



## LEADER An CHABHÁIN–MHUINEACHÁIN CAVAN–MONAGHAN LEADER



*Breifne Comhtháite Teo., agus Forbairt Chomhtháite Mhuineacháin Teo., ag obair le céile ar son forbairt uaithe  
Breffni Integrated Ltd., and Monaghan Integrated Development Ltd., working together for rural development*

# Cavan Monaghan LEADER Gathering Development Programme

## Workshop 3 Revenue Modeling



Comhshaol, Pobal agus Rialtas Áitiúil  
Environment, Community and Local Government



## Funding

Details of potential public sector funders are provided for research by festival and event committees. Detail potential eligibility requirements by a number of funders on areas such as Need for the Project, Project Management, Innovation, Additionality, Displacement, Impact and Sustainability - are often requirements of such funders these are detailed and explained for the purpose for use by festival and event committees.

This also includes detail with reference to:

- ❑ Cost Benefit Analysis Template
- ❑ Project Costs
- ❑ Financial Projections

It is often useful here also to outline of the **community/voluntary groups** experience in management and recoument of external funding sources. Examples of Projects funded by Cavan or Monaghan County Council, Interreg, Peace, International Fund for Ireland etc.

## Sponsorship

Sponsorship detail contains information on the requirements of a Sponsorship Solicitation Package; ideas on perceived areas of importance to sponsors and an example of a Sponsorship Solicitation Package for use by festival and event committees.

With regard to sponsorship solicitation the consultants would also suggest that festival and event committees utilise the following website [www.fundit.ie](http://www.fundit.ie) for information on how to attract funding from friends, fans and followers across the world.

## Potential Funding Sources

- **Fáilte Ireland** has a very clear remit in its development of tourism which has followed from the publication by the Tourism Policy Review Group of New Horizons for Irish Tourism 2003 – 2012. The Strategy identified that festivals and cultural events offer particular advantages under the 'product' and 'marketing' headings in terms of supporting tourism. **[www.failteireland.ie/festivals](http://www.failteireland.ie/festivals)**
- **Foras na Gaeilge** – 'Festivals Scheme' is aimed at festivals which aim to foster and promote, through the Irish language or bilingually, Irish language arts, indigenous arts and Irish language heritage as an integral part of the festival, and to provide a stage for the Irish language internationally, at a community level and at an artistic level. While the festival/event does not need to be entirely in Irish, there does need to be an Irish element which Foras na Gaeilge are happy to advise on. In addition all marketing material has to be in Irish as well as in English. **[www.gaeilge.ie](http://www.gaeilge.ie)**
- **The Arts Council** is the major funder of the arts in Ireland and provides a funding programme aimed at small, locally-based Festivals and Events up to €20,000. **[www.artscouncil.ie](http://www.artscouncil.ie)**
- **Waterways Ireland** may, at its discretion and depending on the availability of funds, provide sponsorship (funding and/or support) to groups, associations, clubs or other appropriate bodies to assist with events which enhance the use of the waterways for recreational purposes. **[www.waterwaysireland.org](http://www.waterwaysireland.org)**
- **The Heritage Council** plays a key role in supporting employment, building education and awareness, and enhancing the quality of Ireland's heritage tourism. Ireland's historic environment is of central importance to its tourism offering. **[www.heritagecouncil.ie](http://www.heritagecouncil.ie)** or **<http://www.heritagecouncil.ie/grants/grants>**.
- **Cavan Monaghan Leader (CML)** One of the key aims of RDP as identified in the CML business plan is festival development under the 'Encouraging of Tourism Activities' measure. Cavan-Monaghan LEADER's Tourism Policy (2010) underpins the core aims of the tourism measure by providing supports to assist, develop and market the tourism sector. CML has implemented a strategy to assist and develop the festival and events sector in Cavan and Monaghan. To date Cavan-Monaghan LEADER have committed €300,000 in funding to festival projects under the tourism measure and in 2012 have provided training support through the '*Festival Development Programme*' to 64 individuals representing 28 voluntary festival and event committees. **[www.cmleader.ie](http://www.cmleader.ie)**

# Funding Eligibility Criteria

*The following paragraphs outline detail on Funding criteria often required by potential funders:*

## Project Need

(The **Festival/ Event** committee may illustrate this through a review of the Socio Economic Profile of the area; Profile of the **TOWN/VILLAGE**; Review of Festival Evaluation forms from the most recent past Festival; SWOT analysis; Letters of Support etc.

