

# *The International Hospitality and Tourism Student Journal*

## Cadburys Drive Awareness - In aid of the Irish Cancer Society (ICS)

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### Abstract

The purpose of this study is to evaluate the feasibility of conducting a drive through cinema in the Galway region to raise awareness for the ICS. Cadburys drive awareness will be a one day event that will involve two screenings of the latest Halloween Movies that will hit the cinemas in October of each year. The 2006 remake of *The Omen* and the 2001 *Monsters Inc* films will be the contingency films. The event will be a charity fundraiser for the I.C.S (Irish Cancer Society). The money raised will play a vital role in achieving world-class cancer services in Ireland, to ensure fewer people get cancer and those that do have better outcomes. Cadburys will be the main sponsor for the event with their world known brand name this will add prestige to the event, and raise awareness. Screening one will target families and their smaller children, before the screening families can enjoy traditional Halloween food such as Colcannon, barn brake, and sweets/chocolate from the Cadburys stand in the allocated picnic areas which will also provide entertainment such a story teller by the bon-fire, face painters and a Caricature. The second screening will target an 18 to 24 year olds, and couples. This show will include the same food and confectionary but no pre-screening entertainment. Since the decrease in the growth of the economy cinema revenue has being reported by Devoncroft (market research and strategic analysis for digital media) to have increased by 40% from 2009 (Zaller, 2011). In November 2010 the first permanent outdoor cinema was opened in Ireland. Due to their success since the opening and the rise in cinema numbers, this gives an opportunity for another drive through cinema in a different location with the hope of raising money for the ICS. Based on the research found the projected profit for this event will be €11,981.89.

*Keywords:* Events, Cadburys, Cancer awareness, Galway, Ireland, drive through cinema

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### 1. Introduction

The following document is a business plan on a drive awareness campaign for the Irish Cancer Society. The document is layout with four main sections these consist of;

- Marketing and Marketing Research,
- Operations,
- Finance,
- Impacts and Recommendations.

#### 1.1. *Marketing and Marketing Research*

This contains the process of how the marketing research will be completed, what primary and secondary resources, a detail into the survey used, and their results. The report also goes through the 4P's, competitors, and the importance of customer service.

#### 1.2. *Operations*

Operations look at the running of the event. What resources are required, what member of the management

team will complete them, the timing and schedule of the running up to the event and the on the day event.

#### 1.3. *Finance*

The finance section looks at the Profit and Loss Account, Balance Sheet and Cash Flow Forecast for the three years (2011 – 2013). This section concludes if the event will or will not be feasible.

#### 1.4. *Impacts and Recommendations*

The final section will include the Economic, Environmental and Social Impacts the event will have on the local area. The recommendations include looking at possible ways the event could change over the next few years to generate more profit, raise more awareness and improve the impacts on the local community.

### 2. Marketing and research

The Marketing and research section will see how exactly the event will be marketed and towards who. Conducting research and exploring the need for a drive through cinema held on Halloween night can allow the researcher to develop

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a concept. It'll help answer who're the target audience, what the customer's want, what they're willing to spend and how to get them engaged with the event. The following section will discuss the following;

- The six steps of the marketing research process,
- The Target Market,
- Look at the Four P's for the event – Product, Price, Place, Promotion,
- Customer Service.

### 2.1. Problem Identification

Firstly, it must be known what information will be needed to solve the problem on hand? A Drive through cinema opened in Cork in November 2010 due to their overwhelming success and due to the encouraging fact there is over 415 cinemas in Ireland (IFTN), it will be essential to distinguish is the market big enough for another.

The researcher will be able to look at the successful Cinema in Cork, while seeking information from other events across Ireland including the Jameson International Film Festival, which includes an outdoor cinema.

### 2.2. Research Objectives

Will a drive through Cinema be a feasible event, and will this event be best suited on Halloween night? The research seeks to determine;

- What does the customer really want i.e. Value Proposition. "Knowing your value proposition is key to the many steps you'll take while you're establishing the business, in your day-to-day activities". (About.com, 2010)
- The most beneficial method to study and assemble the most realistic opinions from potential costumers i.e. prices.
- How to evaluate current and potential competitors.
- The most rewarding promotional method's available to attract customers. Advertising, launching a website, and knowing where your customers are.
- Will this event work as a charity Fundraiser?

### 2.3. Data Gathering

Pre Data Collection objectives

- What is needed from data collection?
- What methods will be used/for collection?
- The researcher will be using Primary and Secondary sources to conclude these objectives.

### 2.4. Data Collection/Field Work

Primary Research

Firstly the surveys will be designed on [www.SurveyMonkey.com](http://www.SurveyMonkey.com), 583 will be uploaded onto [www.facebook.com](http://www.facebook.com), 150 on Twitter.com and thirty will be handed out in Galway IT, The university of Galway, Cork IT, the University of Limerick and Limerick Institute of Technology. These aren't to be handed to any specific age group in the colleges, as with the recent rise in the number of mature students in third level education allows an older age group to be sampled. Resulting in a total of 883 surveys been sent out. Online social networks are becoming a way of life for most of their audience, and so far is a smart advertisement method that can be availed completely free.

