

Communication Handbook - Factsheet 9

Version 1 – April 2012

Events

- ⇒ How to organise a successful event
- ⇒ Events logistics (speakers, audio visual requirements, documentation)
- ⇒ How to organise events involving media
- ⇒ How to organise successful press conferences
- ⇒ Event planning checklist



There are many opportunities to hold or take part in events that bring together your project's personnel with key target audiences in the right environment to communicate your key messages directly to them and generate awareness for the value of the work that you and your partners do.

This section of the manual, in conjunction with the following Event Management Checklist, focuses on a range of ideas and practical knowledge that will facilitate the organisation and management of effective events.

Several items on your planning list

ETC project events can sometimes be weak because they are seen as an objective in themselves rather than as a tool to achieve a bigger objective. An event needs to be conceived and planned with a clear purpose in mind. An event is usually a significant cost investment, so it needs to deliver some value that endures longer than the hot air generated by the speakers on the day.

Planning has been the key for ETC projects that have organised successful events. It depends on a clear understanding of the purpose of the event and the target audience, matched to an appropriate event plan. For instance, if you want to influence policy on a regional level, it will be very important to plan an event that will be appealing to regional policy makers.

One important aspect of planning will be to decide whether to hold an internal or an external event.

Internal events – Sometimes due to the nature or stage of development of your project, an event should only be for the lead partner and project partners. For instance, this may be in order to give you an opportunity to share experiences and best practice, and to keep up to date with what is happening within the partnership. This is fine where appropriate to your objectives. However, remember that many MED projects have broader goals beyond their practical internal business. Some goals, such as raising awareness of issues and ensuring that progress continues after the project ends, cannot be served well by a purely internal event.

External events – Events for external audiences are a very important way to keep stakeholders up to date with what is happening within the project, what you are doing to tackle a priority area, and why it is important.

Event outputs

When planning your event always consider your event outputs. What is it that you can do that will make people remember your project, or perhaps even allow you to engage with important stakeholders such as politicians after your event? For example, some projects have created a Memorandum of Understanding (MoU) with politicians and policy makers who attend their events, while others have signed one and circulated it to key politicians and policy makers in their regions after the

event. Other ETC projects have found it useful to develop a list of key statements calling for something or agreeing to take a certain action.

There needs to be a clear purpose for your event and finishing with a “call to action” enables you to engage further with your target audiences and shows that your project and the event has achieved something.

Audiences

Think laterally when considering target audiences for an event. Which groups of people can you interest in attending? Which groups of people have the potential to help you to achieve your practical and communications objectives if you can reach out to them through an event? Who has a stake or an interest in your subject matter? Who is already involved, but could become more committed or useful to your project if you engaged with them more closely?

It never hurts to be ambitious in planning a list of people you would like to attend. There are no guarantees that they will come, but you can improve your chances a great deal by thinking hard about how to make the event attractive for your target audiences. Think about what they are interested in. Why would they want to come? How can you make your event appealing to them?

Budget

Most projects will already have a set budget for their mid-term and end of project events and will normally not be able to exceed this. Your budget will ultimately determine where you hold the event, the number of people you invite, the quality of the support material (such as presentation handouts, press packs, brochures, etc.) and the overall quality of the event.

The budget will determine the overall size and scope of the event, but within the budgeting process there will be decisions to make about the allocation of resources to individual elements. For instance, for some events it may be more important to invest in an interesting venue in order to boost attendance; for others, a high-profile external speaker might be more valuable; in other cases, the priority may be to accommodate as many attendees as possible.

Draft an initial budget using a spreadsheet and allocate one team member to be responsible for it and monitor all costs as they occur. Include a contingency for emergencies. Be aware that some suppliers may need a deposit in advance.

