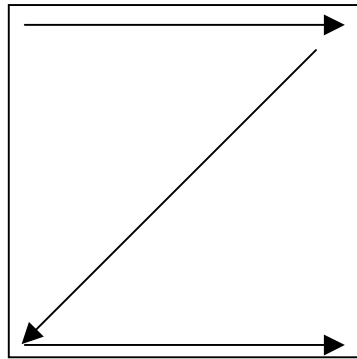
### **Planning Your Layout**

Our eye is naturally drawn to the focal point, or centre of interest of a page. The focal point may be a headline, a drawing, picture or graphic, or anything that catches the reader's eye.

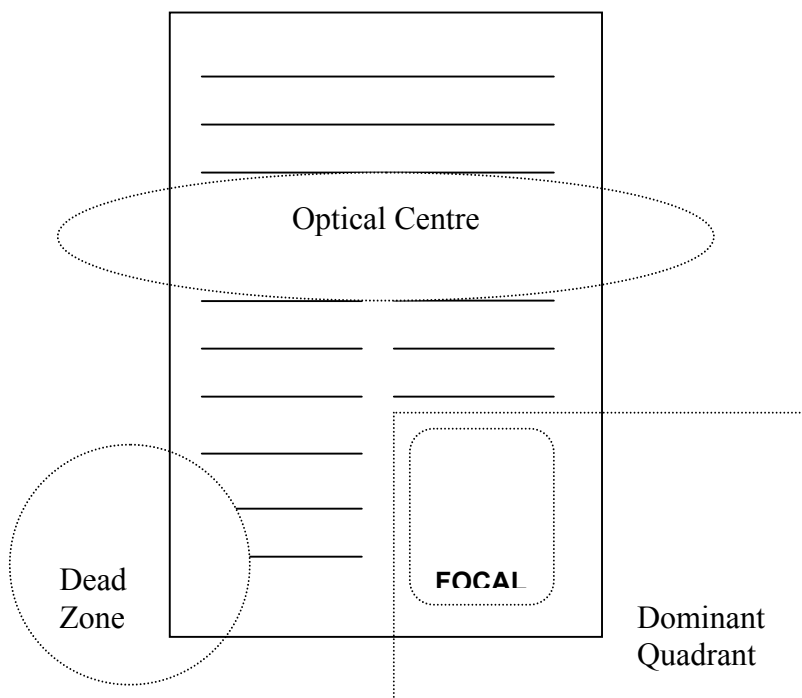
When deciding on the focal point, remember these two tendencies generally apply in Western culture:

1. Our eyes move from left to right
2. Our eyes move from top to bottom

A simple technique in planning the layout is to use the "Z principle" to lead the reader's eye.



There are certain areas of a page on which the eye will easily focus, and others that will draw your eye less readily. The optical centre is the place where the eye spends most of its time, and is slightly above the geometric centre of the layout.



## Balancing Space

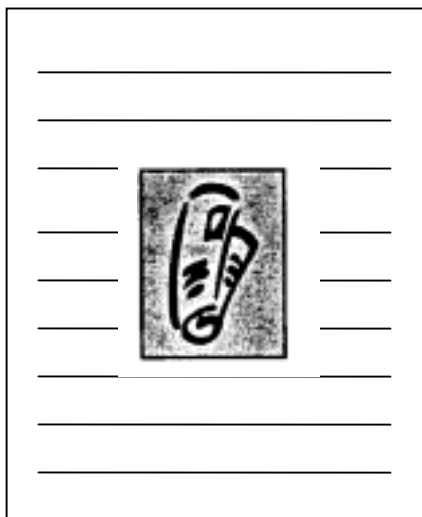
The space on a page should be used to group elements of your design together. Balancing the space on the page can be achieved through use of symmetrical balance, which achieves a stable, calming effect. Equal 'weights' are placed in all directions from the optical centre of the page.

Balance can also be achieved through the use of asymmetric balance, where heavier elements are placed near the centre and balanced by lighter elements farther away. The layout becomes progressively more dynamic as the weight is altered in horizontal, vertical and diagonal directions.

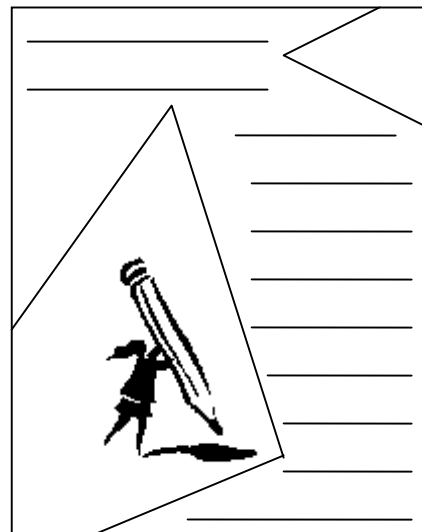
The weight of an element is related to its size, density and colour. If a page has many elements of many different shapes, sizes and colours it is difficult to find a balance. Reduce the number of elements to improve the balance. Include everything on your page - titles, page numbers etc in considering the balance.

Allow at least 40% of white space - blank space free of text or graphics, on a page.

If you turn your page upside down you will be able to judge the balance far more easily - your eyes are not focusing on, or being distracted by the text on the page.



Symmetrically Balanced



Asymmetrically Balanced

## Adding Emphasis to the Text

To emphasise a word, phrase or instruction, use these features:

- Boldface Italics
- Underlines
- Capital letters
- **Reverse type** (30% or darker). Be careful as this type of font increases use of ink and may not fax well.

## Attention Grabbing Headlines

Create a headline that contrasts with its surroundings.

- Use a larger type size -usually 3 to 4 times larger than other text
- Try a different typeface, making sure it complements the typeface in other text
- Try some colour – remember colour will increase printing costs
- Use action verbs such as *Book Now*, *Shop Today*
- Make it humorous
- Tell who, what, when, where and why

## Using Typeface to Convey Your Message

Use of typeface may affect the legibility and readability of your promotional materials.

Legibility refers to how easily a person can decipher the letters on a page, and can be affected by:

- type style
- type size
- line spacing
- number of typefaces used
- shading and paper contrast
- margin and column style



Readability refers to a document's content and overall appearance. A readable document is pleasing to the eye and its content attracts and holds a reader's interest.

## Choosing Typeface and Fonts

Typeface refers to a family of type. Font refers to the size and style of the type, and variations within the type 'family'.

In general it is a good idea to stick to one typeface for your main body of text, with a contrasting typeface or colour for other text, such as headings. Some fonts are much easier to read than others.

**NOTE** If you intend to send your promotional materials by email, document size (bytes) may be an issue. Some servers have restrictions on the size of the documents they will accept. Logos, colour, graphics and fonts contribute to the size of the document. Not only may you have trouble sending the materials it will take a lot more of your Internet time to do so.

**While the document may look good on the screen, the receiver may not print your material as it appears on the screen; they may not even open it.**

## **Image**

Make your typeface match the image you are trying to create.

Televisions, magazines and other visual influences may affect a reader's acceptance of certain typefaces. Be aware of current trends and look out for new choices as they become available.

## **Use of Colour**

The use of colour and colour combinations is probably the most difficult of the design elements to manage. When applied indiscriminately colour becomes distracting. Used effectively it serves to organise ideas and elements on the page.

The following tips will help you enhance your message by using colour effectively:

- use colour in key words, for added emphasis use colour to organise a page
- increase the impact of your visual or graphics with colour, use colour to portray emotions
- on a black and white page, use a colour logo to add life don't use colour on thin typeface styles, it makes them more difficult to read
- don't use a colour background with small type, it decreases legibility
- examine your project first in black and white - it may get your message across just as effectively
- consider using coloured paper
- pre-print colour components such as logos and letterheads

## **Colour and the Emotions**

Colour is the ultimate tool for symbolic communication and carries a strong emotional weight for most people. In general, women tend to be more sensitive to colour than men (men are ten times more likely to be colour blind) and statistically women and men have different colour preferences.

Women find dark blue and yellow the most memorable colours and men find purple then dark blue the most memorable. Women list shades of red as their first preference, while men list their preference as shades of blue.

For both genders, the top preferences are:

1. Red
2. Blue
3. Purple
4. Green

## 5. Orange

Warm colours such as yellow, orange or red evoke pleasant, often dynamic reactions. Cool colours such as green, blue or purple evoke a quieter less outgoing mood.

For instance:

- Red, when used in type suggests a warning or an error, but if used in images is less threatening and is attention getting
- Blue can be used to connote maleness, water, cold or even death
- Red white and blue used together will suggest patriotism to British, American or Australian readers

## Using Graphics

Well chosen graphics help to communicate, inform, create atmosphere and organise. They grab a reader's attention and invite them to read the document.

Ensure you use graphics consistently. If there is a cartoon style graphic on page one, and a photograph on page two, the message may become confused. Don't let the graphics distract! Graphics are unnecessary when they:

- are not relevant to the text
- convey little new information or data
- are used purely to dress up the presentation

## Planning Your Initial Layout

Layout several 'thumbnail' sketches, or preliminary designs, with all the information you need to include. Where do your eyes go first? Is that where you want your reader's eyes to go?

Create a "dummy", a full size mock-up, on your computer. Include:

- Text
- Illustrations or graphics
- Headlines Photo captions
- White Space

If you are happy with the layout, you're done!

## Proofing Your Work

- Use a style sheet to check for consistency with the organisation's identity and image
- Use the grammar and spell checker
- Check all details such as phone and facsimile numbers, email address and dates for

accuracy

- Turn the page upside down and check for balance and the amount of white space
- Read your text out loud
- Spell check again - read the text backwards and use a ruler to read one line at a time
- Ask other people to read it

### **Design Disasters**

- Too much white space on the page
- Too little white space on the page
- Inconsistent use of columns
- Long lines of small type and short lines of large type
- Awkward word spacing
- Tiny headlines
- Using two spaces at the end of a sentence
- Starting columns of text at different levels from the top of the page
- 'Rivers' of white space that flow through the text
- Graphic accent overkill - too many boxes, lines, images and fancy bits
- Excessive use of underlining
- Inappropriate hyphenation
- Text and background that run together because of lack of contrast
- Charts, graphs and pie charts with too much confusing information
- Mixing too many fonts
- Incorrect spelling and grammar
- Incorrect or incomplete information

## PROMOTIONS CHECKLIST

Ask yourself these questions:

### Promotional Material Check

	Yes	No
Is your offer clearly defined and attractive?	<input type="checkbox"/>	<input type="checkbox"/>
Are the headlines attention grabbing?	<input type="checkbox"/>	<input type="checkbox"/>
Is your lead focused on the strongest benefit?	<input type="checkbox"/>	<input type="checkbox"/>
Does your copy attract attention?	<input type="checkbox"/>	<input type="checkbox"/>
Does your copy initiate action?	<input type="checkbox"/>	<input type="checkbox"/>
Is your headline and copy writing to the individual?	<input type="checkbox"/>	<input type="checkbox"/>
Is the language warm and friendly?	<input type="checkbox"/>	<input type="checkbox"/>
Is your call to action clear and decisive?	<input type="checkbox"/>	<input type="checkbox"/>
Have you indicated the payment method?	<input type="checkbox"/>	<input type="checkbox"/>
Have you included address/contact details?	<input type="checkbox"/>	<input type="checkbox"/>
Are your terms of payment clear?	<input type="checkbox"/>	<input type="checkbox"/>
Are all your conditions present and clear?	<input type="checkbox"/>	<input type="checkbox"/>
Is your price right?	<input type="checkbox"/>	<input type="checkbox"/>
Is your price presented in more than one format?	<input type="checkbox"/>	<input type="checkbox"/>
Have you considered discounts and early bird specials?	<input type="checkbox"/>	<input type="checkbox"/>
Have you included an expiry date for the offer?	<input type="checkbox"/>	<input type="checkbox"/>
Have you tested your resources for following up leads?	<input type="checkbox"/>	<input type="checkbox"/>