Secondary Sources

The IFTN and Val Morgan's cinema profile will assist the researcher in providing cinema statistics on the same demographics of that as the Drive through Cinema. The secondary research will be based on reports and findings, which can be found on the Irish Film and Television Network (IFTN) and Val Morgan Cinema Network websites

### 2.5. Data Preparation and Analysis

The analysis stage of marketing research is about the processing or translation of data into information" (O'Connor, 2010) .The information from the surveys and interview's will be collected, and analysed.

### 2.6. Report Preparation and Presentation

Based on the questions mentioned in the "Researcher Objectives" the survey's helped to determine the following;

- Interest in attending - 69.4% was interested in attending a drive through cinema with 22.46% interested in attending a themed event. Of these 22.46% the majority were over 25.
- How much would you be willing to pay - The majority of customers are willing to spend between €6-€8 euro. (64.95%) The majority were happy to pay in the lower bracket's but the 22.76% who checked the "Other" box suggested a price per car.
- The customer's - The Majority of the customers surveyed had a desire to go to the event, it included mostly females (57.36%) aged between 18 - 24 year (45.4%), with a huge interest shown from the 25 – 30+.

## 3. Target Market

The results reveal that the target market comprises of both males and females but two distinct Markets. The over 25's were more interested in a themed drive through especially those with children as 41% surveyed were over 25, with 12% of all 448 having children, were positive about a themed drive through. While a larger portion of 48% of 18-24 year olds would prefer to attend a drive through cinema with a smaller per cent of them having children and 66%

having part time jobs. It would be practical to have a themed drive through aimed at families on an earlier show and a later show for 18-25+. With 66% having part time jobs and at this age group it's fair to say that this is the age with most disposable income. This group is also part of the Social Network frenzy so finding what they watch or do can be established around Facebook, Twitter and YouTube. According to the Val Morgan Cinema Network there is a "high composition of parents accompanying their children, particularly mums going with their children during school holidays" (Morgan, 2009).

### 3.1. Competitors

Apart from having over 400 Cinemas in Ireland (IFTN), Movie Junction Ireland's first permanent drive through cinema opened in November 2010 in Cork, and charges €16 per car, with electric heaters for each car and serves a wide range of food including nachos, beef burgers, and popcorn. (Movie junction, 2010) Instead of directly competing with Movie Junction this event will be running due to their success.

### 3.2. Product

A themed drive through Cinema can satisfy families who want to experience a film from their childhood with their children, the event will be held on Halloween night, a night that doesn't hold many annual family events in Ireland. For a younger audience they can experience a new product to Ireland.

The main idea is to bring cinema lovers to an open space where their favourite movies will be shown on a large outdoor screen, while in the comfort of their own car. The sound is all done by radio frequency which can be tuned into every car. It'll be a new experience for many with a child friendly fun atmosphere at the first showing and a relaxed, enjoyable night for the second showing. The concession stands will offer a wide range of choices of food/drinks and will be themed around the night e.g. for Halloween barn-brack and colcannon will be offered. "25-35 year olds would value greater control of their lives in terms of budgeting and time, and are strongly focused on getting value for money" (o2, 2010) It's important to remember the Pareto rule and to offer a "bundle of benefits" including the experience, atmosphere and relationship with staff.

### 3.3. Price

Customers are used to paying between €6.50 - €11.00 for cinema tickets and at Movie Junction €16 per car. The money received at the gates will be divided 50/50 with the movie rights. The first two years will see the event be charged at €7 per adult and €5 per child. Year three will see an increase of 50cent to tickets.

### 3.4. Place

The event is due to be held in Galway, in a local town outside the city. The venue is perfect as it will prove to be affordable, easy accessible, closely located to a local town where local business' may benefit from visitors, but it's still far enough away for no light or noise to interrupt the show.

### 3.5. Promotion

As the target audience is a young and family audience, social networks is a great place to start. Online social networks are becoming a way of life for most, and so far is a smart advertisement method that can be availed completely free. Twitter recently created a new page called "Promote my Events" which will also be a great way of posting the event and hopefully its success. Facebook, the number one social network also has the same principle which can connect you and your customer's for free.

When a customer purchases a ticket online their email address will automatically be saved allowing a database to be built and a relationship to commence.

This is also a huge area where revenue can be gained. Support from local business e.g. restaurant's will be rewarded.

Larger companies will also be targeted , as "Samsung Mobile used a fun and highly interactive approach to introduce cinemagoers to two of their most exciting handsets of the year, the Samsung Galaxy S and Samsung Wave" this allowed "Samsung to directly connect with their target audience as well as reach a broader peripheral audience in the foyer." (Morgan 2009) In return it creates many benefits for the company, such as the association with a lead brand phone company, advertisement of the event and sponsorship. As the event will be run as charity event and will raise money for the ICS a partnership may be a good move to boost the status of the event. Cadbury have a great department which focus on charity events and allows you to purchase their goods at a much lower cost to make a profit. Having such a big brand name alongside the event will boost its coverage automatically.

Tickets will be given to Galway Bay FM which will allow free publicity over the competition, and spread the event by word of mouth.

### 3.6. Customer Service

After the event is over it'll be critical to keep in contact with customers using the Pareto rule again. Keeping regular contact can result in loyal customers leading repeat business and positive word of mouth. Each customer will be emailed after the event and thanked for their participation.