Theme

The headline theme of an event defines its identity and is an important factor in helping people decide whether or not they want to attend. The theme must fit your project’s goals and objectives. Keep it short, simple and easy to understand. If your project is about developing parks in urban areas then “Spatial planning and trans-national cooperation for the effective use of green spaces in urban centres” would be difficult to understand for many external audiences. A conference theme such as “Improving green spaces in European cities” would be much more effective.

Programme

The format of your event should be based on the needs and interests of your target audiences. Before approaching anyone to speak at your event or inviting people to attend you will need to draft a programme. Organise sessions and arrange speakers in a clear and logical order.

For example:

- ⇒ General introduction to the topic
- ⇒ Specialist views/case studies/different perspectives on the topic
- ⇒ Workshops on different aspects of the topic
- ⇒ Summary and conclusions

Two-way communication

As a general principle, do not rely excessively on one-way communication. When you have one speaker or a succession of speakers delivering presentations, audiences tend to lose attention quite quickly. It helps to include regular interactive elements in the programme, such as:

Panel discussions

Workshops – some people feel more comfortable in smaller groups which in turn helps to stimulate interaction

Break-out sessions for discussions

Be sure to build in regular breaks to encourage networking possibilities and for busy attendees to answer phone calls, send emails, etc.

Speakers

Interesting, knowledgeable and skilled speakers are one of the make-or-break factors of any event. High-profile names, or people from well-known organisations, will help to make your event appealing to target audiences. Individuals who are naturally good at presenting to groups can also transform the atmosphere and impact of the event itself. Depending on the nature of your project and event, interesting speakers to invite might include:

- ⇒ European policy: people from the Commission or Parliament
- ⇒ National policy: people from Member State governments or organisations
- ⇒ Regional policy: people from regional assemblies, local authorities, etc.
- ⇒ Experts: academics, researchers, think-tanks, etc.
- ⇒ NGOs: with an interest in your project
- ⇒ Industry: many projects have some link with industry and it is often important to involve them in some way with your project – offering a speaking slot can be useful
- ⇒ Trade associations: relevant EU or Member State-based bodies

Moderators

A good event can become great with the addition of an excellent moderator. Make sure that you have someone who is able to manage the event, lead discussions and debates and make the event interesting and relevant to participants. If necessary you may consider hiring a professional moderator, which could cost anywhere from €500-€5,000 depending upon who they are. Many journalists also make good moderators; ask some of your media contacts if they know of someone suitable.

Speaker invitations

When inviting speakers you will need to provide them with more information on the event, normally in the form of a draft programme, a briefing on the types of people attending the event and a summary of what they are expected to do. Invitations to speakers can be sent by a formal letter or a less formal email invitation or telephone call. Use your judgment when issuing an invitation depending on the level of the speaker. For example, when inviting a politician or senior official it is always best to send a formal letter together with the programme. Always follow up proactively in person afterwards: do not assume that people received, read, or registered your invitation or that they will respond to you.

Timing

The date chosen should not conflict with any other events that your target audiences might also be interested in attending. This is almost impossible to guarantee but research it and check for major political events, public holidays, conferences etc. Check with your project partners to ensure that there are no events on a local level that could conflict.

Zoom on venues

Determine what facilities you will need and choose a location that offers everything you require. Be imaginative and choose somewhere that reflects the nature of your operation and the theme of the event. Unusual or expensive venues may increase attendance, but make sure it is accessible for the people you want to attract. For instance, if conveying messages to busy officials at Brussels-based institutions is one of your key aims, a local venue in Brussels may be better than even the most interesting site elsewhere.

If the event is to be held outdoors, make a contingency plan in case of bad weather.

For suppliers, check whether you have to use the venue's own caterers and equipment or if you can provide your own. This can sometimes be cheaper. If the venue cannot provide all the things you need, ask them to recommend suppliers with whom they have worked before.

If you are going to provide food, a buffet is a good idea as it allows people to mix and talk. For a stand-up buffet, choose food that does not need to be cut up with

knife and fork. For the benefit of any journalists attending, remember that it is almost impossible to juggle a plate, glass, fork, pen and notebook. Allow places for people to sit down.