**Design Check**

	<b>Yes</b>	<b>No</b>
Does the design contribute to selling the offer?	<input type="checkbox"/>	<input type="checkbox"/>
Are the graphics related to the benefit or product?	<input type="checkbox"/>	<input type="checkbox"/>
Does your typeface and font look appealing and not too busy?	<input type="checkbox"/>	<input type="checkbox"/>
Have you used too many typefaces?	<input type="checkbox"/>	<input type="checkbox"/>
Is there sufficient white space?	<input type="checkbox"/>	<input type="checkbox"/>
Does the design lead your reader through the presentation?	<input type="checkbox"/>	<input type="checkbox"/>
Have you gathered feedback about your design?	<input type="checkbox"/>	<input type="checkbox"/>
Does the printing meet your budget allocation?	<input type="checkbox"/>	<input type="checkbox"/>
Is your price right?	<input type="checkbox"/>	<input type="checkbox"/>
Is your deadline present and clear?	<input type="checkbox"/>	<input type="checkbox"/>
Has a draft been sent to your printer?	<input type="checkbox"/>	<input type="checkbox"/>
Have you checked printing requirements and costs?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had someone else proofread your materials?	<input type="checkbox"/>	<input type="checkbox"/>

# **SPONSORSHIP: WHAT ARE THE BENEFITS FOR BUSINESS?**

This section contains:

- A simple overview of sponsorship
- Advantages of sponsorship for a business
- Case Study      Kloster Chrysler

## GETTING STARTED

Sponsorship is an important part of the funding required to run new and continuing community events.

### **Sponsorship is:**

- a commercial investment and not a donation. It is a way of advertising a business and also a way of aligning that business with a particular charity or community event
- it may be in kind, a provision of services, or materials, or supplies. For example, a business may provide facilities to conduct a community event
- the development of a two-way relationship between the sponsors and the community event organiser
- an opportunity for a business or company to meet corporate goals related to community involvement.



## **Businesses and Sponsorship**

How do you decide as a business to sponsor an event?

You must see your sponsorship as an investment, not a donation, and as with all investments a return is expected. In other words what will you get for your money, time or supply of products?

If you are prepared to commit a large investment of significant value and be a major sponsor you can certainly expect more than a minor sponsor. A major sponsor is likely to have naming rights to an event and as a result the company's name and logo appear on all correspondence, advertising, promotional materials, uniforms and media releases. The company is also likely to be afforded promotional opportunities leading up to the event, free access to the event for guests and a select area to entertain guests.

A smaller business, even if investing \$100 in support of an event is expecting some return. This may bring a listing in a sponsor list, inclusion in advertising promotions, loudspeaker promotion on the day of the event, an opportunity to set up a merchandising table or signage, free entry. In some areas all sponsoring businesses are marked with distinctive signage and loudspeaker announcements encourage crowds to visit these businesses.

In some cases, simply assisting the community is sufficient return or investment for some businesses.

It is up to each business to decide on the level and type of sponsorship they will supply. A good event organiser will have prepared packages indicating what a business will receive for certain dollar investments.

**Remember, it may be more economical to sponsor an event than undertake a large promotion on your own. Consider how far \$500 may go in advertising and offers—you may get more value as a sponsor especially if the event organiser has arranged marketing and promotional activities.**

When selecting an event for sponsorship consider:

- Does the event give you access to your largest potential market in a cost effective way?
- Can you join with other businesses to strengthen your position, especially if you deal in like, or complimentary products?
- Has the event organiser presented you with a sound proposal that addresses:
  - media coverage,
  - access to printed promotions including newspaper features,
  - acknowledgement by including your business in formal presentations,
  - naming rights eg of the event, the stage area,
  - access to catering and reserved corporate areas,
  - incorporation of your logo, business name and product details?
- Is the timing right? In other words has the business the capacity to pay for the sponsorship and maximise the benefits that may come from increased trade?

### **Even very small businesses can be event sponsors**

Aurora Training & Professional Services is a home-based business specialising in training and learning consultancy. The business owners sponsored local surf lifesaving last year and in 2001 decided to sponsor a local event. Business owner Terry Peters indicated:

“We are only a small business but we budget to sponsor some organisations and events each year. In 2001 we sponsored a local event with \$100 cash. This was used as a prize at the event”.

Aurora sponsors local events in which family members have specific interests and generally attend. The family have no available time to commit to volunteering in the community, so see sponsorship as one way of giving something back to the community for the provision of entertainment or community services.

Terry added, “We get some publicity on the day when we present the prize and do have a chance to include our brochures in promotional packs given away on the day”.

The business does not believe it secured any new business from its sponsorship but had an opportunity to promote and raise its profile.

### **Use Your Suppliers**

As a business you can use your suppliers as sponsors. Suppliers may be able to provide discounted lines or promotional items (caps, T-shirts, key rings) that you can give away or discount at the events.

Your suppliers will also require return for their investment—make sure you have clearly identified the benefits for them. Review the benefits of sponsorship listed earlier in this section.

### **Relationships**

Once a sponsor is secured it is vital to develop an ongoing relationship with them. After all, you want them to sponsor your business again.

Make sure you thank all sponsors, (no matter how small) either personally or by letter. Try to find opportunities to promote and support your sponsor throughout the year. Direct business to them when you can; invite them to other events and functions; and, ask them to tell you if they felt their objectives were achieved and work together to make it even better next time you sponsor an event.

## **Benefits of Sponsorship—Communities and Business**

As a community event organiser, you need to assess the benefits to a business that sponsorship will offer. You need to identify potential sponsors, meet with them, and present them with proposals for the use of their money. These benefits could include:

- access to a target market. For example, a surfing event will attract many young people, a sponsorship is likely to be limited to surf shops, soft drink suppliers and other youth specific businesses
- brand image promotion. You might provide an opportunity for a business or a corporation to promote a community event, which raises that organisation's profile and gives it some positive publicity, such as an insurance company, bank or local credit union
- awareness raising of a business that wants to expand its services or increase its profile in the community
- opportunities to have exclusive rights to sell product, such as a soft drink supplier, or brand of beer
- opportunities to display the features of product line such as the Holden Precision Driving Team giving a driving demonstration whilst advertising the local dealer
- selling opportunities
- providing hospitality tents or roped off areas for major sponsors to entertain their guests or major local customers
- providing an opportunity to create a good public image by sponsoring community events. Some organisations have specific corporate goals that relate to community sponsorship and awareness raising

## **Targeting Sponsors?**

When selecting potential sponsors for your community event consider these questions:

- do the sponsors want to access the same audience as the community event?
- are there businesses in the community that want the opportunity to showcase their products, or raise their profile?
- can you present key people in those businesses with a proposal for sponsorship?
- does the business have a process for sponsorship applications?  
(see [www.kodak.com](http://www.kodak.com) for an example)
- can you “sell off” aspects of the event to potential sponsors? For example if an event has several aspects such as fireworks, amusements, or a fun run, consider a sponsor for each of these activities. This may be easier than finding one large sponsor for all the activities. It also enables you to target your marketing to relevant organisations.
- does the organisation have corporate goals that are community focussed? How can you provide an opportunity to help them meet these goals?

## **Developing a Sponsorship Package**

Planning is once again part of the sponsorship process. A business or event organiser seeking to attract a sponsor should prepare a sponsorship kit. This kit should contain:

- a description of the event including dates, times and locations
- a profile of the audience likely to attend
- the benefits of the event to the local community
- levels of sponsorship with a clear explanation of what the sponsor receives for his/her investment. You may have planned to seek 1 x \$5,000 sponsor, 3 x \$1,000 sponsors, and 6 x \$500 sponsors and up to 10 sponsors for smaller sums. For each of these levels indicate what the sponsors will receive. This makes it much easier for them to make a decision.

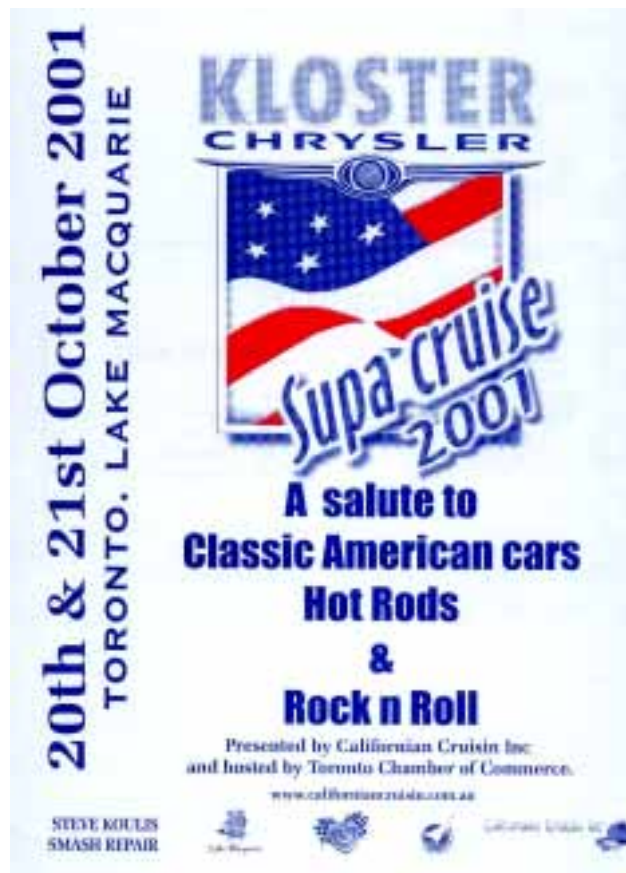
## CASE STUDY

### KLOSTER CHRYSLER JEEP

Kloster Chrysler-Jeep, Newcastle was the major sponsor of the Toronto Supacruise held in October 2001. Supacruise is an American car and rock and roll event that includes displays of vehicles, street cruising and dancing.

Phil Thompson, Sales Manager, Kloster Chrysler-Jeep, made the commitment to sponsor Supacruise for a number of reasons. The dealership has no outlet in the Lake Macquarie area and saw an opportunity to promote Chrysler Jeep to a large number of people interested in motor vehicles. It enabled the dealership to market its range of vehicles and dispel perceptions that the dealership sold only the Ford range of vehicles. There was also an opportunity to sell related merchandise such as cups, hats and T-shirts. As well as receiving badging rights to the event as a major sponsor, the dealership sold two vehicles, generated ongoing enquiries and sold other merchandise.

The Kloster Group is a strong supporter of communities in the Newcastle area and perceives sponsorship as more than a chance to promote products and services. The dealership supports a range of fundraising activities and seeks its product suppliers to provide discounted vehicles for raffles and other charitable fundraisers. These activities generate enquiries and good will of the local people to the Group. A major sponsorship has been arranged with [www.communityactive.com.au](http://www.communityactive.com.au) and Phil believes his company and local people all benefit from this type of sponsorship.



