

The logo for AVA, consisting of the letters 'AVA' in a bold, white, sans-serif font, centered on a black rectangular background.

Risky Business - new models for planning events during and post pandemic

SARAH MCBRIAR

FOUNDER OF AVA & UP PRODUCTIONS

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WHO WE ARE & WHAT DO WE DO?



Sarah McBrier
Founder + Creative Director

After six years at Manchester City Football Club, building their Non-Match Day tourism experience & activating the FA Cup & Premier League Trophy globally – Sarah founded AVA & Up! Productions. AVA stands for Audio-Visual Arts; a festival, conference and grassroots organisation now spanning eight editions in Belfast, five in London + over 50 Satellite events across Manchester, Glasgow, Mumbai, Amsterdam & Dublin.

Experienced in managing large scale budgets, top-tier artist talent, coupled with a community-led programming approach, Sarah brings a wealth of experience & direction to large scale productions, festivals & activations. Known for her 'innovative & bold' approach to projects, her leadership has gained the prestigious Innovate UK award in 2020. Sarah is a qualified Prince II Project Manager, & Lecturer at C SSD London, producing the University's first online Creative Producing course.



Elle Castle
Operations Director

Former Operations Director to Assembled Live group & GALA festival. Lover of all things organisation, Elle has spent the best part of a decade producing events in the UK, Europe & the Middle East.

Elle has worked across both SME's, start-ups as well as cultural institutions & prestigious venues to lead operationally slick, commercially successful large-scale events in the arts, music & food sectors. Previous stints include London's leading street food incubators KERB, online broadcast platform Boiler Room, the world-class Barbican arts centre as well as consultancy roles for many London based local councils.



Joe Baran
Site Management

Specialist production lead for live events; working closely with numerous agencies & respected industry professionals to deliver a wide range of projects in the UK + around the world.

Joe is capable of conceptualising & delivering complex special events in challenging environments for local & global audiences at scale. Joe is competent & experienced in leading production, operations, site & logistics teams in green fields, urban centres, established venues & blank spaces.



Dave McDonagh
Senior Producer

As Head of Production across all AVA & Up! Productions projects, Dave brings a wealth of experience from previous campaigns including; Senior Production Manager on behalf of several London agencies & production companies for leading brands such as Apple, Android, Nike, Stock X, Amazon, Huawei & New Balance. Dave has delivered festival sites, product launches, exhibitions, fashion shows, pop-up retail & music tours – as part of campaigns & standalone events.



Emmett Costello
Senior Programmer & Curator

Emmett is an event curator, producer and marketer who has worked across the Northern Irish and UK creative sector for over 8 years. Working with AVA, he has led the programming, partnerships and marketing, across events in Belfast, London, Manchester, Dublin and Glasgow. He now leads on artist curation and programming across the Belfast and London events.

He is the creative director of independent Belfast events collective Inside Moves, producing over 40 bespoke events across Belfast since 2016, working with a diverse range of artists and venues, leading on all aspects of curation, marketing, event management, finance and partnerships.

Emmett has been selected for the British Council's Selector PRO programme for 2022, and also works as a consultant for PRS Foundation as part of their funding decision panels since 2020.



Conor McTernan
Marketing + Programme Manager

With a music industry background in editorial, press, sales, partnerships & events Conor joined AVA & Up! Productions in 2021 after a six-year tenure on the commercial team at Resident Advisor (RA).

Conor has a track record in brand building & driving growth via editorially-led campaigns with leading brands across music, fashion, travel & lifestyle industries. Overseeing the delivery of a marketing strategy & management of the marketing team, Conor is responsible for all of Up! Production's content channels, partner relationships, conference programming & the day to day of putting our projects on the international stage. Conor is a qualified Prince II Project Manager and an experienced journalist, copywriter & music consultant who often writes about music & culture.



Sam Musgrave
Design + Branding

Sam has designed & delivered multimedia festival campaigns for the likes of Dimensions, We Out Here, Outlook & AVA Festival alongside a wide range of freelance clients in the music & events industries – providing branding expertise & creative direction to deliver projects.

International print campaigns, record sleeves, motion graphics, merchandise, websites and more are all part of Sam's repertoire, forming the backbone of a creative practice that focuses on a combination of experimental design, abstraction, psychedelia & modernism.



Ciarán Bittles
Marketing + Events Assistant

Ciarán is a multi-disciplinary creative in the Belfast music & performing arts community. Having worked as both cast & crew on an abundance of productions over the last 10 years including work with The Lyric Theatre & Belfast Film Festival as well as producing music videos that have become viral sensations. Ciaran joined AVA & Up! Productions in 2021 as Marketing & Events assistant and has been busy putting his touch on our social media channels & IRL events.