Visit the venue with your team and all suppliers present. Use this visit as an opportunity to walk-through the event from start to finish and envisage all eventualities.

Venue search

You have a couple of options when looking for the perfect venue for your event – find it yourself, or commission a company to find it for you.

Most cities and countries have professional companies that specialise in locating venues for events. Usually there is no direct cost to you and this option could save you a lot of time. Search companies tend to know most local venues and can usually negotiate better rates than you could acting alone.

The way they operate is that you approach them with your requirements and then, on your behalf, they research potential venues, provide a list of what is available and arrange for you to view the suitable places on offer.

Check the terms and conditions in advance of employing a venue search company, but you are normally under no obligation to them. They are usually paid a commission by the hotel or venue if and when they make the booking.

Once the search company secures a venue for you, you then will deal directly with the venue. Some search companies can also negotiate discounted rates on accommodation for attendees at your event.

How to find a venue search company

The best way to find a venue search company is through a recommendation from someone who has organised events in your designated city or through an internet search, such as Google – use terms such as “venue search” and enter the name of the city, or “conference venue” and the name of the city.

Negotiating with venues

Fees are always up for negotiation and it is good practice to shop around to find something that suits your budget. Often venues or hotels will quote a “day delegate rate” rather than charge you for the space and food. This can be useful as it helps you plan your budget and ensures you don’t have any unexpected surprises. Do not be afraid to ask for a discount, especially if you feel that the fees are too high or are over your budget. Avoid revealing your maximum budget if possible.

A day delegate fee will normally include three tea and coffee breaks (welcome, mid-morning and mid-afternoon), water throughout the event (refreshed during breaks) and a two- or three-course buffet lunch.

A venue will normally charge extra for the following:

- ⇒ Alcohol consumed at lunch or a cocktail reception
- ⇒ Break-out or workshop rooms
- ⇒ Technical equipment (data projectors, televisions, DVD or video players, screens, etc.)

Areas that you can negotiate on:

- ⇒ Free use of conference facilities in the evening, which is useful if organising a dinner
- ⇒ Hotel rooms for conference staff or speakers
- ⇒ Room upgrades, e.g. to an executive room or business suite
- ⇒ Break-out rooms
- ⇒ Free newspapers for conference delegates
- ⇒ Free or discounted fees for on-site amenities such as the gym or business centre
- ⇒ Minibus to take delegates to or from airport or conference events
- ⇒ Late check-out
- ⇒ Gifts for delegates in their hotel room such as chocolate, wine, movie, etc.
- ⇒ Extra equipment like data projectors, televisions, screens, etc.
- ⇒ Wireless internet access, normally for conference staff
- ⇒ Reduced day-delegate fee for staff working on the conference, for example you might only have to pay for their lunch

Venues for small events and budgets

If your budget is small and you cannot afford to hire a venue, consider using a meeting room in your office. This might not be suitable for all events but for small seminars, briefings etc. it will be fine. In fact some of your audiences may well like to see where you operate.

Ensure that the event will not be invaded by colleagues who might not have a genuine role in the proceedings and that you will not be interrupted by telephone calls.

Ensuring attendance

Consider carefully the purpose and scope of your event when deciding whether to invite media, NGOs, politicians, dignitaries, officials, etc. If the information you wish to communicate is not of general interest, be selective when sending out invitations. Only invite those who will benefit from your information and whose attendance will benefit you. Always consider that attendees may have their own agendas which may overshadow what your spokespeople have to say.

Invitations

Develop the invitation as soon as you have the venue details and timing. It is important to give your guests as much notice as possible. If you have not finalised the details, consider sending out a save-the-date email or letter, so the guests at least have the event in their agendas.

Include a fax back reply form, dedicated email address or online registration to capture responses.

Event website: Promoting the event

It is common practice now when organising most significant events to have a dedicated website. This is also valuable for MED Programme project events. A website makes it easier for participants to find out more information about the event, its speakers and the content, and it saves you having to continually update people by email, post or telephone.