# **EVALUATION TOOLS FOR BUSINESSES AND EVENT COORDINATORS**

This section contains:

- Strategies for evaluating your planning and promotion
- Tools event organisers can use to survey event attendees and businesses
- Using your evaluation results

## **GETTING STARTED**

Evaluation is another term for measuring the success of what you have done, reflecting on what could have been done better and making recommendations for changes. Both event organisers and businesses have a role to play in evaluating the success of an event. It is one way of finding out if what you have done is worth doing again.

While an event organiser will want to measure crowd numbers, success of advertising, crowd satisfaction with the event and the impact of the event on local businesses; a business could measure increases in sales, success of advertising and try to identify new customers generated by the event.

Evaluation can answer questions like these:

- did we meet our original objective, to make more money from an event?
- are we doing the right thing?
- is what we are doing too expensive?
- would we have made just as much money without advertising?
- could we have done this a better way?
- what worked and what didn't?
- what will I need to do differently next time?

The tools on the following pages provide a starting point for your evaluation. There are survey sheets for event organisers to survey crowds and businesses.

There is a simple checklist for business owners to check if the outcomes of their planning and promotion were achieved. Remember to write down your answers to the questions and file them in this folder. They will be on hand for the next event.



**CROWD SURVEY**

Event \_\_\_\_\_  
Date & Time \_\_\_\_\_

Q1. Where are you from? \_\_\_\_\_  
Postcode \_\_\_\_\_

Q2. Are you a new or return visitor or local resident?  
 New       Return       Local Resident  
(Lives in postcode of event)

If visitor ask **Q3 and 4.**  
Q3. How many nights are you staying? \_\_\_\_\_

Q4. In what suburb are you staying? \_\_\_\_\_  
What type of accommodation is this?  
 Bed and Breakfast  
 Motel  
 Hotel  
 Caravan Park  
 With family/friends  
 Other \_\_\_\_\_

Q5. How did you find out about this event?  
\_\_\_\_\_

Q6. Why did you come to this event?  
\_\_\_\_\_  
\_\_\_\_\_

Q7. How much money do you anticipate you will spend during the day? (Don't include accommodation)  
 \$0-\$20       \$21-40       \$41-\$60        
\$61-\$80       \$81-\$100       \$101+

Q8 What businesses are you most likely to visit today?  
\_\_\_\_\_  
\_\_\_\_\_

Q9 Would any of the following attract you to shop in a business today?  
 Discounts eg 10% off  
 Special offers eg 2 for 1  
 Quick service  
 Location close to action of event  
 Attractive window display  
 Known product or brand eg McDonalds

Optional (Demographic purposes)  
Q10. How old are you?  
 0-18     19-30     31-45     46-60     61+

**CROWD SURVEY**

Event \_\_\_\_\_  
Date & Time \_\_\_\_\_

Q1. Where are you from? \_\_\_\_\_  
Postcode \_\_\_\_\_

Q2. Are you a new or return visitor or local resident?  
 New       Return       Local Resident  
(Lives in postcode of event)

If visitor ask **Q3 and 4.**  
Q3. How many nights are you staying? \_\_\_\_\_

Q4. In what suburb are you staying? \_\_\_\_\_  
What type of accommodation is this?  
 Bed and Breakfast  
 Motel  
 Hotel  
 Caravan Park  
 With family/friends  
 Other \_\_\_\_\_

Q5. How did you find out about this event?  
\_\_\_\_\_

Q6. Why did you come to this event?  
\_\_\_\_\_  
\_\_\_\_\_

Q7. How much money do you anticipate you will spend during the day? (Don't include accommodation)  
 \$0-\$20       \$21-40       \$41-\$60        
\$61-\$80       \$81-\$100       \$101+

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 Location close to action of event  
 Attractive window display  
 Known product or brand eg McDonalds

Optional (Demographic purposes)  
Q10. How old are you?  
 0-18     19-30     31-45     46-60     61+

### Business Survey for Event Coordinators

Name: \_\_\_\_\_

Type: \_\_\_\_\_

Location: \_\_\_\_\_

Contact: \_\_\_\_\_

#### PART A

##### Impact of the Current Community Event/s on Business-General

1. Overall, did the current community event/s **impact** on your business:

- Positively  Negatively

2. What were some of the **positive** ways that the community event/s affected your business: \_\_\_\_\_

\_\_\_\_\_

3. What were some of the **negative** ways that the community event/s affected your business: \_\_\_\_\_

\_\_\_\_\_

4. Can you please estimate the **increase/ decrease** in your **weekly/ daily turnover** during the staging of the current community event/s:

<input type="checkbox"/> 0	<input type="checkbox"/> 1 - 10%	<input type="checkbox"/> 10 - 20%	<input type="checkbox"/> 20 - 30%	<input type="checkbox"/> 30 - 40%	<input type="checkbox"/> 40 - 50%
<input type="checkbox"/> 50 - 60%	<input type="checkbox"/> 60 - 70%	<input type="checkbox"/> 70 - 80%	<input type="checkbox"/> 80 - 90%	<input type="checkbox"/> 90 - 100%	

5. Will these events create **repeat sales** for your business?

- Yes  No

Why: \_\_\_\_\_

\_\_\_\_\_

**PART B**

**How Has Your Business Capitalised on these Events? -Specific**

6. Did you extend your **opening hours** during the staging of the event/s?

- Yes  No

If yes, by how much: \_\_\_\_\_

7. Did you increase **staffing hours** over the staging of the current event/s?

- Yes  No

If yes, by how much: \_\_\_\_\_

8. Did you undertake any specific **advertising or promotional activities**?

- Yes  No

**Before** the event/s: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**During** the event/s: \_\_\_\_\_

\_\_\_\_\_

**After** the event/s: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**How effective** were these activities: \_\_\_\_\_

\_\_\_\_\_

**PART C**

**What do Businesses Need to be able to Capitalise on Events More Effectively in the Future?**

9. Thinking about your recent experiences with community events, what **specific information** would help your business benefit more effectively from these events? What would help you be **better prepared**, how could the **town coordinator** or **business chamber** better support you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **Measuring Outcomes**

The day has come and gone, the dust has settled and it is time to reflect on your efforts. Review the plan you made to see if you achieved your objectives.

It is important to evaluate your objectives to the outcome. If your objective was to increase profit, then you analyse your profits. If the objective was to increase sales leads, then evaluate the number of leads and the cost of those leads.

The fact that you became involved and had a go makes the day a success. It may or may not have produced the results you liked, but it has provided you with valuable information about your business and a wonderful learning opportunity.

### **“Mistakes are only learning opportunities”**

If you make this a learning opportunity, not only will you do better at the next event, your entire business will prosper from the insight you will gain if you step back and are willing to evaluate and learn.

Evaluating and measuring outcomes against desired objectives is the most fundamental of business management and marketing principles. Regardless of whether the outcomes are met, exceeded, or missed your objectives, it is necessary for growth to understand why the outcomes occurred.

Finally, the best feedback you can gather is from your customers. Plan and prepare some form of follow-up, like a small survey. Ask, if they noticed your promotions and advertising, did they take advantage of the specials you offered and do they have any comments about how you did things. This is an excellent opportunity to ask questions, don't miss it.

In order to measure the outcome of an objective it is necessary that the objective is stated in a manner that includes an aspect that can be measured.

### **Example.**

Objective: To make more sales.  
Measurability: More sales than what?  
How many sales is more sales?  
Which sales?

This objective lacks any degree of measurability.

Objective: To increase day sales by 25%.  
Measurability: Bench mark is stated. Average day sales.  
Size of increase stated. By 25%

Objective is measurable against previous sales figures and the increase is quantified.

At any time you find your objective unmeasurable, or the outcome did not match the stated objective, it is necessary to examine the objective itself.

The tool on the following page will help you make an analysis of your outcomes and isolate areas for improvement.

### EVALUATING YOUR PERFORMANCE

	Check Point		POSSIBLE CAUSE	Remedy
<b>YES</b> <input type="checkbox"/> ↓	Did you meet all your objectives?	<b>NO</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>Were the objectives clearly defined?</li> <li>Were the objectives measurable?</li> </ul>	<ul style="list-style-type: none"> <li>Re-word objectives so they are clearly defined. One point per objective.</li> <li>Ensure objective is measurable. If not re-word.</li> </ul>
<b>NO</b> <input type="checkbox"/> ↓	Did you exceed your objective?	<b>YES</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>Did you underestimate crowd size?</li> <li>Did you underestimate your market attractiveness?</li> <li>What did you overlook?</li> </ul>	<ul style="list-style-type: none"> <li>Re-evaluate your understanding of the event.</li> <li>Re-evaluate your knowledge of the market.</li> <li>Re-think your market attractiveness.</li> <li>Re-evaluate your pricing.</li> </ul>
<b>NO</b> <input type="checkbox"/> ↓	Did you achieve things you did not plan?	<b>YES</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>Did you consider all possibilities?</li> <li>Did you understand the type of crowd attending.</li> <li>Did you consider all the possible needs of the customers?</li> </ul>	<ul style="list-style-type: none"> <li>Conduct more brainstorming.</li> <li>Ask more questions of the organisers.</li> <li>Re-evaluate your customers' needs.</li> <li>Re-evaluate your market knowledge.</li> </ul>
<b>YES</b> <input type="checkbox"/> ↓	Did you stay on budget for the event?	<b>No</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>Did you gather sufficient quotes?</li> <li>Did you allocate sufficient funds?</li> <li>Was every item of your promotion necessary?</li> <li>Did you over staff?</li> </ul>	<ul style="list-style-type: none"> <li>Ensure you allow plenty of planning time.</li> <li>Gather more quotes.</li> <li>Talk with other businesses that have done promotions before.</li> <li>Speak to your business adviser.</li> <li>Re-evaluate your planner.</li> </ul>

	<b>Check Point</b>		<b>Possible Cause</b>	<b>Remedy</b>
<b>YES</b> <input type="checkbox"/> <b>↓</b>	Did you have enough staff?	<b>NO</b> <input type="checkbox"/> <b>→</b>	<ul style="list-style-type: none"> <li>• Did you underestimate crowd size?</li> </ul>	<ul style="list-style-type: none"> <li>• Get more information from the event organiser.</li> <li>• Allocate more staff.</li> <li>• Have on-call staff organised.</li> </ul>
<b>YES</b> <input type="checkbox"/> <b>↓</b>	Did you have sufficient stock?	<b>NO</b> <input type="checkbox"/> <b>→</b>	<ul style="list-style-type: none"> <li>• Did you underestimate crowd size?</li> <li>• Did you underestimate your market attractiveness?</li> <li>• Did you check your stock levels?</li> </ul>	<ul style="list-style-type: none"> <li>• Get more information from the event organiser.</li> <li>• Arrange for extra deliveries on the day.</li> <li>• Arrange for emergency deliveries if needed.</li> </ul>
<b>YES</b> <input type="checkbox"/> <b>↓</b>	Did you have enough promotional material/stock?	<b>NO</b> <input type="checkbox"/> <b>→</b>	<ul style="list-style-type: none"> <li>• Did you underestimate crowd size?</li> <li>• Did you allow enough planning time?</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct more brainstorming.</li> <li>• Ask more questions of the organisers.</li> <li>• Allow more planning time.</li> </ul>
<b>NO</b> <input type="checkbox"/> <b>↓</b>	Did you see anything that others were doing that you did not think of?	<b>YES</b> <input type="checkbox"/> <b>→</b>	<ul style="list-style-type: none"> <li>• Did you network prior to event?</li> <li>• Did you brainstorm prior to the event?</li> <li>• Was there sufficient planning time?</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure you allow plenty of planning time.</li> <li>• Hold more brainstorming meetings with staff, friends and other businesses.</li> <li>• Talk with other businesses that have done promotions before.</li> <li>• Speak to your business adviser.</li> <li>• Re-evaluate your strategies.</li> <li>• Share your ideas with others and get feedback.</li> </ul>