The researcher will be using social networks as their main tool for receiving and distributing information, face to face interviews will then be the next sources used as primary sources of the information. For secondary sources used will be using Val Morgan's online information along with information from the IFTN. The event will be looking at providing an occasion for two separate target markets. A family orientated market and a younger couples market. The

family attractions will be on earlier throughout the day while the second showing will accommodate the younger/couples market. The information gathered from the marketing and research will allow the researcher/organiser to move a step forward and start planning the operations of the event.

### 3. Operations

Operation's includes an overview into the information the researcher will require for the event, both prior to and on the day of the event. The aim of this section is to provide the information necessary to create the products and services required for the event.

The event will firstly need to contact the charity, and receive all charitable information required. Following this they will need to seek a CHY number.

#### 3.1. Services Provided

The event will take place on the 31<sup>st</sup> of October Halloween night. On the day previous, the event staff will meet with the technicians regarding the screen and frequency, the mobile catering vans, portaloos, local bodies i.e. guards. All the equipment will be assembled and left ready for the following day. A test run with the cinema screen will be included to ensure the frequency and every parking space is in proper order for the film. A catering van will be placed either side of the cars, with the screen to be in front of all cars. Four portaloos will be placed either side of the cars and one in close range to the catering vans. Below is a table of the schedule of the on the day activities.

Time	Task
10.00 am	Breakfast/drink/check weather and travel reports
10.40 am	Leave for site with checklist/briefing/contacts for all suppliers
10.55 am	Correspondence, message and schedule check at organisers office
11.15am	Pre Meeting with all managers
11.45 am	Receive deliveries/ allocate staff to receive deliveries and direct to proper location
12.10 am	Check signs, parking, emergency access routes, progress of load-in and rehearsals
12.30 pm	Meet technicians for a second time and conduct a complete sound check
1.30 pm	Briefing meetings with stewards, ushers, volunteers, greeters, ticket desk staff and anyone else
.10 pm	Allocate food vouchers to staff and volunteers to get lunch
2.15 pm	Walk through the event site as a visitor would
3.00 pm	Ask all volunteers to walk around the site to collect any debris while familiarizing themselves with surroundings.
3.20 pm	All volunteers and staff will be called together for a quick meeting and reminded about been enthusiastic and having fun.
3.30 pm	Ask all staff and volunteers to quickly prepare themselves and get into costume before the event starts.
4.05 pm	Get all staff and volunteers into their position. Send stewards out to the gate and have them ready to collect tickets and direct traffic. Place volunteers in key areas to direct traffic.

Table 1: Schedule of the day

At 3pm all volunteers/staff/guards will arrive for a briefing on the event. At 4.30 the gates will open for all guests for the first showing to arrive. There'll be a two hour gap as the family event will allow children to sit around a bon fire and listen to old Irish Halloween stories, families can have a meal before the show including Halloween traditions barn-brack and colcannon. Staff will be dressed in Halloween costumes to fit in with the theme and some have been hired to entertain the families. The screen will be on at 6pm which will be shown with a safety message and ad's while customers get prepared and return to their cars. The first screen will show at half 6 and run approximately until 8.20pm after this; guests will be directed out of the car park according to their car space to reduce the risks of accidents and traffic congestion. Guests for the second show will have been asked to arrive at 9p.m. The second show will commence at 9.30p.m allowing time for the customers to get snacks etc.

#### Checklist for on site:

- ✓ Catering, Concession Stands
- ✓ Lighting/sound
- ✓ Loading Area
- ✓ Staging Area
- ✓ Rest Rooms
- ✓ Security
- ✓ Parking, for pre event and for event
- ✓ Medical- First Aid services
- ✓ Signage and Storage area

#### 3.2. Operations Process

##### Shutdown of the Event

"The event manager will be responsible for the shutdown of the event. It's the last phase and requires a separate series of tasks and responsibilities" (Bowdin, Allen, O'Toole, Harris, Mc Donnell, 2006)

##### Administrative completions

- Ensure that all contracts are reviewed and "contractual & statutory obligations" (Mitchell, 2010) are fulfilled
- Advise all stakeholders involved of the event shutdown and send a letter of thanks to all concerned.
- Ensure all financial obligations are fulfilled and all invoices sent/received to all concerned.
- A full report is to be prepared and sent to stakeholders. (Mitchell, 2010)
- Feedback emails are to be sent to all attendees, collected, and findings to be concluded.

##### Physical closedown

- Ensure no damage was done to the property, or to any of the outsourced equipment.
- Ensure all contract obligations are completed.

- Ensure the meeting with the venue owner is complete to leave a relationship on a positive note.
- Thank all involved (Mitchell, 2010)
- Follow up any complaints made by costumers with a phone call/email.
- Ensure no equipment, debris, or people remain on site after final close down.

Evaluation and recording

- “Hold a debriefing meeting and provide an opportunity for feedback by all stakeholders” (Mitchell, 2010)
- Evaluate and record all financial record, and discuss to see where improvements can be made.
- Feedback on event to be analysed from emails.
- An evaluation of the weekend is to be reported and recorded.
- Experience levels of management and staff

It’s extremely important to make the most of the opportunity when the guests first arrive, although we must always remember “different customers will expect, want and need different things from essentially similar offerings” (Drummond and Anderson 2004) which brings us to the quality assurance of the event.