Depending on the nature of the event, delegates often like to see who else is attending the event. It might be useful to publish a list of attendees, or at least mention their organisation's name somewhere on your website.

Standard practice is also to have online registration for the event. This makes life easier both for delegates and for event organisers. People submit their details online into a database that you can normally access through a private site and output into Excel in order to keep track of delegates. A website that has a content management system will allow you to add, delete and update event information yourself without the need of a programmer.

To develop a website with a registration database option you should usually budget between €1,000 and €3,000 depending on your requirements.

To inform people about your event it is best to use a combination of email notification, letters through the post and telephone calls. Emails designed and formatted with HTML coding can look more attractive, professional and interesting.

Remember to keep it simple and easy to understand. Also make sure that it tells your target audiences "why I should attend."

Event logistics

Speakers

- ⇒ Ensure that your speakers arrive on time, in good spirits, refreshed and prepared.
- ⇒ Brief speakers if possible, and obtain and assess all their materials, such as presentations and hand-outs, well in advance of the event.
- ⇒ Arrange all necessary logistics such as transfers and accommodation.
- ⇒ Arrange and check the necessary technical equipment and set-up, e.g. lectern, video projector, laptop, etc.

- ⇒ Arrange for their arrival in sufficient time for a dry-run and any last-minute changes.
- ⇒ Meet speakers on their arrival and introduce them to the technical/AV person
- ⇒ Thank all speakers at the end of their speeches or the end of the conference – both verbally and later in writing
- ⇒ Be sure to have discussed and confirmed fees, travel expenses etc. in advance and for prompt payment

Audio visual requirements

At events where there will be presentations or speeches requiring visual support and/or amplification, the AV set-up is crucial. Ideally, your AV supplier should support you on the day of the event as well as with preparation work.

Brief them well and arrange a site visit in advance. However, as with any suppliers, listen to their suggestions – they are experts in their field and may offer practical and innovative solutions to any challenges faced.

Ensure that the AV supplier:

- ⇒ Provides expert support, technicians who are knowledgeable with PowerPoint and other presentation software
- ⇒ Has somebody in the presentation room at all times
- ⇒ Has arranged set-up times and details with the venue in advance
- ⇒ If possible, ensure that all presentations are pre-loaded in one large presentation file on the presentation laptop – run one after the other, including links to any external media.

Documentation

Although delegate packs and paper handouts are regularly used and expected by attendees, there is a slow move towards providing such documentation electronically.

Electronic support materials can be:

- ⇒ Downloaded from the event website – using passwords to protect unauthorised access
- ⇒ Emailed – in compressed format
- ⇒ Sent out CD following the conference

Printing

For an event you will need a good printing company who can professionally produce event brochures, leaflets, registration materials and delegate packs. To get the best price and quality, get quotations from two or three printers and select the one that gives you the best price and who you feel will provide you with the best service. If you particularly like one printer but they haven't given you the best price, ask them to match your lowest price. Remember, you need a good reliable printer to deliver on time.

Try to get all your printing done at once because this can secure big cost savings.

If you are organising an event in another country, it might be more cost effective to produce materials there, or you could produce them in your country and take them with you.

Printers can produce for you:

- ⇒ Letterhead for your event
- ⇒ Event flyers or brochures
- ⇒ Delegate packs
- ⇒ Large signage
- ⇒ Delegate badges
- ⇒ Pop-up stands

Accommodation

- ⇒ Insist that delegates book accommodation well in advance, particularly for destinations where hotel rooms are in short supply. Many people tend to leave accommodation to the last minute, which can be too late.
- ⇒ When expecting a group, try to arrange pre-check-in with the hotel to avoid waiting time in the lobby.
- ⇒ When confirming breakfast numbers, calculate carefully. Many people don't have breakfast – preferring coffee and pastries outside the conference room
- ⇒ Pay particular attention to the reply sheet details – twin rooms, king size beds, non-smoking rooms, disabled requirements, etc. Reconfirm with the venue.
- ⇒ Ensure that you know the venue – e.g. location of the toilets, cloakrooms, telephones, gym, etc.)