## Project Management

- Organising Committee – Outline Roles and Responsibilities
  
- Present and outline of the following activities to be undertaken by **Community/ Voluntary Committee** **EXAMPLES:**
  - Project management and central administration including communications and publicity, finances, recoupment's, evaluations, etc.;
  - Ensure effective working relationships with all stakeholders;
  - Ensure all funder requirements are met and adhered to;
  - Tendering for services;
  - Long-term stability of the project post funding;
  - Reporting to the funder as required;
  - Facilitate the full implementation of the communication and publicity plan; and
  - Facilitate the full and effective implementation of the project.
  
- Present and outline of the **community/voluntary group** financial and operating procedures –**Example:**
  - no one committee member can 'sign off' on an item of expenditure it must be signed by the.....
  - 'Procurement Procedures for Goods and Services' in compliance with current EU and National Public Procurement requirements.
  
- Present and outline of other agencies as involved e.g. Cavan or Monaghan County Council, Safety Advisory Group, Local Gardaí etc

## Innovation

The **Festival/ Event** committee may illustrate innovation through:

- Innovative strategically linked collaborative actions locally
- A joint up approach to community development within Cavan or Monaghan
- An integrated innovative approach to link town/village enhancement, social and cultural development and to contribute to economic development and social cohesion.

- The **Festival/ Event** committee and the management of operational processes which will involve close working relationships between the **FUNDER** and local community - **PLEASE REFERENCE** and the population in this community **PLEASE STATE TOWN/VILLAGE**

### Deadweight

- Deadweight is defined as the degree to which the **Festival/ Event** would go ahead without financial assistance from the **FUNDERS**
- This will take into account of the various degrees of deadweight for example whether the **Festival/ Event** would have gone ahead but in a different form, for example, scaled-down version, or in a different location, or at a later date, without the assistance.

### Additionality

- Review of the financial statements for the **Festival/ Event** committee. This will involve a review of the **Festival/ Event** committee financial statements for the past 3 years with specific reference to:
  - Income and Expenditure Account for the **Festival/Event** committee
  - The balance sheet for the **Festival/Event** committee

The Income and Expenditure Account for the **Festival/ Event** committee for the year ended ....

	Year 1 €	Year 2 €	Year 3 €
Income			
Expenditure			
<b>Net</b>			

The balance sheet as at for the **Festival/ Event** committee for the year ended ....

	Year 1 €	Year 2 €	Year 3 €
Fixed Assets			
Current Assets			
Current Liabilities			
Long Term Liabilities			
<b>Net Assets</b>			

The **Festival/ Event** committee must establish that the additionality criteria have been met and that funding is required from the **FUNDER** to enable the project to proceed to time and to scale. **The analysis of financial statements will support this.**

## Local Impacts

Detail how the **Festival/ Event** will have a lasting legacy locally - **Examples include**

- Contribution to economic regeneration.
- Greater integration of local and communities.
- Development of **town/ village** and its surrounds.
- Development of a strong sense of community spirit and pride of place.
- Supports tourism development and activities in Cavan or Monaghan.

## Displacement

- The Festival/ Event Committee must establish that the **Festival/ Event** shall not displace any existing activities within **TOWN** and its surrounds, rather will complement and enhance them and support their future growth and sustainability.
- The publically funded **Festival/ Event** must establish that it will not have a negative impact on other **Festival/ Event**'s occurring elsewhere.
- Displacement is estimated by (1) Establishing the extent to which the **Festival/ Event** would provide a service in the local/regional area, and (2) Establishing the extent to which the redeveloped **Festival/ Event** would displace activities of other local/regional providers of similar **Festivals/ Events**.
- The **Festival/ Event** committee must highlight that the **Festival/ Event** does not indicate any significant risk of displacement due to this proposed project; rather it is meeting an identified need in the **TOWN**. The **Festival/ Event** committee must show that project should complement rather than displace facilities available to the local community and for visitors to the region.

## Sustainability

- The **Festival/ Event** committee must illustrate that the **Festival/ Event** will generate sufficient income to meet its ongoing running costs, and also to build a small reserve to allow the group to maintain equip the **Festival/ Event** in the future. This is supported by the projections above.
- The **Festival/ Event** committee must develop financial projection for 3 years.
- The **Festival/ Event** committee must commit to monitoring the budget closely and take any and all corrective action as required.