Quality Assurance

“Definitions of quality tend to be based upon what customers feel is important” Guests are likely to think of service as the tangible reception they receive, especially specific types of service received from event staff and volunteers” (O’Leary S, 2004)

There are five determinates that can be shaped to the event to enhance the service quality that will be delivered to the customer’s.

Tangibles

Includes the appearance of the venue, as it is on Halloween night it will be dark this will help with the “spooky” appearance and with the use of lit up lantern’s, pumpkins, a bonfire and the staff dressed in theme. There’ll be a large focus on limiting traffic congestion as children will be in the cars and this can result in negative attitudes and upsets.

Reliability

The focus will be on ensuring there is good control over the event with the presence of the operation and duty manager on site. The screens will be run at exactly the time stated just as if customers were attending a cinema.

Responsiveness

It will be our duty to help customers and provide a prompt efficient service to the best of our ability. Any queries

from customer’s prior to the event will be dealt with quickly and professionally so as we can help them where possible.

Assurance

Customer’s will be assured of been in a safe friendly environment. It is part of our policy to refuse entrance or remove customers who are disruptive or violent in any way as we promise a secure premise for all to enjoy themselves. All staff will communicate through mobile phones and can report to a higher member of staff at any time in the case of any incident or emergency.

Empathy

It’s important for the customer to feel they can approach the staff at any time and staff will be on duty to be courteous towards the customer, this will be specified in the brief for staff.

Policies and Procedures are essential for any event, firstly for safety at any event and so the event has something to measure itself against.

4. Resources Required

4.1. Finance

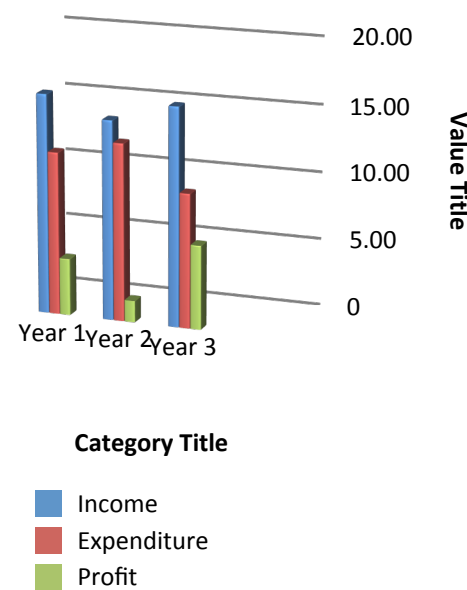


Figure 1: Projected Profits

Total Projected profit based on three years: €11,981.89

4.2. Human

The human resources include a team of four management staff with the hope of 18 or more volunteers to help with the running of the event on the day.

4.3. Venue

A local farmer in the Galway region of Clarenbridge will provide the field on a very good offer. Before booking the venue it was essential to ensure it comprised of:

- Audience potential of a 45min radius,
- Easy accessible,
- Attractive location,
- Attract local media,
- Event will fit in culturally,
- Potential to receive local community, business support,
- Large space
- Good logistics and marketing potential.

In choosing the venue it's important to get somewhere with no extra noise input, or lighting due to the requirements needed for the cinema to be most effective. The venue is not a purpose built venue but in recent years has hosted local events.

#### 4.4. *Psychical*

For the event to happen there is a need for physical resources on and off site. The running of the event will be briefed with all staff prior to the event and then again on the day, as the running of the event is extremely important. The turnover time of each show isn't that long so the venue must be cleared, cleaned, and the vendor's must be re-stocked etc. The event must live up to the quality assurance promised and provide a positive experience that will generate business the year after. Good control over the event will be a major factor and with the large amount of staff predicted this can be made a reality.

This section gives the details of what the event manager will need to prepare, have and do for the on the day running of the event. The event manager will be aware that the plan timing may not go ahead as proposed and needs to have time in their plan for this. Having the operational plan will now allow the researcher to draw up what exactly is needed so now pricing can take place and look towards financing.

## 5. Finance

Financing will answer if this event is feasible or not. There are three occasions when you must pay attention to the way in which your business is financed:

- At start up,
- When you need additional finance for expansion,
- All the time in-between.
- The purpose of this section will be to record all data concerned with the projected inflows and outflows of the event for the three years. This'll include the sponsorship, seed money, grants etc. It's important to take into consideration the strenuous impacts of the recession at the moment, and how companies that may have sponsored similar events in the past just don't have the capital at this stage or in the foreseeable future. Other important trends to note and consider will be the decrease in the target audience's expenditure, the increase of Insurance, and the decrease in the sponsorship from

Government, and local authorities. Since the beginning of 2010 clothing, electricity, gas, and transport have all increased which are essentials for all audiences.

