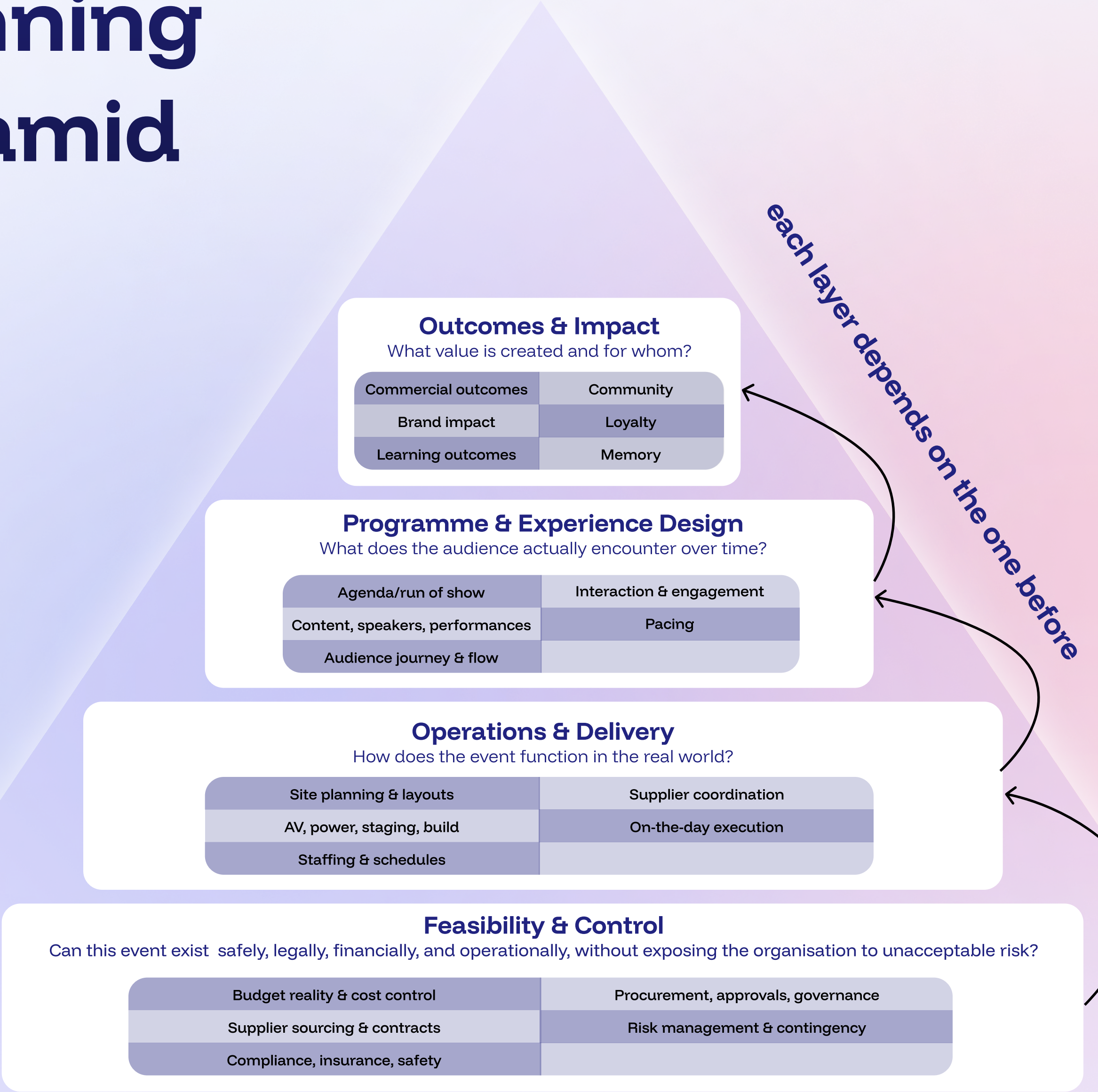


The event planning pyramid



Feasibility & Control

Summary

Feasibility & Control is about ensuring an event can and should happen safely, legally, financially, and with appropriate governance.

This layer defines the constraints within which everything else must operate. If this foundation is weak or fragmented, risks multiply, costs escalate, and outcomes become unpredictable.

Good events will always have a foundation of control.

Usual Considerations

- Budget definition and cost controls
- Supplier sourcing and selection
- Contracting, approvals, and governance
- Compliance (insurance, health & safety, legal)
- Risk assessment and contingency planning
- Procurement processes and financial oversight
- Stakeholder alignment and sign-off

Team roles involved

Often involved

- Procurement
- Finance
- Legal / Compliance
- Senior Operations
- Event Director / Head of Events

Clear owner

- Event Director or Head of Events, with Procurement / Finance as formal gatekeepers

Operations & Delivery

Summary

Operations & Delivery translates feasibility into reality. It focuses on how the event functions, coordinating people, suppliers, spaces, and schedules so the plan can be executed reliably. This is where complexity lives and where most events succeed or fail quietly.