## Economic Sustainability:

- The **Festival/ Event** will begin to build up on the existing participants to significantly increase the user groups.
- Increase the number of user groups that will pay nominal fees to attend the festival/event.
- The **Festival/ Event** committee may provide details of sponsorship or

- contributions from fundraising towards the operation costs of the **Festival / Event**.
- Charges to auxiliary service providers attending the **Festival/ Event**. – e.g. stalls etc.

## Cost Benefit Template

### LOGO

2013

- 1 Festival Event Name: \_\_\_\_\_
- 2 Festival Dates: \_\_\_\_\_  
Festival Days: \_\_\_\_\_

3 Overall Income	4 Overall Expenditure	
Fundraising locally	Musical Entertainment:	
Fundraising Other	Street Entertainment:	
Sponsorship 1	Sound Equipment	
Sponsorship 2	Catering & Hospitality:	
Ticket Sales	Prizes:	
Other Sales	Admin Expenses:	
Other Revenue	Committee Expenses:	
	Insurance:	
	Light & Heat:	
	Bunting & Signage:	
	Advertising:	
	Affiliation Fees:	
	Companies Office Fees:	
	Accountancy Fees:	
	Bank Charges:	
	General Expenses:	
	Other:	
<b>Total Income</b>	<b>Total Expenditure</b>	

### Profit/Loss

5 Volunteer Costs	hours	€8.65 per hour	Total
Name			
Name			

Name			
Name			
Name			

<b>6</b>	<b>Future Costs</b>		<b>2014</b>	<b>2015</b>	<b>2016</b>

<b>7</b>	<b>Future Revenue</b>		<b>2014</b>	<b>2015</b>	<b>2016</b>

**8** How many visitors attended your last festival? \_\_\_\_\_ Total  
 \_\_\_\_\_ Locals  
 \_\_\_\_\_ Tourists

Cost Benefit Analysis Template

Please see below for the list of sections in the cost benefit analysis template and the type of information to be included within each section.

**Festival Event Name**

**Festival Dates**

These are the dates the festival runs over. Where applicable, please state if there are any days where there are no events taking place in relation to the festival.

**Overall Income**

These are the sources of funding for the festival. Examples of sources are: Fundraising, donations, sponsorship, ticket sales, memorabilia sales, food sales at the festival, renting of market stall space for vendors to sell goods, items at the festival that are charged for, competition entry fees

**Overall Expenditure**

These are all of the items that need to be paid for from the festival budget. Examples of expenses are: Advertising, brochures design and printing, web sites, venue hire, insurance, bar license, health and safety, legal fees, loan repayments and interest on loans, hosts and guest



speakers, staff cost, children's entertainment, musicians and bands, street entertainment, committee meeting expenses, charitable donations, prizes, bank charges, community group support, stationary etc.

### **Volunteer Costs**

Volunteer costs are calculated by multiplying the hours spent by the current minimum wage. The time spent includes all time spent throughout the year on the festival and not just the festival dates themselves. For example if you have a committee meeting with 10 members which takes 2 hours, this time will count as 20 hours of volunteer time.

Another number which needs to be provided is the number of FTE (Full Time Equivalents). This number is calculated by dividing the total number of volunteer hours by 37.5 hours. So if your volunteer spent 5000 hours on your festival the number of FTE will be  $5000 / 37.5 = 133.33$  FTE. This means that you would have 2.56 full time volunteers.

Total Hours 5000 at a volunteer cost per hour of €8.65 is equal to a yearly volunteer expense of: €43,250.

### **Future Costs**

These costs are the budget for your next festival. The detail that was provided in the Overall Expenditure will provide this information. The only changes you will need to make are where you have additional costs for new items, less cost for items that you are not going to do, and any changes in costs. Examples for each are:

#### **Additional Costs:**

This year you had one band and next year you are going to have two bands.

#### **Less Costs:**

Your website cost €1000 to design and build but you don't have this cost next year.

#### **Changes in Costs:**

The price of festival insurance may have risen by a small percentage.

## Sponsorship Solicitation Package

The following provides a listing of

### I. Festival fact sheet

- A. Event
- B. Presenter
- C. Dates
- D. Location
- E. Program
- F. Targeted market/historical attendance data
- G. Media involvement
- H. Admission structure
- I. Volunteer structure
- J. Purpose – who benefits?