- The main objectives of the financial plan include
- How feasible is the event over three years?
- Can grants from the Government or funding bodies been obtained?
- Will the expenses' over-ride the inflows and leave the event relying on sponsorship and grants for the future.
- The main goal (financially) is to raise €5,000 or more for the ICS while creating an enjoyable event that can also raise the awareness of the ICS.
- This section will include
- Summary of projected performance
- Funding
- Proposed Funding
- Assumptions
- Financial workings

#### Summary of Projected Performance

##### Year One

Projected Income €16,883.59

Projected Expenditure €12,025.41

Projected Profit €4,198.18

##### Year Two

Projected Income €14,735.54

Projected Expenditure €13,145.58

Projected Profit €1,589.96

##### Year Three

Projected Income €16,140.04

Projected Expenditure €9,946.29

Projected Profit €6,193.75

Total Projected profit based on three years: €11,981.89

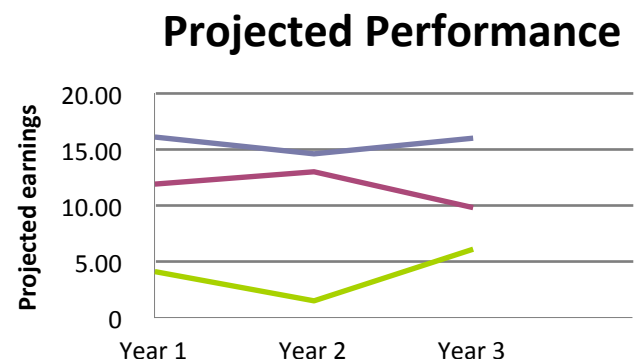


Figure 2: Projected Performances

From figure 2 it is evident there was a high drop in profit in year 2 by 62% even though increases gate receipts

increased by 3.931% from year one to year two. The high drop in profit is mainly due to the high expenditure levels. Year 2 will have the highest expenditure overall years.

Year three receive the most profit as there is a large increase due to the fact the entrance fee will increase from €7.00 to €7.50 (7.14%) for adults and from €5.00 to €5.50 (10%) for children, with a projected attendance increase of 11.4%. The dramatic expenditure decrease is mainly due to equipment been purchased in year 1 and been used again in year two and year three. Suppliers will also agree on a discount for using their company for three years. In year three the screen which originally cost €2,904 has been sponsored by the brand new JJB gym which increases the profit in year three.

### 5.1. Funding

Apart from receiving money from concession sales and gate receipts, the organiser's will need to generate income in other areas to ensure the event can take place. Other sources of funding may include "sponsorship", "raffle's, donations made in money or in kind", or "local government funding" to name a few. (Shone et Parry, 2004). "The rule for funding a new business is as little as possible, as cheaply as possible" while keeping a realistic position on the amount of money that you need to get going" (O'Connor 2010). Choosing a potential sponsor may be time consuming but from the event organisers view will need to appeal and suit the target audience, it's important to always remember that the sponsor in question will be looking for some extra added benefits i.e. Cadbury can use this event to launch a new product or attract a wider audience. As both have similar target audiences this may prove effective. Other potential areas of funding could include;

County/City Council,  
Grants from charitable bodies,  
Lottery Grants or subsidiary funding,  
The provision of funds or donations from a patron,  
commercial sponsorship.

#### Proposed Funding

Due to the current and foreseeable economic crisis which everyone is aware of, funding, grants and sponsorship deals won't be given out lightly.

It's been proposed that a sponsorship deal should be pursued with Cadburys a leading brand name in Irish chocolate, which will reap great benefits for both parties. Part of Cadburys sponsorship package is to sell concessions at a greatly reduced price so the event can earn profits, they'll also be funding with the event with a €3,000 deal over the course of three years that will allow Cadbury to be the main sponsor and the only brand in the concessions.

With the economy today, companies and business aren't able to sponsor the amounts they were. It's evident through persistent trying that companies might not be able but individuals proved better. As it's for a charity individual

sponsorship will be a more effective route to pursue and worthwhile for the ICS.

The event is not large enough to receive sponsorship from Failte Ireland, but a grant from the local council is to be expected.

#### Assumptions

These figures include VAT where applicable.

Inflows	Year 1	Year 2	Year 3
Gate Receipts	€ 4,680	€ 4,864	€ 5,418.50
Cash	€ 70	€ 70	€ 70
Donations	€ 5,606.59	€ 5,606.59	€ 5,606.59
<b>Sponsorship</b>			
Cadburys Conft.	€ 1,000	€ 1,000	€ 1,000
Galway Bay	FM Frenq.	FM Frenq.	FM Frenq.
Galway F.F	€ 120	€ 120	€ 120
Old Bake House	Food	Food	Food
Fat Freedy's	€ 120	€ 120	€ 120
Food and Drinks	€ 1,253	€ 1,440.95	€ 1,440.95
Radisson SAS	€ 180	€ 120	€ 120
Community Spon.	€ 200	€ 150	€ 150
Seed Money	€ 1,000	€ 1,000	€ 1,000
Cadburys Sponsor.	€ 1,000	€ 1,000	€ 1,000
Galway C.C	€ 850	€ 850	€ 850
Local Bakery		€ 100	€ 100
<b>Total</b>	<b>€ 16,244</b>	<b>€ 16,485.54</b>	<b>€ 17,140</b>

Table 2: Predicted Inflows

All figures are supported with letters/phone conversations/email

- ;
- The above table represents the predicted inflows for the three years.
- Galway Bay will be on site on the day, to broadcast the sound for the film through all car radios.
- The Old Bake House Restaurant in Galway will be supplying the food to be sold on site offering a 65:35 share in the profit. 35% will go to the ICS while 65% will remain with the restaurant. They will also be providing their own staff, bins, HACCAP cert, and concession van.