	<b>Check Point</b>		<b>Possible Cause</b>	<b>Remedy</b>
<b>YES</b> <input type="checkbox"/> ↓	Did you make a profit?	<b>NO</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>• Did you overestimate crowd size well?</li> <li>• Was your pricing competitive?</li> <li>• Were you over/under stocked?</li> <li>• Were you over/under staffed?</li> <li>• Did you provide good service?</li> <li>• Did you over spend on promotional material?</li> </ul>	<ul style="list-style-type: none"> <li>• Get more information from the event organiser.</li> <li>• Re-evaluate staffing.</li> <li>• Re-evaluate stocking levels.</li> <li>• Re-evaluate pricing and profit margins.</li> <li>• Re-evaluate promotional costs.</li> <li>• Review your objectives.</li> </ul>
<b>NO</b> <input type="checkbox"/> ↓	Did you see things others were doing that you liked?	<b>YES</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>• Insufficient research.</li> <li>• Did not talk to other businesses in area?</li> </ul>	<ul style="list-style-type: none"> <li>• More brainstorming leading up to event.</li> <li>• Meet with other businesses leading up to the event.</li> </ul>
<b>YES</b> <input type="checkbox"/> ↓	Did you get referrals from cooperative businesses?	<b>NO</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>• Cooperative arrangement not clearly defined.</li> <li>• Follow-up arrangements not clearly defined.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clear channels of communication.</li> <li>• Clearly define each business's role in the cooperative deal.</li> <li>• Clearly define expenses for each cooperative partner.</li> </ul>
<b>YES</b> <input type="checkbox"/>	Did you get business from your follow-up?  Are you getting repeat business from the event?	<b>NO</b> <input type="checkbox"/> →	<ul style="list-style-type: none"> <li>• Poor follow-up strategy.</li> <li>• Incentives lacked appeal.</li> <li>• Failed to invite customers back.</li> <li>• Customers did not have a need for shop or product.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss strategies with event organisers and other involved parties, ie council, local business support network.</li> <li>• More brainstorming, involve more people.</li> <li>• Talk to other businesses with more experience.</li> <li>• Review business and product image.</li> </ul>

**You should now be able to answer these questions:**

**Did you meet your objectives?**

If you met your objectives, congratulations and give yourself a pat on the back.

**Question?**

Do you know why and how you met your objectives?

I hear you asking what does it matter, if I met the objectives?

**Answer**

Did you meet your objective through good planning and execution or was it luck?

Either way evaluating is an integral part of business growth and an opportunity that should never be squandered. An event provides the opportunity to gather information about your product, your business and your market's perception of them. An event provides the opportunity to try new strategies and test them in a relatively short-term environment.

- What more could you have achieved?
- Were your objectives too easy to meet?
- Are you looking at new target markets to attract new business?
- Are you maximising your potential?

These are but a few of the many questions that should be asked of your business and marketing activities.

**No, I did not meet my objectives**

If you did not meet your objectives, congratulations and give yourself a pat on the back. You gave it a go and you have learnt much about your business and marketing.

Again, the remedy is in your planner.

**Question?**

- Did you clearly define your objective?
- Was the objective singular? One item per objective statement.
- Was the objective measurable?
- Was the objective achievable?
- Did your strategies follow a logical path that progressively moved you to your objective?
- Did you allow enough time to execute your strategies?
- Did you cover all contingencies in your strategies?
- Did you take advantage of all your resources?
- Could you have done more research?
- Did weather or some other unforeseen circumstance prevent you from meeting your objectives?

As you can see there is much that can be learnt from evaluating. How much you learn will depend on your honesty with yourself.

## **EVALUATING PROFITABILITY AND COSTS**

Profits are not always the objective of direct marketing. Direct marketing and promoting through events is often used as an opportunity to test new strategies, new products and gather market research or increase customer awareness of your business.

If increased profits were your objective great, but it is important to still evaluate costs and the advantages gained even if a profit was not made.

- Did you stay within stated budgets?
- Was that budget sufficient to maximise the potential of the event?
- Could you have allocated more resources to the event?
- What was the cost per lead and is this acceptable?
- Would it have been better to sponsor the event?

If profits were your objective, then:

- Did you make a profit? How much?
- Did you cover your promotional expenses?
- Could you have made more?
- Were there any hidden expenses?

Use the following work sheet to help you answer these and other questions you have thought of about your involvement in the event and use this information to start planning for the next event in your area.

## INCOME AND EXPENSE ANALYSIS

<b>SALES</b>		
Total sales, not including promotional sales	\$	
Total promotional sales eg gift packs	\$	
Other income	\$	
	\$	
<b>Total Sales</b>		\$
<b>COSTS</b>		
Rent	\$	
Utilities and other fixed costs (ie. Phone, fax, etc)	\$	
Wages	\$	
Delivery and charges	\$	
Inventory purchases	\$	
Other miscellaneous expenses	\$	
	\$	
<b>Total Costs</b>		\$
<b>PROMOTIONAL COSTS</b>		
Printing costs	\$	
Design costs	\$	
Advertising costs associated with promotion	\$	
Postage	\$	
Promotional merchandise (eg. gifts, give-aways)	\$	
Additional staff	\$	
Additional insurances	\$	
Other expenses associated with the event	\$	
<b>TOTAL EVENT COSTS</b>		\$
<b>TOTAL EXPENSES</b>		\$
<b>CONTRIBUTION TO PROFITS</b>		\$
<b>TOTAL INCOME – TOTAL EXPENSES</b>		\$

## CALCULATING RETURN ON PROMOTIONAL EXPENSES

Example

A takeaway decides to sell a special offer for the event day. This offer includes:

	Sell price	Cost Price
1 x Can of Coca Cola	Normally \$2.00	\$1.00
1 x Hamburger	Normally \$3.50	\$1.50
1 x Cup of chips	Normally \$2.00	\$0.50
Total	Normally \$7.00	\$3.00

Gross profit = Sell - costs

SELL PRICE	<b>\$7.50 -</b>
COST PRICE	<b>\$3.00</b>
<b>PROFIT</b>	<b>\$4.50</b>

Special offer all three for \$5.00

	Sell price	Cost Price
Special Offer	\$5.00	
1 x Can of Coca Cola		\$1.00
1 x Hamburger		\$1.50
1 x Cup of chips		\$0.50
Total	\$5.00	\$3.00

Gross profit = Sell - costs

SELL PRICE	<b>\$5.00 -</b>
COST PRICE	<b>\$3.00</b>
<b>PROFIT</b>	<b>\$2.00</b>

$$\text{Breakeven on sales} = \frac{\text{Profit on full price}}{\text{Profit on special offer price}}$$

$$\text{Breakeven on sales} = \frac{\$4.50}{\$2.00}$$

Total sales needed to match profits 2.25

## OTHER EVALUATION RATIOS

### ROI (Return on Investment)

$$\text{ROI} = \frac{\text{Net profit}}{\text{Sales}} \times \frac{\text{Sales}}{\text{Investment (cost in this case)}}$$

Cost includes promotional costs, inventory costs; any costs associated to promotion.

$$\text{ROI} = \frac{\$300}{\$2500} \times \frac{\$2500}{\$2200}$$

$$\text{ROI} = 13.6 \%$$

### COMPARING DAY TRADING FIGURES.

The best indicator of the events day is to compare the day's turnover, profits and costs (disregarding additional promotional costs) with those of a regular trading day. The trading day being compared should be a similar day to the event, ie. Sunday to Sunday, Saturday to Saturday. If this is not possible because the event falls on a non-trading day then compare to an approximate day.

# **MAKING SURE YOU MAKE IT SAFE – MANAGING RISKS**

This section contains:

- A simple overview of the risk management process
- Risk assessment tool
- An example of a risk assessment for a hypothetical business and event
- *WorkCover Guide to Risk Assessment at Work*

## GETTING STARTED

The NSW Occupational Health and Safety Act 2000, in conjunction with the consolidation of all associated regulations into the *Occupational Health and Safety Regulation 2001*, is the most significant reform to occupational health and safety laws in almost 20 years.

The changes introduce a move away from old-style laws which attempted to detail how hazards were to be controlled in every situation, to a position which requires employers to assess the risks posed by hazards in their workplace and to determine how best to modify their work processes to effectively eliminate or control the risks.

This process is known as **risk management** and is the main focus of this section. When you are involved in an event that may involve changes to your normal work practices. You may have stock on the pavement, undertake outside cooking or food tasting, or have extra people in your business. You need to ensure you minimise the risk to your customers, your staff and your business.

As an event organiser you will need to risk manage to ensure the safety of event attendees, volunteers and the general public.

**This section will not cover all you need to know or guarantee that you are protected from litigation. You must consult with your insurer, organisations like NSW Workcover and consultants working in this area to ensure you are doing the right thing.**

The Risk Assessment tool on the following page is very easy to use. Write in what you think the hazards or risks will be in what you are doing for the event. You need to assess the **likelihood** of this happening using the scale at the bottom of the page. Use the **consequence** table in the same way. The box on the bottom right of the tool allows you to choose the **rating** based on the likelihood and consequence of the hazard. For example, a consequence of 1 and a likelihood of E, makes the rating High.

Once you have done this, write down what you will do to control the hazard. Always get someone to review your risk assessment.

The examples provided are for a small chemist shop and the Lake Macquarie City Council.