Food and drink

- ⇒ Ensure that you allow for all dietary requirements (vegetarian, religious needs, allergies, etc.)
- ⇒ Not everybody drinks alcohol. Alcohol at lunch is not conducive to attention and participation in the afternoon. But find out what is most suitable for the participants, as sometimes teetotal lunches can disappoint important invitees, and give a bad impression.
- ⇒ Keep it light and simple
- ⇒ Choose something the venue can provide easily

Events involving media

Inviting media

If you are inviting mainly trade press and/or weeklies and monthly publications, then try to alert them to the event about three weeks in advance. If you are trying to attract national news outlets you can invite the media nearer to the event.

Follow up the invitation by telephoning all invited media to ensure attendance. It is frequently possible to persuade reluctant or otherwise busy journalists to commit to an event by speaking to them directly.

(See below for an example of a media invitation)

Media events might include:

- ⇒ Press conferences to make an important announcement, attended by a number of journalists.
- ⇒ Media briefings for one or more journalists, either to inform them of secondary news or to provide background information for use at a future date.
- ⇒ Media visits to facilities or operations to help the media understand your activities.
- ⇒ Seminars or round-table meetings with a group of opinion leaders discussing an area or explaining a complex development, product or service in more depth to the media.
- ⇒ Speeches at an industry conference that might be attended by the media.

Media events – timing

For media events it is a good idea to contact one or two journalists whom you intend to invite to see if the event clashes with any other.

If you are inviting journalists, select the time of day carefully. Journalists work to deadlines and these must be taken into account. If you want to attract national news media and want coverage on the day of the event for TV and radio, or the following day for print media, the morning is best – any time from 09:30 is ideal.

If you want to attract weekly or monthly publications, then a lunchtime, afternoon or early evening gathering is good as long as you do not hold the event on any publication's press day (the day the publication is finished and sent to be printed), when it is hard for editorial staff to leave their desks.

Press conferences

Press conferences are a standard feature of many public relations programmes, but they need to be considered carefully. You must assess the pros and cons and then decide if it is the best method for communicating the news you have. It might be better to hold a media briefing or issue a press release.

A press conference should only be held if there is news of real interest to the target media or when the only way you can respond to a whole range of questions posed by a large group of media is by holding an open conference. They can be a major logistical exercise and can bring significant costs if you need a special venue, such as a hotel, and want to provide refreshments for a large group. So you must be certain that it will be a useful exercise.

Consider the following:

- ⇒ Is the story strong enough to justify holding a press conference?
- ⇒ Is a press conference the best way to communicate with the chosen media?
- ⇒ If only a very small, select group is involved, would individual briefings and interviews be more effective?
- ⇒ Could the story be better covered by distributing a news release or telephoning media contacts?
- ⇒ Are the MED Programme project representatives who would hold the conference prepared to respond to any sensitive or controversial issues that might be raised in an open press conference?
- ⇒ Are they sufficiently senior, trained and briefed to front such an event?
- ⇒ Is a photo-call prior to the conference appropriate and might it increase the chance of media coverage?

Potential impact

If you are satisfied with those conditions, a press conference can be effective in a range of ways:

- ⇒ Communicating a news story to target media simultaneously.
- ⇒ Communicating the story with authority and excitement.
- ⇒ Providing a platform to enhance the status of your work.
- ⇒ Providing a controlled environment for dealing with media questions, which have been anticipated in advance and responses developed.
- ⇒ Providing an opportunity to meet a variety of media contacts, develop and strengthen relationships, which may have a long term benefit as well as delivering short term coverage.