### Income

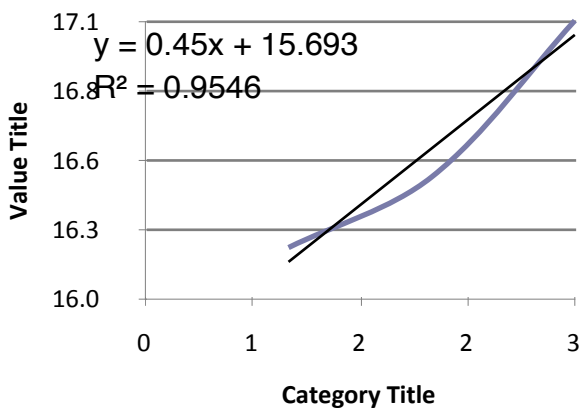
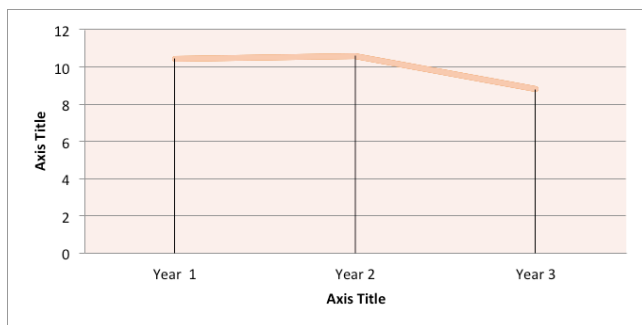


Figure 3: Predicted Income

The Income will increase by 1.48% from year 1 to year 2 and then an increase of 3.97% in year three. The small increase in year two is due to the drop in sponsorship from the Radisson SAS and the Community Sponsorship.



Gate Receipts Workings

Year one 2011

Adults 520 by €7 = €3,640  
 Children 208 by €5 = €1,040

Year two 2012

Adults 535 by €7 = €3,745  
 Children 224 by €5 = €1,120

Year three 2013

Adults 545 by €7.50 = €4,087.50  
 Children 242 by €5.50 = €1,331

Outflows	Year 1	Year 2	Year 3
Venue Hire	€ 200	€ 200	€ 200
<b>Staff</b>			
Security	€ 810	€ 810	€ 810
Volunteer Manager	€ 300	€ 300	€ 300
Duty Manager	€ 120	€ 120	€ 120
Volunteers			
Food Vouchers	€ 110	€ 110	€ 110
Advertising			
Radio Adverts/Rcaster	€ 804	€ 804	€ 804
Posters 1,000 x A6	€ 120.29	€ 120.29	€ 399
Signs	F.O.C*		
T-shirts/Uniform	€ 35.18		
<b>Equipment</b>			
Screen	€ 2,904	€ 2,758.80	Spon.
Barriers	€ 108	€ 108	€ 108
Portaloos	€ 1,781.12	€ 1,603	€ 1,590
Concessions	€ 180	€ 190	€ 190
Food	spons.		
Picnic Tables	€ 142.37		
Drink	spons.		
Entertainment	€ 160	€ 180	€ 180
Décor	€ 43	€ 50	€ 50
Refuse/Cleaning	16.65		
Power and Heat	€ 559.80	€ 587.79	€ 617.18
Stationary	€ 15	€ 15	€ 15
License & App	€200STL	€200 STL	€200 STL
Movie Rights	€ 1,876	€ 2,432.50	
Website	F.O.C	F.O.C	F.O.C
Insurance	€ 540	€ 556.20	€ 584.01
<b>Total</b>	<b>€ 10,458.11</b>	<b>€ 10,589.38</b>	

\*F.O.C – Free of charge      \*STL - Subject to License

Table 3: Predicted Outflows

Figure 4 shows the expenditure over the three years it's clear that there is a steady relationship between the first two years and in year three the expenditure decreases by almost 15.4%.

The main reason for this decrease is the sponsorship of the LCD Screen and the rise in ticket prices. This section will closely look at the figures and workings for each year in more detail. The following accounts will be used:

Profit and Loss account

“The P&L allows you to understand whether, over a chosen period of time (often a month or year) the income of an



organisation has been greater than the expenditure.” (Business Dictionary, 2011)

#### Balance Sheet

“A financial statement that summarizes a company's assets, liabilities and shareholders' equity at a specific point in time. These three balance sheet segments give investors an idea as to what the company owns and owes, as well as the amount invested by the shareholders”. (Business Dictionary, 2011)

#### Cash Flow Forecast

“Estimate of the timing and amounts of cash inflows and outflows over a specific period (usually one year). A cash flow forecast shows if a firm needs to borrow, how much, when, and how it will repay the loan.” (Business Dictionary, 2011)

The following includes a Profit and Loss Account, a Balance Sheet, and a Cash Flow Forecast for year one.