As well as being a budding DJ & producer Ciarán also oversees the day-to-day operation of one of Belfast's premier hospitality venues—Bittles Bar. Currently sitting on the steering committee for Free The Night, Ciarán champions reform to Northern Ireland's night-time economy.

WHAT DO WE DO?

EVENTS



EXPERIENCES



ACTIVATIONS



EDUCATION





BROADWICKLIVE



PRINTWORKS



Belfast
City Council



ROYAL CENTRAL
SCHOOL OF SPEECH & DRAMA



RISKY BUSINESS

HOW DO WE IDENTIFY & MITIGATE RISK?

PROJECT RISKS – RISK REGISTER Insert any medium or high risks for your project		
Production & Performance risks		
Description of risk	Risk Level	Mitigation
There is a risk that it will rain all weekend	High	To mitigate this risk, we are ensuring there is enough covered areas, with both music and F&B. The event is also 11 hours, across each day, so this minimising the risk of it raining the whole time.
There is a risk that weather will affect the main stage performance and broadcast abilities	High	To mitigate this risk, we are ensuring the performers across all stages are fully covered, and we have insurance to cover any potential equipment damage.
There is a risk we experience a delay on some of the deliveries during the build time	Medium	To ensure we factor this in, we will build in contingency time into our build schedules, and ensure all suppliers are contracted to a specific deliver time & date
There is a Risk that one of the artists <u>have to</u> cancel due to illness or travel interruptions	High	We have a full <u>lineup</u> , not reliant on one <u>artists</u> . We also have insurance to cover this, and the ability to book artists last minute to fill in gaps.

HOW DO WE IDENTIFY & MITIGATE RISK?

Financial risks		
Description of risk	Risk Level	Mitigation
There is a risk of going over budget due to <u>a number of</u> factors, such as delays, unknown / unpredicted costs, staff sickness due to Covid or other.	High	To mitigate this risk, a contingency budget of 10% has been factored into the project plan and budget.
There is a risk that the price point will be too high or too low.	Medium	We have grown the event over 8 years and we learn and gather feedback. We also benchmark <u>all of</u> our events against comparable experiences in the festival and live music experience. Negotiating attractive partnership deals with added marketing and exposure benefits to help drive the expenditure costs down, minimising the overall price.
There is a risk that staff or subcontractors will fall ill with Covid-19 or other sickness.	High	<p>Due to the current Pandemic, there is a risk that staff could fall ill. A week of contingency has been built into the main work packages and sick pay has been built into the staffing costs for PAYE staff. We have sourced backup Sub-contracted staff to cover the roles outlined in the project if a sub-contractor was to fall ill.</p> <p>We also have a budget for covid-19 precautionary measures & a covid response nurse, to ensure that all testing within physical spaces, follows strict guidelines to prevent any spread of illness.</p>

HOW DO WE IDENTIFY & MITIGATE RISK?

Marketing risks		
Description of risk	Risk Level	Mitigation
Failure to sell enough tickets, or to not secure talent / venues.	Medium	There is always a risk to not sell enough tickets or secure the right talent, but working with the right artists, having a strong marketing plan and a long lead time, coupled with working with the right venues, with proven track records, Planning and commitment early on <u>is</u> the key to this. Rushing something usually doesn't end well.
By developing this product, we will have an impact in the market which will inevitably lead to competition. We hope that we will have a market advantage by being first and will support this by filing for copyright protection as part of this project.	High	To mitigate this risk, we will need to be first to the market. We will ensure all members of the team, both internal and external, sign NDA's and commitment contracts.
Regulatory risk for music rights, marketing restrictions, <u>tax</u> and currency.	Medium-Low	This risk is medium to low, as we will partner with a local venue, and operate ticket sales and marketing locally and nationally. All licensing will be addressed through contracts in advance.
Regulatory Risks through lack of patenting or conflicting with existing products	Low	A patent and product search has already been completed illustrating the freedom to act and begin this R&D phase. The project has budgeted for this and legal expenses.

HOW DO WE MANAGE RISK?

1. PROFESSIONAL & SPECIALIST SERVICES;
 - a. H&S OFFICER
 - b. SOLICITOR
 - c. ACCOUNTANT
 - d. COST CONTROLLER
 - e. MARKETING SERVICES
 - f. SPECIALIST EVENT INSURANCE
2. FRAMEWORK, DOCUMENTATION & PROCESSES
 - a. THE PURPLE EVENT GUIDE
 - b. EVENT MANAGEMENT PLAN
 - c. RISK ASSESSMENTS
 - d. PROJECT MANAGEMENT TOOLS
 - e. DETAILED BUDGETS WITH QUOTES PER LINE
 - f. 10% CONTINGENCY

QUESTIONS?

GET IN TOUCH

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<https://upproductions.co.uk/>

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