Example of a media invitation shown for an event held by an imaginary EU project:



SPROUT

MEDIA INVITATION

You are invited to attend an organic banquet at Kilkenny Castle for the launch of an EU-funded project that aims to help struggling rural communities to benefit from the recent surge in demand for organic food. The feast is one of nine being held simultaneously across Europe to celebrate a new network to help farming economies develop in a sustainable way for the environment and society.

The event will:

Be attended by a number of high-profile individuals including the Irish Economy Minister and the Mayor of Kilkenny

Offer a delicious array of organic food from across the region as well as the other SPROUT regions for journalists and visitors to sample

Give a taste of how poorer regions can benefit from the knowledge and experience of richer areas through enlightened European cooperation.

Friday, 5 June 2012

TIME: 1.00pm – 2.30pm

LOCATION: Kilkenny Castle

I will attend

I won't be attending

I can't attend, but _____ will come in my place

Please send me a press kit

Name:

Publication:

Telephone:

Email:

Please return this form by email to: s.lynam@iem.gov.ie or by fax: +353 123 123456 no later than Thursday, 11 May 2012.

Event Checklist

Planning

- ⇒ Clarify purpose of event
- ⇒ Why are you holding the conference/seminar/workshop/meeting?
- ⇒ What is it meant to achieve?
- ⇒ What messages do you want to communicate?
- ⇒ Write down these objectives and ensure all involved are in agreement
- ⇒ Determine your target audiences
- ⇒ Who is the event for?
- ⇒ What are those people interested in?
- ⇒ Will this conference be interesting for them?
- ⇒ Put together a detailed plan as soon as you can and circulate it
- ⇒ Allocate roles to team members
- ⇒ Ensure all relevant colleagues and partners are behind the event and know what's expected of them
- ⇒ Keep them informed and committed
- ⇒ Schedule regular meetings or conference calls for all involved in advance, e.g. every Monday at 10:00 hrs
- ⇒ Issue agenda in advance of each meeting and send out contact report following – even if it's in bullet point form
- ⇒ Remember to comply with the information and publicity requirements of your operation and the MED Programme.

Date

- ⇒ Select dates
- ⇒ Check all relevant employees and spokespeople can attend
- ⇒ Check for clashes with other more newsworthy events: political events, holidays, regular press briefings, etc. Call journalists, government departments to check for clashes.
- ⇒ If it's a media event, don't hold it on a Monday or Friday unless you've got a really hot story

Theme

- ⇒ If appropriate, develop a theme to fit objectives and strategy
- ⇒ Brainstorm ideas to increase creativity
- ⇒ Theme whole event to maximise impact – right down to the invitations

Venue selection

- ⇒ Before researching suitable venues have some idea of:
- ⇒ How many people you expect to attend
- ⇒ How many rooms are needed
- ⇒ If you need workshops or breakout rooms

- ⇒ What kind of food you want (Breakfast, lunch, dinner, cocktails, coffee breaks, water, etc.)
- ⇒ Be imaginative to capture interest, but choose a venue that is appropriate and accessible
- ⇒ Create a briefing document to give the venue as much information as possible
- ⇒ Visit several venues before making a decision:
- ⇒ Ask what's included in the price
- ⇒ Can you see other events being held at the venue?
- ⇒ Are staff friendly and helpful?
- ⇒ Negotiate on the price and contract (avoid paying up front – credit card guarantees sometimes work)
- ⇒ Ask for extras
- ⇒ Do you need an alternative indoor venue if it's raining/cold?

Once venue is selected

- ⇒ Check whether you have to use venue's own caterers, equipment suppliers or can provide your own (it's often cheaper to provide your own)
- ⇒ Check venue has personal liability insurance – if not organise through own insurer (usually will advise as to the amount necessary)
- ⇒ Visit site with all other suppliers present
- ⇒ Use site visit as an opportunity to walk-through event from start to finish so you can prepare for all eventualities
- ⇒ Check WC facilities – do you need more?
- ⇒ How many of your staff do you need – should you hire host/hostesses, cloakroom attendants, etc.?
- ⇒ Do you need on-site accommodation? If not, are there enough hotel rooms close by and do you need to provide a shuttle service?