## Risk Assessment

<b>Name of Business</b>		<b>Date</b>	
<b>Name of Event</b>		<b>Prepared By</b>	
<b>Location of Event</b>		<b>Reviewed By</b>	
<b>Risk Related Issues (eg. hazards)</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>

<u>Likelihood</u> <i>A = Almost Certain: Expected to occur</i> <i>B = Likely: Will probably occur</i> <i>C = Possible: Might occur at sometime</i> <i>D = Unlikely: Not likely to occur</i> <i>E = Rare: Exceptional circumstances</i>	<u>Consequence</u> <i>1 = Catastrophic: Extreme pollution; Death or permanent disability; &gt; \$500,000</i> <i>2 = Major: Severe pollution; Long term illness or serious injury; \$50,000 to \$500,000</i> <i>3 = Moderate: Significant pollution; Medical attention &amp; off work; \$10,000 to \$50,000</i> <i>4 = Minor: Low level pollution, First aid treatment; \$1,000 to \$10,000</i> <i>5 = Insignificant: Minimal pollution, No injuries; Loss &lt; \$1,000</i>	<u>Rating</u> <i>E = Extreme</i> <b>H = High</b>  <b>M = Moderate</b>  <b>L = Low</b>	<i>Likelihood</i>					
			<i>Consequence</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>
			<i>1</i>	E	E	E	E	H
			<i>2</i>	E	E	E	H	H
			<i>3</i>	E	H	H	M	M
			<i>4</i>	H	H	M	L	L
<i>5</i>	H	M	L	L	L			

Risk Related Issues (eg. hazards)	Likelihood	Consequence	Rating	Control Measures

Likelihood	Consequence	Rating	Likelihood					
			Consequence	A	B	C	D	E
<i>A = Almost Certain: Expected to occur</i> <i>B = Likely: Will probably occur</i> <i>C = Possible: Might occur at sometime</i> <i>D = Unlikely: Not likely to occur</i> <i>E = Rare: Exceptional circumstances</i>	<i>1 = Catastrophic: Extreme pollution; Death or permanent disability; &gt; \$500,000</i> <i>2 = Major: Severe pollution; Long term illness or serious injury; \$50,000 to \$500,000</i> <i>3 = Moderate: Significant pollution; Medical attention &amp; off work; \$10,000 to \$50,000</i> <i>4 = Minor: Low level pollution, First aid treatment; \$1,000 to \$10,000</i> <i>5 = Insignificant: Minimal pollution, No injuries; Loss &lt; \$1,000</i>	<i>E = Extreme</i> <b>H = High</b>  <b>M = Moderate</b>  <b>L = Low</b>	1	E	E	E	E	H
			2	E	E	E	H	H
			3	E	H	H	M	M
			4	H	H	M	L	L
			5	H	M	L	L	L

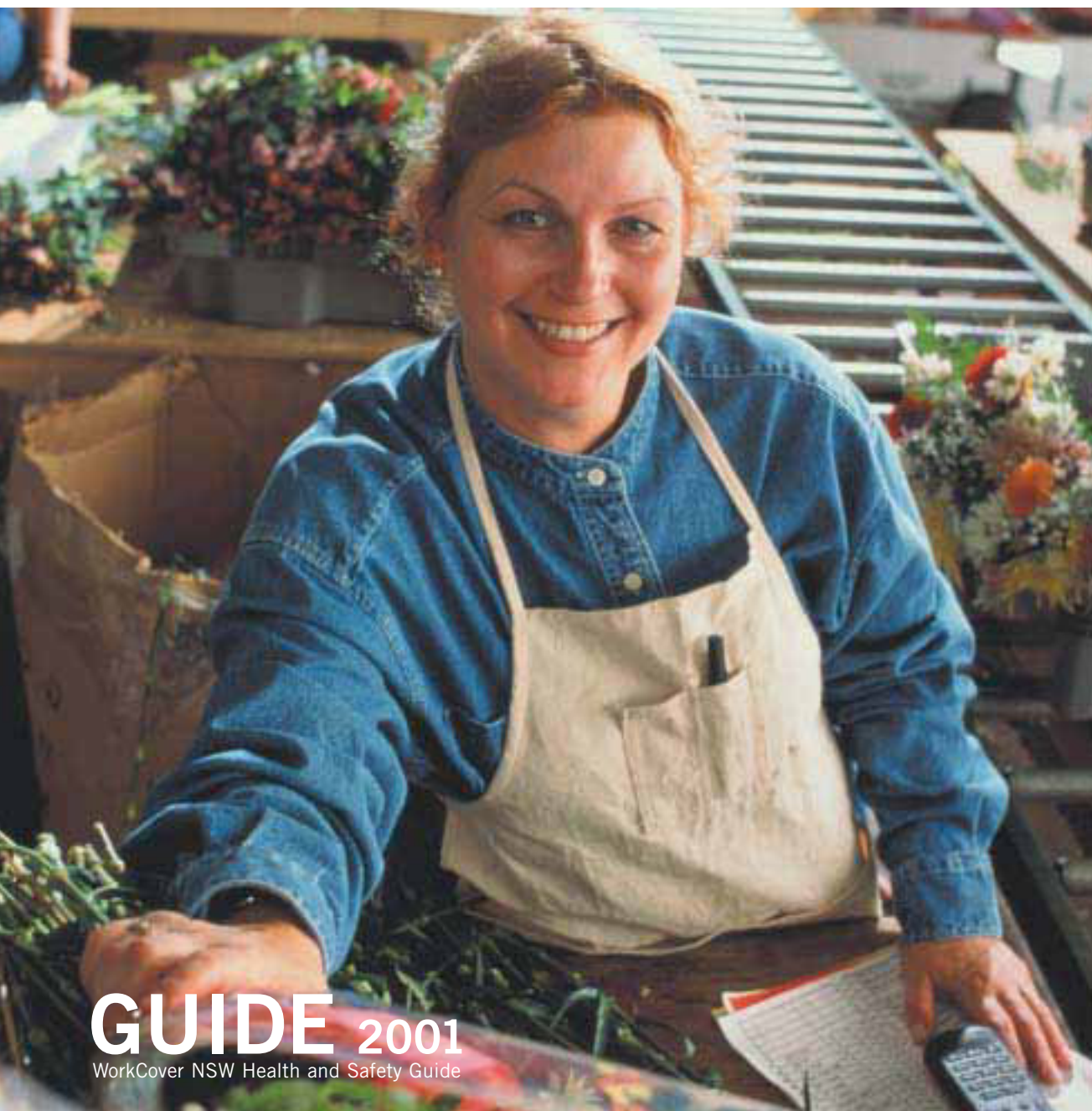
## Risk Assessment

<b>Name of Business</b>	Events Bay Chemist			<b>Date</b>	29 June 2002
<b>Name of Event</b>	Monster Bandfest			<b>Prepared By</b>	Ann Peters
<b>Location of Event</b>	Events Bay Park			<b>Reviewed By</b>	Jane Starling
<b>Risk Related Issues (eg. hazards)</b>			<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Wet weather slippery floor-customer falls or trips			C	1	E
Display table on the pavement-could be knocked over by shoppers and injury may result			C	2	E
					Slippery floor signage Mop and bucket on hand Instruct staff to mop often Mat for wiping feet plus sign Keep table well back from centre of walkway Tape off area and have warning sign Use solid table sturdy legs Staff to warn customers if push toward the table.

<b>Likelihood</b> <i>A = Almost Certain: Expected to occur</i> <i>B = Likely: Will probably occur</i> <i>C = Possible: Might occur at sometime</i> <i>D = Unlikely: Not likely to occur</i> <i>E = Rare: Exceptional circumstances</i>	<b>Consequence</b> <i>1 = Catastrophic: Extreme pollution; Death or permanent disability; &gt; \$500,000</i> <i>2 = Major: Severe pollution; Long term illness or serious injury; \$50,000 to \$500,000</i> <i>3 = Moderate: Significant pollution; Medical attention &amp; off work; \$10,000 to \$50,000</i> <i>4 = Minor: Low level pollution, First aid treatment; \$1,000 to \$10,000</i> <i>5 = Insignificant: Minimal pollution, No injuries; Loss &lt; \$1,000</i>	<b>Rating</b> <i>E = Extreme</i> <b>H = High</b>  <b>M = Moderate</b>  <b>L = Low</b>		<i>Likelihood</i>					
				<i>Consequence</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>
				<i>1</i>	E	E	E	E	H
				<i>2</i>	E	E	E	H	H
				<i>3</i>	E	H	H	M	M
				<i>4</i>	H	H	M	L	L
				<i>5</i>	H	M	L	L	L

# RISK

MANAGEMENT AT WORK



**GUIDE** 2001  
WorkCover NSW Health and Safety Guide

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## How to use this information

- **What is this booklet all about?**

The NSW Occupational Health and Safety Act 2000, in conjunction with the consolidation of all associated regulations into the *Occupational Health and Safety Regulation 2001*, is the most significant reform to occupational health and safety laws in almost 20 years.

The changes introduce a move away from old-style laws which attempted to detail how hazards were to be controlled in every situation, to a position which requires employers to assess the risks posed by hazards in their workplace and to determine how best to modify their work processes to effectively eliminate or control the risks.

This process is known as **risk management** and is the main focus of this guidance material.

- **Who is this booklet for?**

This guidance material provides a model for the systematic management of workplace hazards that can be used by: owners or managers of small or medium sized companies; OHS Committees; OHS Representatives; or anyone wanting to improve workplace health and safety.

It demonstrates in a practical way just what risk management is, and how employers and employees can work together to make their workplace and work practices safe and efficient.

- **When to use this information**

As part of replacing outdated laws and re-shaping the legal framework to suit modern industrial conditions and work practices, the new OHS Act and the OHS Regulation formally introduce risk management into the NSW regulatory framework and make it mandatory for employers to consult with workers on matters which affect their health and safety.

Understanding these legal requirements is an essential part of understanding the role of risk management in the management of workplace health and safety and in knowing exactly how to meet your risk management obligations.

## What do the symbols used in this booklet mean?



**Assess the risks in your workplace**



**Legal obligations that you must follow**



**Consult and communicate with employees**



**Questions you (or others) might ask to clarify issues**



**Tools that can help you work out your plan**



**The process of finding things that cause harm, working out how big a problem they are and then fixing them**

# Risk Management at Work

Because risk management is a practical way of finding and fixing workplace health and safety problems it is best illustrated by way of a workplace example. Consider the following workplace example:

Every week, two council workers are required to clean the public toilet blocks in the local parks.

To do this they take a truck from the depot, which has a small pressure pump and hose stored on the back of it. They drive the truck through the park, up to the front of the toilet block, lift the pump off the truck, carry it into the toilets, attach the hose to the tap and clean the block with high pressure water.

When they have finished hosing out the toilets, they carry the pump out to the truck and reload it onto the back of the truck and go to the next park with a toilet block.

As you might imagine, they don't like doing this job. The pump is heavy and awkward to lift and they find themselves straining every time they have to lift it on and off the truck. When they are using the hose in the confined space of the toilet block the noise is so loud it causes ringing in their ears which can last for hours. They have been given earplugs to wear but they often forget to bring them when they set out for the day.

Sitting in the lunch shed one day they complain to the foreman that they are not getting any younger and they are worried about "doing their backs in" lifting the pump and that the noise in the toilet block is sending them deaf.

Pete, the maintenance fitter, who is having his lunch in the shed overhears the conversation and butts in saying,

*"You're bloody mad doing the job the way you do, I know how to make it much easier. Bring the truck to the maintenance yard tomorrow and I'll fit a 30 metre hose which will reach from the truck inside the toilet block and then you won't have to lift the pump off the truck in the first place".*

*"What a great idea", says one of the two cleaners. "That will also make it much less noisy when we are in the toilet blocks with the hoses 'cause we'll leave the noise outside".*

*"You know Pete, you're a bloody genius".*

What you have just witnessed in the example above is the risk management process at work. Between them, Pete and the two cleaners have unknowingly worked through the steps involved in risk management and as a result have solved the problem of the heavy, noisy pump.

Let's take a closer look at the process they went through to do this.

## Step 1. Hazard Identification



Firstly, the cleaners identified that the pump had the potential to cause them harm because it was heavy to lift and noisy. They therefore found that the way they were doing the job was hazardous and they knew this because they did the job regularly. The **hazards** they identified were:

- Manual Handling
- Noise

## Step 2. Risk Assessment



## Step 3. Risk Elimination or Control

## The Risk Management Process

Risk management is the process of identifying and managing risks to avoid exposure or loss.

Because the cleaners have workmates who have hurt their back lifting heavy objects and others who are partially deaf from working in noisy environments, they realised that they too were at risk of such injuries, particularly as they cleaned the toilet blocks every week. The risks that they were concerned about which result from these two hazards were:

Hazards (Problem)	Risks (Harm)
Manual Handling	Muscle strain Back injuries
Noise	Hearing loss

They were lucky that Pete overheard their conversation with the foreman because Pete came up with a great solution to eliminate the need to lift the pump off the truck and, as the cleaners pointed out, it also solved the noise problem.