### II. Organization/presentation info

- A. Mission
- B. History
- C. Community orientation

### III. Sponsorship philosophy

### IV. Sponsorship structure

- A. Categories
- B. Financial levels
- C. In-kind

### V. Benefits

- A. Comp tickets, buttons, etc.
- B. Signage
- C. Inclusion in paid advertising
- D. Comp ads
- E. Inclusion in/on promotional materials
- F. Hospitality opportunities
- G. Inclusion on website/link
- H. Inclusion on press releases/conferences
- I. Name entitlement
- J. Special parking privileges

- K. On-site space for visibility, sampling, coupons
  - L. Access to mailing lists
    - 1. Sponsors
    - 2. Patrons
    - 3. volunteers
  - M. Direct sales opportunities
  - N. Corporate volunteer opportunities
  - O. Pre-festival sales outlet opportunities
  - P. Business to business marketing opportunities
  - Q. Involvement on boards/committees
  - R. Festival presence (program or corporate site)
  - S. Assistance with corporate (special) events
  - T. Assistance of staff to build presentations
  - U. Use of festival name and logo
  - V. Right of first renewal
- VI. Inventory of sponsorship opportunities
- VII. Visuals-photos of event-marketing
- VIII. Charts/graphs
- IX. Testimonials

## PERCEIVED AREAS OF IMPORTANCE

### SPONSORS :

1. FOLLOW-THROUGH
2. CATEGORY EXCLUSIVITY
3. RIGHT OF FIRST REFUSAL
4. NAME IN EVENT TITLE
5. EVENT HISTORY/SUCCESS
6. TOTAL AUDIENCE
7. TREATMENT BY PROMOTER/EVENT
8. AMOUNT OF SIGNAGE
9. MEDIA COVERAGE – EVENT
10. EVENT PROVIDED EVALUATION
11. SPONSORSHIP FEE
12. MEDIA COVERAGE – SPONSOR
13. AUDIENCE DEMOGRAPHICS
14. FEEDBACK FROM GUEST/EMPLOYEES
15. TYPE OF MEDIA INVOLVED
16. TYPES OF OTHER SPONSORS
17. INCREASED SALES
18. TURN KEY PARTICIPATION
19. OPPORTUNITY FOR CROSS PROMOTIONS
20. HOSPITALITY OPPORTUNITIES FOR VIP'S
21. ON-SITE SALES
22. ABILITY TO ENTERTAIN/INVOLVE EMPLOYEES
23. ACCESS TO RETAIL SPONSORS/OPPORTUNITIES
24. AUDIENCE CULTURAL/ETHNIC COMPOSITION
25. ON-SITE SAMPLING

(Note : overview may not be predictive of individual sponsors, markets, or categories, if studied independently)

# SAMPLE SPONSORSHIP SOLICITATION PACKAGE

LOGO

## OUTLINE THE **FESTIVAL/EVENT** MISSION STATEMENT

### EXAMPLE

The **Festival/Event** was created to foster awareness and appreciation of the **Name of Town** rich Irish heritage and to enhance and promote Irish music, dance, literature, theatre, sports and cuisine. **Festival/ Event** is committed to:

- Presenting family-friendly entertainment, activities and products
- Perpetuating the study and appreciation of Irish history and genealogy
- Developing and cultivating opportunities for leadership and volunteerism
- Assisting with the needs of small children, the elderly and the poor
- Deepening a sense of community among locals and all ethnic groups that contribute to the unique flavor and vitality of our area

## **PRESENT DETAILS OF THE 2013 Festival/ Event Committee**

### Name

**Responsibility** – **Examples include:** Chairperson; Event Co-ordinator; Event Media/PR; Event Safety Advisor; Chief Steward; Treasurer; and Site Manager

**Contact Details:** Just phone and email

## **PRESENT DETAILS OF THE Previous Year's Festival/ Event**

### EXAMPLE

#### **2012 Festival/ Event a big success at Name of Town**

It took 100 volunteers, a 500hours of planning, and a hard-earned lesson about Irish in 2011, but the **Second (replace number) Annual Festival/ Event** took **Name of Town** by storm – in a good way!

The three day celebration of history and culture, held outside at **Location DATE**, exceeded the expectations of **Festival/ Event**. Organisers estimate at least **10,000** people turned out to sample the Celtic music, dancing, food, beverage and handmade products. Adjacent hotels reported outstanding bookings for the weekend and nearby shops and restaurants saw welcome spikes in business."