Invitation

- ⇒ Develop concept as soon as you have venue and timings
- ⇒ Consider a save-the-date-fax if official invitation printing is delayed
- ⇒ Ensure all partners are happy with the final version. Fonts and sizing can change on email
- ⇒ A fax-back reply slip and dedicated email address are the easiest way to ensure replies
- ⇒ Remember map, reply-by-date, contact email/phone number, envelopes
- ⇒ Send out invitations as soon as you can – the longer an event is in someone's diary the better. If necessary send a reminder closer to the date
- ⇒ With media events, consider that forward planning diaries run months in advance but you'll also need to send a reminder a week before the event for their Monday morning planning meeting
- ⇒ Have a specific person to be in charge of maintaining invitation list and all replies
- ⇒ Remember to include all the necessary logos (project, programme, EU)

Equipment

- ⇒ Assess what you need in terms of equipment
- ⇒ Liaise with venue as to what they have and what you can use
- ⇒ Hire a technical person or use company IT/tech department
- ⇒ Microphones – lapel, podium, handheld, cordless

Presentations

- ⇒ Projectors , lap-tops, screens
- ⇒ Connection cables, power sockets, transformers, adapter plugs
- ⇒ Get presentations 48 hours in advance and upload onto laptops for checking

Moderator/Presenter

- ⇒ Who will introduce the event, provide links between speakers, moderate a Q&A session, close the event?
- ⇒ If needed to moderate a discussion, consider hiring a professional

Branding/Signage

- ⇒ Check what's required
- ⇒ Do you need to get it made or can you use existing materials?
- ⇒ Ensure that your event complies with the information and publicity requirements of the European Commission. All events, public or private, require an EU flag to be on display.
- ⇒ Ensure all spokespeople have names and organisation name displayed

Photography

- ⇒ Consider hiring a professional photographer (only if necessary and can be justified. Please refer to eligibility of expenditure)
- ⇒ Think diversity when choosing models or a shoot
- ⇒ Have props available for use in photos – branding etc.
- ⇒ Make sure all photography is captioned. Include names and titles of people in the shot (indicate left to right), along with the date and location
- ⇒ Most news organisations, if interested in the story, will want a photo. If you don't send a photo with your press release be ready to send one electronically upon request. Assuming you have access to a scanner, you'll want to send a high-resolution file
- ⇒ Have EU flag on display for event photos.

Equipment to take with you from the office

- ⇒ Name badges/place labels
- ⇒ Signing-in book
- ⇒ Pens and paper
- ⇒ Contact list of all suppliers
- ⇒ Fully charged mobile phones
- ⇒ Binder with all information including receipts, confirmation of bookings
- ⇒ EU flag

Budgeting

- ⇒ Be thorough and stick to budget
- ⇒ Allocate fees and costs
- ⇒ Keep some contingency budget for emergencies
- ⇒ Be aware of public procurement procedures and the time needed to contract services within legal requirements.
- ⇒ Start a spreadsheet as soon as an event is planned – column for quotes, column for actual prices, etc.
- ⇒ Make one team member responsible for tracking costs
- ⇒ Ensure eligibility of expenditure
- ⇒ Keep track of all paperwork (emails, letters, quotes, contracts etc.)

- ⇒ Check suppliers' contracts before signature
- ⇒ Check how much needs to be paid in advance as deposits etc. – arrange this with your accounts team
- ⇒ Check invoices correspond with contractual agreement before payment

Meet and greet

- ⇒ Upon arrival attendees should receive detailed instructions. This might include a welcome pack with:
 - ⇒ Name badge
 - ⇒ Agenda
 - ⇒ Accommodation details
 - ⇒ Map
 - ⇒ Press pack
 - ⇒ Tourist information
 - ⇒ Contact phone numbers