Hazards (Problem)	Risks (Harm)	Control (Solution)
Manual Handling	Muscle strain Back injuries	Change work practices by increasing length of hose to eliminate the need to lift pump
Noise	Hearing loss	Change work practices by increasing length of hose to reduce the noise level inside the toilet block

So you can see that: by examining what they had to do and what harm they might experience if they kept doing things the same way; and by talking to others about their concerns; the cleaners, with Pete's help, have been able to solve their problem in a very practical way. This is what risk management is all about.

In OHS terms, risk management is the process of recognising situations which have the potential to cause harm to people or property, and doing something to prevent the hazardous situation occurring or the person being harmed. This is what the cleaners did in the example we have just looked at.

The **risk management process** consists of well-defined steps, which can be likened to the problem-solving process, that when taken in sequence lead to informed decisions about how best to avoid or control the impact of these risks. Just like the problem-solving process, risk management involves:

**Step 1:** Identifying the problem, which is known as **hazard identification**.

**Step 2:** Determining how serious a problem it is, known as **risk assessment**.

**Step 3:** Deciding what needs to be done to solve the problem, **risk elimination or control**.

## Step 1: Hazard Identification - How do you decide what is a hazard?



Let's now take a look at what is involved in each of these steps.

Employers must make sure that their workplaces are free from hazards that could cause injury or disease to their employees or to other persons in the workplace, such as customers or visitors. An employer, in consultation with his or her employees, must identify all potential hazardous situations which could result in any person in the workplace being harmed. The idea is that hazards are found and something is done about them before they actually cause any harm. How can this be done?

The purpose of the hazard identification is to find all the hazards by asking yourself questions that begin with **“What if ... ?”**

Identifying the hazard is only the first part of this step. It is essential that you observe or predict what could go wrong while the task is being performed.

Therefore, the hazard identification process must look at the whole system of work and requires you to:

1. Take a look back into the past at what accidents have already happened.
2. Talk to the workers doing the jobs to find out what they consider are safety issues.
3. Take a walk around the work area to see and hear what is happening now.
4. Review any information you may have on a particular piece of equipment (manufacturers manual) or chemical Material Safety Data Sheets (MSDS) to see what it says about safety precautions.
5. Think creatively into the future about what could happen if something went wrong. Most incidents occur when something does go wrong.

Walking around a work site, talking with the workers and observing how things are actually done will help you predict what could or might go wrong. Observe: how people actually work; how plant and equipment is used; what chemicals are around and what they are used for; what safe or unsafe work practices exist; as well as, the state of the general housekeeping.

Looking back over any OHS records such as accident records, near miss records, workplace inspection reports or workers compensation records will also give you clues as to what hazards exist. The “describe what happened” section of such reports will help lead you to the problem. If someone has been hurt doing a particular task then a hazard exists, which could hurt somebody else. Other times that hazards should be identified are:

- after a near miss incident;
- after an actual injury.

Both these situations require investigation to find the hazard and its cause.

## Step 2: Risk Assessment - How do you determine what harm they can cause?



Once a hazard has been identified, an employer is required, in consultation with his or her employees, to determine how likely it is that someone could be harmed by the hazard and how serious the injury or illness could be.

This is done by reviewing any available information about the hazard. The type of information that you will need to examine will vary with the type of hazard but will generally include some or all of the following:

- **Hazard information** which is required to be supplied to you with the product or equipment such as MSDS or manufacturers information.
- **Experience from the workplace** with the hazard or similar risks such as employees experience as well as injury or incident data.
- Control measures prescribed in Chapters 4-8 of the OHS **Regulation 2001**, which identifies the risk for particular hazards and minimum control measures for certain known hazards.
- **WorkCover guidance material** which will help you assess potential risks for particular hazards, processes or work tasks.
- **Industry Codes of Practice** which will give you direction and detailed guidance on the identification and control of hazards in line with accepted legislative requirements and industry standards.
- **Australian Standards** which set out specifications for a range of equipment, products and materials to ensure that they are safe and of a good quality. Australian Standards represent good engineering practice in relation to fabrication and design. You must comply with the ones that are referred to in the OHS Regulation.

The thing to remember is, if the problem is obvious and the risk of injury is high, act to control the risk immediately in some way, as an interim measure. Then do the research required to assess the risk and decide on the control options. Part of the risk assessment involves identifying what you need to do to eliminate or minimise the risk and deciding which control option is appropriate given the degree of risk.

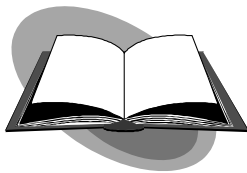
Having found that hazards do exist and that people are at risk of injury or illness from them, there is a legal compulsion on employers to do something about them.

Employers are required to remove or fix any hazards or, if this is not “reasonably practicable”, they must lessen the risk of harm to the lowest possible level. If we think back to the example of the two council workers we can see how this works.

The solution proposed by Pete eliminated the manual handling risk altogether as it removed the need for the pump to be moved from the truck at all. It also significantly reduced the noise problem. Clearly this is the best solution.

## Step 3: Risk Elimination or Control - How do you decide the best way to remove or reduce the risk?

## When do you do Risk Management?



If it was not possible to fit a longer hose to the pump, for instance, because the pump was manufactured in such a way that a longer hose would significantly decrease the effectiveness of the pump, then another solution would be to put appropriate wheels on the pump and fit a lifting device to the tray or the truck. This would allow the pump to be lowered mechanically to the ground and then wheeled into the toilet block. It would not reduce the noise problem and this would still have to be fixed.

If it was not possible for the council to fit a lifting device to the truck then perhaps the truck could be supplied with ramps to suit the width of the pump. The pump could then be wheeled on and off the truck. While this does not remove the manual handling risks, it reduces them significantly.

Again, controlling risks for certain hazards will require employers to comply with the specific controls set out in the OHS Regulation.

The OHS Regulation specifically states that risks must be minimised by means other than the provision of personal protective equipment (PPE) wherever possible. PPE should only be relied on when there is no other solution and in most instances should be used as a supplement to other control measures.

Risk management is not something that can just be fitted in when an employer has time or the workplace is a little quiet. OHS laws require that hazards are identified and that procedures are in place and are used to identify, assess and control hazards:

- before setting up and using a workplace;
- when planning work processes;
- before installing, commissioning or erecting plant;
- whenever changes are made to:
  - the workplace;
  - the system or method of work;
  - the plant used;
  - the chemicals used;
- whenever new information regarding work processes becomes available.

### ***How can this be achieved?***

To meet the requirements listed above, you need to think about health and safety whenever decisions are being made about how the work is to be done and whenever plans are being made to improve productivity or reduce costs.

Risks are most effectively identified when work activities are actually being designed, planned, talked about and decisions about the impact on health and safety can be made uncompromisingly.

This means risk management **must** be: planned; systematic; done at the right time; and comprehensive, to cover all potential hazards and risks.

## Who should be involved in Risk Management?

The OHS Act 2000 requires employers to consult with employees and take into account their views when making decisions that affect their health, safety and welfare. Involving your employees in identifying hazards and solving health and safety problems is an essential step in making your workplace safe and healthy.



## The six steps involved in creating an OHS Management System



The earlier example of the council workers showed how those affected by decisions about health and safety are best positioned to help make the job safer. The two workers were able to identify the problem because they did the job regularly. Pete, the maintenance fitter, was able to come up with the solution because he knew the equipment and had the technical skills to find a better way to do the job.

Consultation is a central feature of risk management because involving the people who do the work in identifying hazards and deciding how to control risks is the most effective way to manage workplace health and safety.

These people know the job, know what is needed to make the job safe, know the production process, and above all know how best to solve problems so that hazards are eliminated or controlled.

Consultation is required:

- whenever risks to health and safety are being examined or reviewed;
- when decisions are being made about measures taken to eliminate or control risks;
- when introducing or altering any procedures for identifying and monitoring workplace risks;
- whenever changes that may affect health and safety are proposed to the workplace, the system of work, or the plant and substances used for work;
- whenever decisions are made about consultation arrangements.

In other words, consultation with employees is required when planning how work is to be done and before work involving any new processes, equipment or chemicals begins.

Employers need a process in place to make sure that potential hazards and the health and safety of people in the workplace is not overlooked during the planning of work activities. This can only be achieved by having policies and procedures in place, which make it impossible to overlook OHS in the overall planning of the production process.

The systematic management of workplace health and safety means managing work activities to minimise risks. **An occupational health and safety management system** is simply a documented, co-ordinated plan to make sure the hazards and associated risks are managed.

For risk management to be truly effective it must surround work activities. It cannot be simply hazard-based, where efforts generally attempt to put out the “bush fire” without managing the work activity and the environment safety as a whole.

## **Step 1: Determine who is responsible for health and safety**

While the main responsibility for making sure that work activities are safe lies with the employer/owner of a company, there is a general expectation that employees work safely and take care in what they do so as not to put themselves or others at risk.

The expectations of employees can be broken down into such things as being expected to:

- follow procedures;
- wear personal protective equipment (PPE);
- report any safety problems; and
- report incidents and injuries.

In order to do these things, employees need to have procedures to follow, PPE to wear and a means of reporting OHS problems and injuries. Therefore, a company needs to determine who is responsible for: developing the procedures and the reporting mechanism; and purchasing and supplying PPE.

In most workplaces managers are usually responsible for the range of decisions about what the company will do and how it will be done. Decisions such as what products and services the company will produce, how this will be done and who will do it, are made by the management of the company. In doing this, managers also make decisions about what equipment and materials will be purchased and what production targets are to be achieved. They are responsible for making sure this can all be done safely.

Supervisors are responsible for making sure that the management's decisions are carried out. They make sure production targets are met, that work is carried out to the standard required and that procedures are followed.

Employees do have a role to play in creating a safe workplace and in keeping it that way, but they are only able to meet these responsibilities if procedures such as PPE and reporting systems are in place.

For all the occupational health and safety activities that happen, or should happen in a workplace there needs to be people responsible for:

- initiating the actions to be undertaken;
- developing the actions into steps (procedures);
- training others to follow the procedures;
- supervising people to make sure they understand and follow the procedures; and
- reviewing the procedures to make sure they work and updating them as things in the workplace change.

## Step 2: Plan to work safely

The way to systematically plan and manage health and safety in the workplace is to build risk management and consultation into all those activities which have OHS implications. As we have seen this involves business activities such as:

<b>Purchasing:</b>	because OHS issues can be thought about and addressed before a piece of plant or a chemical even enters the workplace.
<b>Work methods or procedures:</b>	because jobs can be designed to make sure workers are safe and that the job is carried out in a safe manner.
<b>Using contractors:</b>	because employers need to make sure that other workers who come into the workplace are not put at risk or that the actions of these workers don't put at risk the safety of anyone else.
<b>Reporting OHS problems:</b>	because if hazards are identified and reported as soon as someone notices them then the risks can be examined and fixed before they cause any harm.
<b>Investigating incidents:</b>	because if something does go wrong procedures and work methods need to be reviewed to make sure that the same thing will not happen again.
<b>Emergency procedures:</b>	because risks to people from fire and other emergencies need to be identified and planned for.