#### **Profit and Loss Account 2011**

Sales	€7,077
Sponsorship	€2,470
Seed money	€1,000
Donations	
	€5,676.59
	<b>€16,223.59</b>
Expenses:	
Venue	€200
Insurance	€540
Staff/Labour	€1340
Advertising	€959.47
Equipment	€5158.49
Power and Oil	€559.80
Movie Rights	€1,876
License and App	€200
Stationary	€15
Entertainment	€160
Seed money (Withdrawal)	€1,000
Refuse and Cleaning	

€16.65

**€12,025.41**

Gross Profit

**€4,198.18**

Balance Sheet 2011

Fixed Assets

Current Assets

€4,198.18

Current Liabilities

#### Represented by:

Net Profit

**€4,198.18**

Inflows	Aug	Sept	Oct	Nov
Sales			€7,077	
Sponsorship		€2,470		
Seed Money	€1,000			

Donations			€5,676.59	
Total Inflows	<u>€1,000</u>	<u>€2,470</u>	<u>€12,753.59</u>	
Outflows				
Venue				€200
Insurance			€540	
Staff				€1,340
Advertising	€959.47			
Equipment	€5158.49			
Power and oil			€559.80	
Movie Rights		€1,876		
License and app	€200			
Stationary	€5	€5	€5	
Entertainment		€40		€120
Seed Money Withdrawal				€1,000
Refuse and cleaning		€16.65		
Total outflows	€-6,322.96	€-1,937.65	€-1,104.80	€-2,660
Total In / outflows	€-5,322.96	€532.35	€11,648.79	€-2,660
Opening Cash		€-5,322.96	€-4,790.61	€6,858.18
Closing Cash	€-5,322.96	€-4,790.61	€6,858.18	€4198.18

**Table 4:** Cash Flow Forecast 2011

As part of the contract with the ICS, all money raised must be returned within 30 days after the event has been run. “There are no creditors or debtors at the close of year i.e. all money will have been collected.” (Hogan, 2011) Therefore the money will be dealt with before the deadline. The sales figures is based on

- 520 Adults x €7 = €3,640
- 208 Children x €5 = €1,040
- Total of €4,680

This includes the first and second showing for the event. It also includes the sales made from the Cadburys confectionary and from the hot food and drinks. The hot food is been split 65:35 with the restaurant as part of the contract of them providing the food.

<b>Year two Profit and loss Account 2012</b>	
Sales	€7,448.95
Sponsorship	€1,510
Seed money	€1,000
Donations	
	€5,676.59
	€14,735.54
Expenses:	
Venue	€200
Insurance	€556.20
Staff/Labour	€1340
Advertising	€924.29
Equipment	€4709.80
Power and Oil	€587.79
Movie Rights	€2432.50
License and App	€200
Seed Money	€1,000
Stationary	€15
Seed money (Withdrawal)	€1,000
Entertainment	
	€180
	€13,145.50
Gross Profit	€1,589.96
Balance Sheet 2012	
Fixed Assets	
Current Assets	€1,589.96
Current Liabilities	
<u>Represented by:</u>	
Net Profit	€1,589.96

Inflows	Aug	Sept	Oct	Nov
Sales			€7,448.95	
Sponsorship		€1,510		
Donations			€5,676.59	
Total Inflows	€1,000	€1,510	€13,225.54	
Outflows				
Venue				€200
Insurance			€556.20	
Staff				€1,340
Advertising	€924.29			
Equipment		€4,709.80		
Power and oil			€587.79	
Seed Money				€1,000
Movie Rights		€2,432.50		
License and app	€200			
Stationary	€5	€5	€5	
Entertainment		€50		€130
Refuse and cleaning		€16.65		

Total outflows	€1,129.29	€7197.30	€1,148.99	€2,670
Total In / outflows	€-129.29	€-5687.30	€12,076.55	€-2,670
Opening Cash		€129.29	€-5,816.59	€4,259.96
Closing Cash	€-129.29	€-5,816.59	€4,259.96	€1,589.96

Table 5: Cash Flow Forecast 2012

<b>Year two Profit and loss Account 2013</b>	
Sales	€8,003.45
Sponsorship	€2,360
Donations	
	€5,776.59
	€16,140.04
Expenses:	
Venue	€200
Insurance	€584.01
Staff/Labour	€1340
Advertising	€1203
Equipment	€1,897.85
Power and Oil	€617.18
Movie Rights	€2709.25
License and App	€200
Seed Money	€1,000
Stationary	€15
Entertainment	
	€180
	€9,946.29
Gross Profit	€6,193.75
Balance Sheet 2013	
Fixed Assets	
Current Assets	€6,193.75
Current Liabilities	
<u>Represented by:</u>	
Net Profit	€6,193.75

Inflows	Aug	Sept	Oct	Nov
Sales			€8,003.45	
Sponsorship		€2,360		
Donations		€5,776.59		
Total Inflows		€8,136.59	€8,003.45	
Outflows				
Venue				€200
Insurance			€584.01	
Staff				€1,340
Advertising	€1,203			
Equipment		€1,897.85		

Power and oil			€617.18	
Seed Money				€1,000
Movie Rights				€2709.25
License and app	€200			
Stationary	€5	€5	€5	
Entertainment		€50		€130
Total outflows	€1,408	€1,952.85	€1,206.19	€5,379.25
Opening Cash		€-1,408	€4,775.74	€11,573
Closing Cash	€-1,408	€4775.74	€11,573	€6,193.75

**Table 6:** Cash Flow Forecast 2013

## 6. Event impact

Events bring both positive and negative impacts. The diagram below shows the three areas that will be discussed on the impacts on this event.