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Revenue Modeling

“People had fun, they brought kids and grandparents, heard great music, cheered the dancers and storytellers, and just generally had a memorable weekend. **Name of Town** looks forward to hosting Irish **Festival/ Event** for a long time to come.”

10,000 = estimated attendance (without “Irish” embellishment!)

92 = rooms booked by festival/ event goers at the Name local **Hotels/ B&Bs Self Catering and Hostels** – name them if you can

600 = number of families who participated in **name activity**

2,000 = little dots of ice cream served (estimated)

66 = musicians who performed at the festival

700 = Sandwiches sold

20 = Barrels of Beer sipped dry by festival-goers

600 = local kids who signed up to be facebook friends with school children in the USA

3 = number of complaints **give examples.**

€1,000 = Collected in subscriptions to the **Festival/Event**

2,000 = pages viewed in 2004 on the **Festival/ Event .com** site

LOGO

## EVENT PROFILE

*Third* (replace number) *Annual* **Name of Town** **Name of Festival** **YEAR** 2013

SAVE THE DATES: **Provide Months, Days & Dates**

LOCATION: Venue and Town

NEW FEATURES: This year festival attendees can expect to see an even larger entertainment lineup with the addition of opening the ..... In partnership with the Festival/Event, **OUTLINE ANY ADDITIONAL ACTIVITIES – WALKS FEIS ETC. OUTLINE THE DAY AND VENUE THEY MAY BE TAKING PLACE AT.**  
**ADDITIONAL EXAMPLES:** Other new features include a Run, new Heritage Displays and expanded Children's area entertainment.

WHAT TO EXPECT: More than 2 dozen fantastic bands, including **NAME BANDS**, along with traditional fiddles, tin whistles, bodhrans and bagpipes. Irish dancers. Irish food and drink. Heritage displays, demonstrations and workshops. A major children's entertainment area, and much more.

CONTACTS: **NAME**, Festival Director  
**TELEPHONE AND EMAIL**

WEB SITE: www.....com

MEDIA PARTNERS: **EXAMPLES**  
Northern Sound  
Cavan Community Radio  
LMFM  
The Northern Standard  
Anglo Celt

2012 Major SPONSORS: **Provide any detail on previous years sponcers**

**SPONSOR LEVELS****EXAMPLES****€500 LEVEL (BAND SPONSOR)**

- 10 Festival/ Event single day admission tickets.
- Business/individual name displayed on stage during bands performance/s.
- Sponsorship mention in Festival/ Event program.
- Stage Announcements prior to bands performance.

**€1,000 LEVEL (CATEGORY SPONSOR)**

- Logo identification, recognition and banner display at the Festival/ Event.
- Logo identification on the Festival/ Event website: [www.....com](http://www.....com)
- Inclusion in the Festival/ Event related local and regional print advertising.
- Mentions in ½ of the Festival/ Event sponsored commercials aired on sponsoring radio stations.
- 20 tickets to the Festival/ Event.
- 4 VIP Tickets to the Festival/ Event
- The option of being a pre-sale ticket location for the Festival/ Event.

**€1,500 LEVEL (FEST AREA SPONSOR)**

- Logo identification, recognition and banner display at the Festival/ Event.
- Logo identification on the Festival/ Event website: [www.....com](http://www.....com)
- Inclusion in the Festival/ Event related local and regional print advertising.
- Mentions in ½ of the Festival/ Event sponsored commercials aired on sponsoring radio stations.
- 30 tickets to the Festival/ Event.
- 6 VIP Passes to the Festival/ Event.
- Naming and signage opportunity of the Festival/ Event Area.
- The option of being a pre-sale ticket location for the Festival/ Event.



## **€2,000 LEVEL – PRESENTING SPONSOR**

- Logo identification, recognition and banner display at the Festival/ Event.
- Logo identification on the Festival/ Event website: [www.....com](http://www.....com)
- Inclusion in the Festival/ Event related local and regional print advertising.
  
- Mentions in ALL of the Festival/ Event sponsored commercials aired on sponsoring radio stations.
- 40 tickets to the Festival/ Event. .
- 10 VIP Passes to the Festival/ Event. .
- TITLE Signage opportunity on the Main stage at the Festival/ Event.
- The option of being a pre-sale ticket location for the Festival/ Event. .