## Step 3: Involve employees in the process



## Step 4: Develop procedures

Next, you need to decide how you are going to involve your employees in the process. Will you do this via an OHS Committee or by using employee OHS Representatives? How will these consultative arrangements be developed with the workforce and communicated to them? WorkCover has developed a Code of Practice: OHS Consultation which provides practical guidance on how you can set up consultative arrangements and make sure they work effectively.

You then need to develop an action plan in consultation with your employees. This action plan needs to spell out what needs to be done, in what order, who is going to do it, and in what timeframe. For example:

*“Purchasing procedures to include identification of hazards and assessment of risk. To be developed by Production Manager and Purchasing Officer and referred to committee in 1 month”.*

*“Three representatives from the Committee to develop draft evacuation procedures within 2 months”.*

Probably the most important part of your action plan will be to look at the jobs people do in your workplace and develop safe work procedures for these tasks. If you develop safe work procedures for the jobs which form the core of your business operation then you are likely to address the majority of hazards and risks in your workplace.

To do this you need to: sit down with the committee or employee representatives (or in accordance with other consultative arrangements you have agreed to with your employees); list all the jobs which are done; prioritise them in terms of risk and then, establish a schedule to develop safe work procedures for these jobs over a set period of time. At the end of this booklet there is an example of how you can analyse the tasks in your workplace and develop Safe Work Procedures. There is also an example of how you can look at your purchasing procedures to ensure safety issues are adequately addressed.

### **Step 5: Train people in the procedures**

Procedures don't work if people don't know about them. Once procedures have been developed to include the work activities discussed above, employees need to know about them.

Clearly written and straightforward procedures can be used as the basis for an OHS training program for all levels of the organisation. Managers, supervisors and employees all need information and instruction on what is required and what is in place.

This same information can be streamlined to form the basis of an employee induction handbook to make sure people are informed on how to work safely before they commence on the job.

### **Step 6: Monitor, review and improve the system**

Once procedures have been in place for a while, it is important to monitor their effectiveness and to make sure that people are following them. Reviewing what is in place and how it is working allows for the system to be changed to accommodate any changes in the workplace. This will result in a system which is continually being improved.

Evaluating and reviewing means checking to see if the decisions that were made about the risks and the best way to control them are properly put into place and that they are working.

Once a risk assessment has been done it must be reviewed by both management and the people involved in the job. The effectiveness of the decisions which came from the assessment need to be re-evaluated if:

- there is evidence that the risk assessment is no longer valid; or
- if someone is harmed from exposure to the hazard that the assessment dealt with; or
- if there are changes in the work environment or the work practices concerning the hazard which the risk assessment addressed.

# What if Something Does go Wrong?

## Reporting Problems

## Accident/Incident Reporting

## Investigating Accidents, Incidents or 'Near Misses'

Accidents are not just bad luck or unforeseeable. In most cases they occur as the result of a "chain of events" and a failure of one or more links in that chain.

## Injury Management

While systematic risk management tries to make sure that procedures are in place so that all work and all related work activities are carried out safely, in reality new hazards will arise in the workplace for various reasons. Old problems, which you thought you solved, may reappear.

As an essential part of a risk management system, everyone in the workplace should be encouraged to report problems as soon as they notice them.

The hazard reporting system should reward people for reporting a problem, not discourage them for finding more problems. It is also a good idea to have some way of writing down the hazard when it is found, recording what is done to fix it, and signing off when it is done.

Risk management systems reduce the likelihood of an accident occurring, nevertheless from time to time incidents or accidents may happen. Such events in themselves are an important part of the risk management process. Let's explore why.

An accident involves an injury or illness of some degree to a person in the workplace. An incident or near miss, on the other hand, is an event where no injury or illness occurs but this is more the result of good luck.

A near miss or incident should be treated as a warning sign. Everyone should be encouraged to report these potential accidents in the same way that they are encouraged to report hazards. Once reported, near miss incidents should be investigated and control measures put in place to make sure the same thing does not happen again.

Investigating accidents, incidents or 'near misses' helps you to find out what went wrong, why it happened and, if a control measure was in place, why it failed. Perhaps the control measure which you thought was in place did not work because people at the workplace did not know about it.

For example, maybe you had gone to the trouble of writing down safe work procedures but you had not spent the time to make sure all workers were familiar with them and understood them. Or maybe there was a casual worker on site for the week and he or she had not been properly trained in your safe work procedures. Perhaps you had been busy and overlooked the maintenance schedule for the machinery or forgotten to buy more gloves.

Investigating what went wrong and why, and what needs to be done to make sure the same situation will not be repeated, is also part of the risk management cycle.

The loss or disruption which a company can experience when a hazardous incident occurs in the workplace can be multiplied tenfold when that incident leads to an injury to a worker.

A comprehensive risk management system must therefore address what needs to happen should an injury occur and should include a

well-thought-out plan to maximise opportunities for injured workers to remain at work.

The two key factors which interact to reduce the effect of a workplace injury for both the injured worker and the employer are **early intervention** and **early return to work**.

Accordingly, your risk management system must define steps to manage injuries and return injured workers to gainful employment. It needs to include:

- early notification of the injury;
- early contact with the worker and his/her doctor and your insurance company;
- the provision of suitable duties as early as possible for an early return to work; and
- a written plan to upgrade these duties in line with medical advice.

It is important to note that the safe work procedures generated as part of your risk management process can be used to find and specify suitable duties.

## Conclusion

Systematic management helps employers to recognise hazards and plan to eliminate or control risks. The opposite approach is to ignore the potential for harm at the planning stage and then manage the problem when it does arise. This approach is far more disruptive and usually more costly and risky in terms of non-compliance.

The message is that the risk management obligations should not be seen as an imposition or an added extra but will, when applied effectively, help employers plan and organise their workplace in an efficient and safe manner.

Let's consider the following examples to see how the systematic approach to risk management works. These examples will illustrate that the systematic management of health and safety is the same as any good business planning strategy. It should be emphasised that these are not the only situations in which OHS issues arise but they provide useful illustrations of how OHS issues can be integrated in general decisions about how a business or organisation operates.

# Example 1: Job Design



## Step 1: Hazard Identification



## Step 2: Risk Assessment



This example illustrates the application of risk management principles to designing a new job or set of jobs.

Artlight is a small company that assembles lampstands. The lamp bases have traditionally been made out of plastic or glazed crockery. It has been decided to add a new line with cast metal bases. This will require the employment of a new person to undertake the following tasks:

- unloading the truck;
- using the grinder to dress casts;
- cleaning dressed casts with solvent;
- placing casts on trolley to be taken to paint shop.

The questions to ask are:

1. *What hazards and risks are being introduced into the workplace as a result of this new process?*
2. *How will the hazards be identified?*
3. *How might the risks be eliminated or controlled?*

Listed below are the hazards which this new process would introduce into the workshop.

Task:	Hazard:
Loading/Unloading materials	Manual Handling
Operating Grinder	Mechanical Plant/Machinery
Using Solvents	Hazardous Substances

The tasks obviously involve exposure to significant hazards, namely manual handling, plant and hazardous substances.

The risks associated with manual handling, the use of plant and hazardous substances, need to be assessed to determine what action should be taken to eliminate or control them.

- Follow the recommendations on the MSDS.

The MSDS gives information on the health effects of the solvent. As the solvent is already being used in the workplace, the MSDS is readily available and warns that if not used correctly, it can cause headaches, skin irritation or dermatitis, as well as irritation to the eyes, nose, throat and respiratory tract. It also advises that people should not be exposed to the substance for long periods and that it must be used in a well-ventilated area.

- Follow the recommendations on the operator's manual.

The grinder was supplied with an operator's manual which gives directions on how to use it safely. The manual warns that: only the specified model grinder wheels should be purchased to replace wearing wheels; eye protection should be worn at all times; and the safety guard must not be removed when the grinder is operating. While the manual indicates that the noise levels from the grinder are within the legally specified limits, it does suggest that with

prolonged use over an 8-hour shift, ear muffs should be worn. The manual contains a service log for the grinder and suggests that to prolong the life of the grinder and to ensure the safe operation of the machine, it be serviced by a qualified person every 3 months.

- Use information about accident, incident or 'near miss'

Examination of the Register of Injuries shows that over the past 5 years there have been 22 reports of a back, neck or shoulder injury from loading and unloading trucks, 6 of these were very serious and resulted in time off work. In addition, 4 people have gone home with headaches and sore eyes reportedly after working for 3 days with the solvent.

Task:	Hazard:	Risk:
Loading/Unloading materials	Manual Handling	Strains due to incorrect or excessive <ul style="list-style-type: none"> <li>• Lifting</li> <li>• Bending</li> <li>• Reaching</li> <li>• Carrying</li> </ul>
Operating Grinder	Mechanical Plant/Machinery	Injury caused by: <ul style="list-style-type: none"> <li>• Moving parts</li> <li>• Metal fragments</li> <li>• Explosion</li> <li>• Noise</li> <li>• Dust</li> <li>• Poor maintenance</li> </ul>
Using Solvents	Hazardous Substances	Exposure resulting in: <ul style="list-style-type: none"> <li>• Headaches</li> <li>• Skin irritation</li> <li>• Dermatitis</li> <li>• Eye irritation</li> <li>• Nose &amp; throat irritation</li> <li>• Respiratory irritation</li> </ul>

### Step 3: Eliminate or Control the Risks

Now that the risks have been assessed, the next step is to devise strategies to eliminate or control those risks so as to make the workplace as safe as possible and to make sure that Artlight's OHS obligations are met. Let's look at the range of control strategies that could be considered:

#### Level 1 Controls:

Why design in a problem in the first place? Think first about the possibility of **ELIMINATING** the risk altogether.

*Is it possible for Artlight to have casts dressed & cleaned as part of supply contract?* This would eliminate the need to use the solvent or the grinder and therefore eliminate the associated risks altogether.

After further investigation Artlight discovers that the cost of buying the casts already dressed and cleaned is prohibitive so eliminating the problem is not possible. They therefore need to consider strategies to reduce the problem.

### **Level 2 Controls:**

If you can't eliminate the risk, think about redesigning the equipment or processes so that less hazardous equipment or materials can be used:

*Is it possible to substitute a less hazardous substance for the solvent? There may well be other products that can do the job required and are far less hazardous.*

*Is it practical to obtain the solvent in smaller containers and so eliminate the risks of skin and eye contact associated with decanting?*

*Is it possible to have the casts delivered on pallets and transported by a forklift to minimise lifting?*

The workers have suggested that a crate could be designed with a gravity feed gate which allows the casts to be removed from the bottom of the crate. This would avoid bending into the crate and would allow the crate to be placed on a table at waist height, preventing bending altogether.

The grinder should be checked to make sure the appropriate guards are fitted to minimise risks of entanglement, and a face shield can be supplied for risks from metal fragments.

Any noise problem may be reduced by an acoustic hood.

To minimise risks from solvent fumes, the area in which the solvent is to be used will need to be properly ventilated and may require an appropriate exhaust system to be installed.

### **Level 3 Controls:**

Because it is not possible to eliminate the hazard but the risk can be minimised by engineering controls, Artlight must consider the need to supplement these controls with the following:

*Safe Work Procedures:* which clearly define how people are to do their work safely (work methods);

*Training and Supervision:* to make sure workers know how to do the job the safe way and work according to the safe work procedures;

*Personal Protective Equipment:* this may involve gloves, eye and hearing protection. As well, safety footwear may well be needed for the tasks associated with manual handling.