### 6.1. Economic

The impacts on a local community of a major event can be looked at in terms of cost-benefit analysis or through economic multiplier analysis (Braun and Rungeling, 1992; Tribe, 1999). The impacts this event will have will include:

- Failure to attract.
- Inadequate estimation of cost,
- Increased business for local area,
- Job creation,
- Raising money,

The money that will be generated over three years should amount to roughly €15,000 with an improvement of 18% each year. Although the event won't create many jobs or permanent job creation, there will still be a duty manager, operations manager, security, food vendors, and entertainers needed for the event to take place. Thus it will generate employment. There will be an increase in visitors passing through the local town which will have a direct effect on the local shops/pubs and restaurants. A negative impact could result from an inadequate estimation of the cost of the event as well as failure to attract customers could be a potential but dubious impact of the event.

### 6.2. Socio-Cultural

Socio-Cultural impacts will have a huge effect on the ICS and those related to the event whether they may be participants or benefices'. The impacts will include:

- Raising awareness,
- Shared experience
- Lowering rate of drug/alcohol abuse,
- Community bonding,
- Community Alienation

One of the most important impacts this event can bring is raising the awareness of the cancer and the ICS foundation and could therefore bring people with the same past experiences together. The event will be bringing the community together and customers from outside communities. This increases the prospect of a social bond. In the unfortunate circumstance the event could be used as a one stop pit stop and divert the local town.

### 6.3. Environmental

“It is becomingly increasingly important for event organizers to understand the environmental impact of their event, in the interest of sustainability, sound strategic management, cost effectiveness and maximizing sponsorship/funding” (Event Impacts, 2011). The impacts include:

- Recycling/Bins,
- Drug/Alcohol abuse,
- Number of cars and public transport,
- Bonfire.

The event will include a number of different bins that will encourage customers to recycle and create a green factor to the event as there are more negative impacts than positive. The event will run a strict no alcohol or drug abuse policy, which can result in a lower percentage of underage binge drinking at Halloween time. The number of cars attending will be a worrying environmental impact but great for the economic side of things. Although there will be a predicted amount of cars each car can fit up to 5 people and could be looked at an approach to carpooling.

## 7. Conclusions

To conclude the research will allow the event organizer's to take a step forward with the information and creatively target this audience and suitable occasions with top films from the last few decades using the four P's as a framework to guide this to success. As this event is a charity event it will be important to cut costs where possible to raise more money. Using the social networks to the best ability will prove effective and cut costs in the advertising department.

The running of the event will be briefed with all staff prior to the event and then again on the day, as the running of the event is extremely important. The turnover time of each show isn't that long so the venue must be cleared, cleaned the vendor's must be re-stocked etc. The event must live up to the quality assurance promised and provide a positive experience that will generate business the year after and raise the awareness of cancer for the ICS. Good control over the event will be a major factor and with the large amount of volunteers predicted this can be made a reality. From reading this the operations section should answer questions on:

- Services Provided
- Operations Process
- Experience levels of management and staff
- Quality Assurance
- Resources required – (Financial, Human, Venue and Physical).

This section gives an insight into what exactly will happen on the day for the event manager, what should be happening from an early hour, by who and how this will happen.

In regards to the finance section, over a three year period the event should make a high profit for the ICS especially in its final year. This is mainly due to the increase in ticket prices and the sponsorship of the screen which was a huge expense on its own. Each year increases by almost 2,000 each year with an increase of audiences and sponsorship.

The event is feasible once a license is sought for all three year's and the tickets are sold anticipated. Each year does see a higher audience, this is based on the first year attracting back some of the same clients and expecting positive word of mouth.

## 8. Recommendations

From reading the feasibility study a number of recommendations or approaches for the future could be followed up after the first three years. The main census is for the festival to grow, to expand with its market and profit.

As the event is for a charity looking to reduce costs wherever and whenever will be essential. This doesn't mean reducing quality of the event just expenditure where probable. On this note, it could be looked into having the event at the newly opened Movie Junction in Cork where the equipment is set up and ready to go. Movie Junction could lease out the venue on a night that wouldn't be busy for them.

A partnership could be formed with the ICS fundraising event and Diageo another drive awareness campaign that looks to reduce the level of drink/drug driving. Diageo are a very well-known brand name that would bring prestige to the event while attracting a similar audience at this event.

Relocation could be another possibility. Relocating to another location could be a more profitable idea, for example it could be turned into a street fair with the film been shown outside, reducing the cost of a larger screen and the need for cars been more environmentally friendly and creating greater revenue for the local community. A street festival may also generate more sponsorship as pubs, shops and restaurants would be willing to get on board knowing there potential customers with be on the street, compared to driving through. A possible relocation could also be to the well-known Galway Racecourse with easy accessibility, marked out car park, and customers are aware of this excellent venue. This could also result in more sponsorship.

As just noted sponsorship is an area the event could do with more research and generate more income from. As the country is going through a recessionary time, companies just aren't willing to spend. Trying to secure new sponsorship

over the three years proves to be a hard task, but maybe in the future more companies will be willing to get on board, such as business' that support the Jameson International Film Festival, i.e. the Irish Film Board or Failte Ireland.

Finally, the last recommendation looks at the event been held on another occasion with Halloween night. Another festive event that could draw the same market and be themed to a film, are Valentine's Night, Christmas and or Easter. The event can expand on other nights and generate a following throughout the year.

In response to these recommendations it's clear that the festival can move forward and grow. Develop on what is there and create more income while keeping it simple and remembering to raise the awareness of cancer and the ICS has been number one priority, while creating money for them.

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