The best controls to manage the risks at Artlight are listed in the table following.

What we have done in the following table is complete a Risk Assessment of this new process at Artlight. This process requires that you think more carefully about how work is to be done in the workplace. The advantage of this approach is that it will enable you to:

- 1. Address problems early:** It is much easier and more cost-effective to deal with OHS problems at this stage rather than wait until an accident or incident forces it upon you.

**2. Incorporate safety procedures into work practices rather than addressing safety as a separate issue:** By considering safety issues when a job is designed or redesigned, you can assess the best way to do a job and what equipment is needed.

<b>Task:</b>	<b>Hazard(Problem):</b>	<b>Risk(Harm):</b>	<b>Controls(Solution):</b>
Loading/ Unloading materials	Manual Handling	Strains due to incorrect or excessive: <ul style="list-style-type: none"> <li>• Lifting</li> <li>• Bending</li> <li>• Reaching</li> <li>• Carrying</li> </ul>	<ul style="list-style-type: none"> <li>• purchase from supplier in crates on pallets</li> <li>• unload with forklift</li> <li>• place crates on waist-high table</li> <li>• gate in crate for gravity feed</li> </ul>
Operating Grinder	Mechanical Plant/Machine	Injury caused by: <ul style="list-style-type: none"> <li>• Moving parts</li> <li>• Metal fragments</li> <li>• Explosion of grinder wheel</li> <li>• Noise</li> <li>• Dust</li> <li>• Poor maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• face shield to be supplied</li> <li>• grinder to be guarded</li> <li>• only model of wheel specified in manufacturer's manual to be used</li> <li>• acoustic hood to be fitted</li> <li>• hearing protection to be supplied</li> <li>• extraction system</li> <li>• quarterly maintenance service by fitter</li> </ul>
Using Solvents	Hazardous Substances	Exposure resulting in: <ul style="list-style-type: none"> <li>• Headaches</li> <li>• Skin irritation</li> <li>• Dermatitis</li> <li>• Eye irritation</li> <li>• Nose &amp; throat irritation</li> <li>• Respiratory irritation</li> </ul>	<ul style="list-style-type: none"> <li>• non-solvent-based cleaner to be used</li> <li>• buy small containers of solvent/no decanting</li> <li>• gloves to be supplied</li> <li>• eye protection to be supplied</li> <li>• exhaust system to be installed</li> </ul>

While it has been easier to illustrate the process of job design by this example using a new job, it is very important to understand that the same thinking and the same process needs to be applied to existing jobs. While you might think this is harder it really just involves you and your employees thinking differently about *“the way things have always been done”* and *“the safe way the jobs should be done”*.

## Example 2: Safe Work Procedures and Training

*Artlight* is now ready to commence production. It needs to recruit a new person to run the cast metal base production. They find a person with manufacturing experience but need to make sure he or she knows how to do the job safely, in line with how it has been designed.

*Artlight* needs to formally tell him or her about the hazards involved in the job and instruct him or her in the application of the control measures already decided on.

The control measures can be written up as **safe work procedures** or instructions which inform the new employee how to do the job. The safe work procedures for the metal cast production would look like the table following.

These safe work procedures need to be explained and demonstrated to the new worker. Employees need information and instruction on what is required of them to work safely and what is in place. Procedures don't work if people don't know about them. By turning the control strategies into safe work procedures, writing them down, and telling people about them, you make sure that everyone is trained to do the job safely.

This is particularly important when you have workers who are new and who are unfamiliar with the task and the equipment, and who may be used to working differently. Inducting new staff in OHS does not only apply to safe work procedures but should cover all the OHS requirements of the company such as: OHS responsibilities; hazard reporting; accident reporting; first aid; injury management, etc.

Because everyone in the workplace needs to know about safe work procedures and other risk management activities, writing them down as simple procedures, as shown in the table following, allows you to structure your organisation's OHS training program. This tells you what people need to know about working safely at your workplace. The content of your training program should directly reflect the procedures.

Task:	Metal Cast Production Safe Work Procedure:
Loading & unloading materials	<ul style="list-style-type: none"> <li>• All materials will be supplied in crates on pallets. If materials are not delivered on pallets, do not accept the goods from the supplier. Immediately contact the workshop manager.</li> <li>• All materials are to be unloaded from truck using forklift, driver to be certificated.</li> <li>• The crates are to be stacked on top of each other in the store area, no more than two crates high.</li> <li>• When materials are required, one crate at a time is to be fork lifted onto the designated work bench.</li> <li>• Remove casts from crate by lifting gate on side of crate and casts will gravity feed on to workbench.</li> <li>• Avoid bending into crate to remove casts.</li> <li>• All finished products are to be packed and reloaded into the crates and fork lifted onto the truck for delivery.</li> </ul>
Operating Grinder	<ul style="list-style-type: none"> <li>• Only those employees who have been specifically instructed to operate the grinder are allowed to use it.</li> <li>• The guard on the grinder must be in its fixed position when grinder in operation.</li> <li>• If you notice any problem with the guard, switch off the grinder and report the problem immediately to the workshop manager.</li> <li>• The guard must never be removed by anyone other than the maintenance fitter.</li> <li>• The face shield supplied must be worn at all times when operating the grinder.</li> <li>• The extraction system must always be switched on when grinder in operation.</li> <li>• The acoustic hood must be closed at all times while the grinder is in operation.</li> <li>• The ear muffs supplied must be worn when operating the grinder.</li> <li>• Only the model wheel specified in the manufacturers manual will be purchased and used to replace worn wheels.</li> <li>• The workshop manager will maintain maintenance logbook and arrange for the grinder to be serviced by a qualified fitter quarterly.</li> </ul>
Using Solvent	<ul style="list-style-type: none"> <li>• Cleaning solvent is supplied in 1 litre containers and is not to be decanted into other containers under any circumstances.</li> <li>• Only those employees who have read the MSDS and have been instructed in the safe use of the solvent are to perform this task.</li> <li>• Gloves must be worn at all times when using the solvent.</li> <li>• Eye protection must be worn at all times when using the solvent.</li> <li>• Care must be taken not to expose the eyes, skin, nose or throat to contact with the solvent.</li> <li>• The main exhaust system must be turned on at all times.</li> </ul>

## Example 3: Purchasing Decisions

“Buying in” OHS problems can also be prevented by a planned, systematic approach to purchasing. This means thinking about the hazards that new products may present and what risks they will impose on the company before you buy the risk in.

From time to time businesses need to consider purchasing equipment. This may be to replace current equipment or it may be new equipment to make a work process easier or more efficient.

Likewise, the business may need to consider purchasing substances such as solvents, detergents, and lubricants. These may be to replace current substances because new ones have come on the market and are either cheaper or more effective or a new process is being introduced into the work system.

All organisations have someone responsible for the purchase and a purchasing policy, no matter how informal. Such a policy is based on:

- **Cost:** **Value for Money**
- **Efficiency:** **It does the job well**
- **Maintenance:** **How reliable and what's the supply like?**

These are always the factors which influence decisions to purchase or not to purchase.

The introduction of new plant and substances can pose significant health and safety risks to people in the workplace. The decision on what particular piece of equipment or substance is eventually purchased should not be based only on cost, efficiency and maintenance but should be determined by decisions concerning:

- **What hazards are associated with the product?**
- **What risks will the product introduce?**
- **What control strategies need to be implemented to control the risks?**

A procedure needs to be developed to make sure these factors are considered before the purchase is made. It is much easier and more cost-effective to address these health and safety issues prior to purchase rather than after, when the need to implement costly control measures to address the OHS consequences of the purchasing decision may be required.

Therefore, a purchasing policy needs to be based on consideration of OHS information. This information will enable you to make an informed decision on what you purchase in terms of your OHS responsibilities. By doing this you will know:

- **the hazards and risks associated with the product; and**
- **what work systems need to be implemented to ensure the health and safety of employees.**

Then, you can purchase to eliminate or minimise the risks.







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Catalogue No. 425 ISBN:1 876995 60 2 ©Copyright WorkCover NSW 2001  
Production & printing by NSW Government Printing Service - Tel: 9743 8777

# **FACILITATING THE PLANNING PROCESS**

This section contains:

- Ways to get a group together
- Ground rules for a meeting
- Tips to help a facilitator collect information from a group

## **GETTING STARTED**

Facilitating or guiding a meeting is not as easy as it often seems. It is important to choose a facilitator who has had some experience with meetings, and is a good communicator. The facilitator will need to be able to maintain order, encourage everyone to participate, manage those who want to dominate discussions and keep the meeting on track. If you are not confident as a facilitator contact the event organiser and ask for assistance or advice.

### **Getting a Group Together**

The best way to get a group together is to decide exactly what the purpose of your meeting will be. People are more likely to come to a meeting if they know exactly what the meeting is for. It is also important to focus the meeting on the needs of those involved. You may have to do some personal visiting and explain to people what is in it for them. If your aim is to get a group of business people involved in an event you may have to personally discuss your ideas with them to get them interested in coming along.

*Remember:*

- have a clear agenda
- set the meeting at a time and place that suits the business people
- keep the meeting time short. A good facilitator should only need an hour. It is better to meet again, rather than have a lengthy meeting
- keep on track—don't let other issues get in the way. Record them for a later meeting
- set some basic ground rules so that everyone's opinions are heard and respected
- keep ideas, opinions and comments brief or the meeting will drag on and be dominated by those with plenty to say
- don't be afraid of new ideas—talk them through and clearly establish the advantages and disadvantages
- always be positive



## **Running a Successful Meeting**

Meetings are periods set aside where a group works through an agenda discussing items with the intent of achieving the group's objectives.

The elements of a successful meeting include:

- having a general statement of what the meeting is intended to accomplish
- knowing when a meeting is appropriate and when it is not (when could a letter be better)
- assessing why the meeting is being called
- deciding who should be involved—the key stakeholders
- clearly stating the issues to be discussed
- deciding which meeting roles will be performed by whom (facilitator, recorder, etc)
- getting agreement on how decisions are to be made—show of hands, voting with sticky dots, secret ballot
- producing a clear effective agenda detailing topics, process and timing and sticking to it
- setting clear ground rules for behaviours to ensure listening and respect for the ideas of others
- having the right equipment eg. a whiteboard, flipchart, paper and pens.

## **Getting the Information Together—Some Tips for Facilitating**

- a meeting facilitator will ask someone to record the information so you can concentrate on listening and encouraging discussion
- open the meeting by welcoming everyone and having individuals introduce themselves. Labels make good nametags if you want to use them
- state the purpose of the meeting. For example “We are here this morning to discuss how we can prepare a joint promotion for this event”
- open discussion and try to let everyone contribute. If people are slow to discuss, start the discussion yourself by giving your ideas
- record all the ideas on a whiteboard or flipchart for all to see. Just get any ideas at this stage, you can select the ones you want later
- if people have questions no one can answer, note these, and ask for a volunteer to follow up. Try to share jobs around so everyone is contributing
- once you have all the ideas mark the ones that are achievable for the time and finances you have available
- prepare a plan to get the job done using the tools in sections 1 and 2 of this kit. Make sure jobs/actions are allocated fairly. Even the organiser may be able to help coordinate your activities, as you will need someone to ensure your plan is being implemented
- arrange a time for a follow up meeting to check progress.