Usual Considerations

- Site planning, layouts, and flows
- AV, power, staging, build, and breakdown
- Staffing plans and schedules
- Supplier coordination and dependencies
- Load-in / load-out logistics
- On-the-day runbooks and contingency plans

Team roles involved

Often involved

- Event Operations Manager
- Production Manager
- Technical Director
- Supplier leads (AV, staging, build)
- Site / venue teams

Clear owner

- Event Operations Manager or Production Lead

Programme & Experience Design

Summary

Programme & Experience Design defines what happens during the event and how it feels from the audience's perspective. This is where content, creativity, and journey design come together, but only within the constraints established by the layers below. Great experiences are not imagined in isolation; they are designed within reality.

Usual Considerations

- Agenda or run-of-show design
- Content, speakers, performers, or sessions
- Audience journey and pacing
- Interaction, engagement, and participation
- Experience consistency across touchpoints.

Team roles involved

Often involved

- Content Lead
- Creative Director
- Event Producer
- Marketing / Brand teams
- Speaker or talent managers

Clear owner

- Event Producer or Content / Experience Lead

Outcomes & Impact

Summary

Outcomes & Impact focuses on value creation for the organisation, attendees, partners, or community. This layer is intentionally at the top because outcomes cannot be forced. They are the result of strong foundations, disciplined execution, and meaningful experiences.

Usual Considerations

- Commercial outcomes (leads, revenue, ROI)
- Brand perception and trust
- Learning or knowledge transfer
- Community building and loyalty
- Post-event reporting and evaluation
- Stakeholder feedback and insight capture

Team roles involved

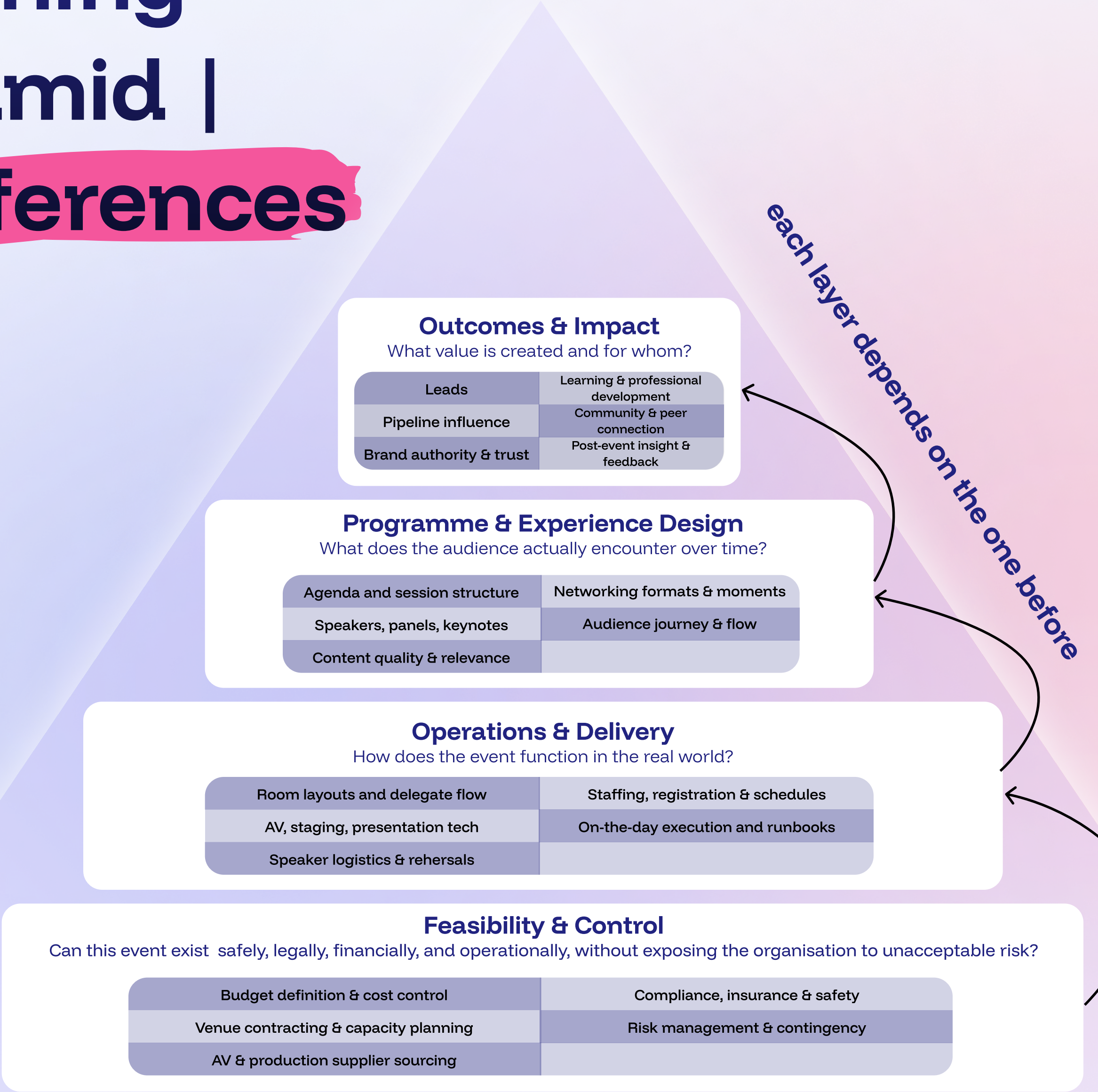
Often involved

- Marketing
- Sales
- Leadership
- Data / Analytics
- Event team (post-event)

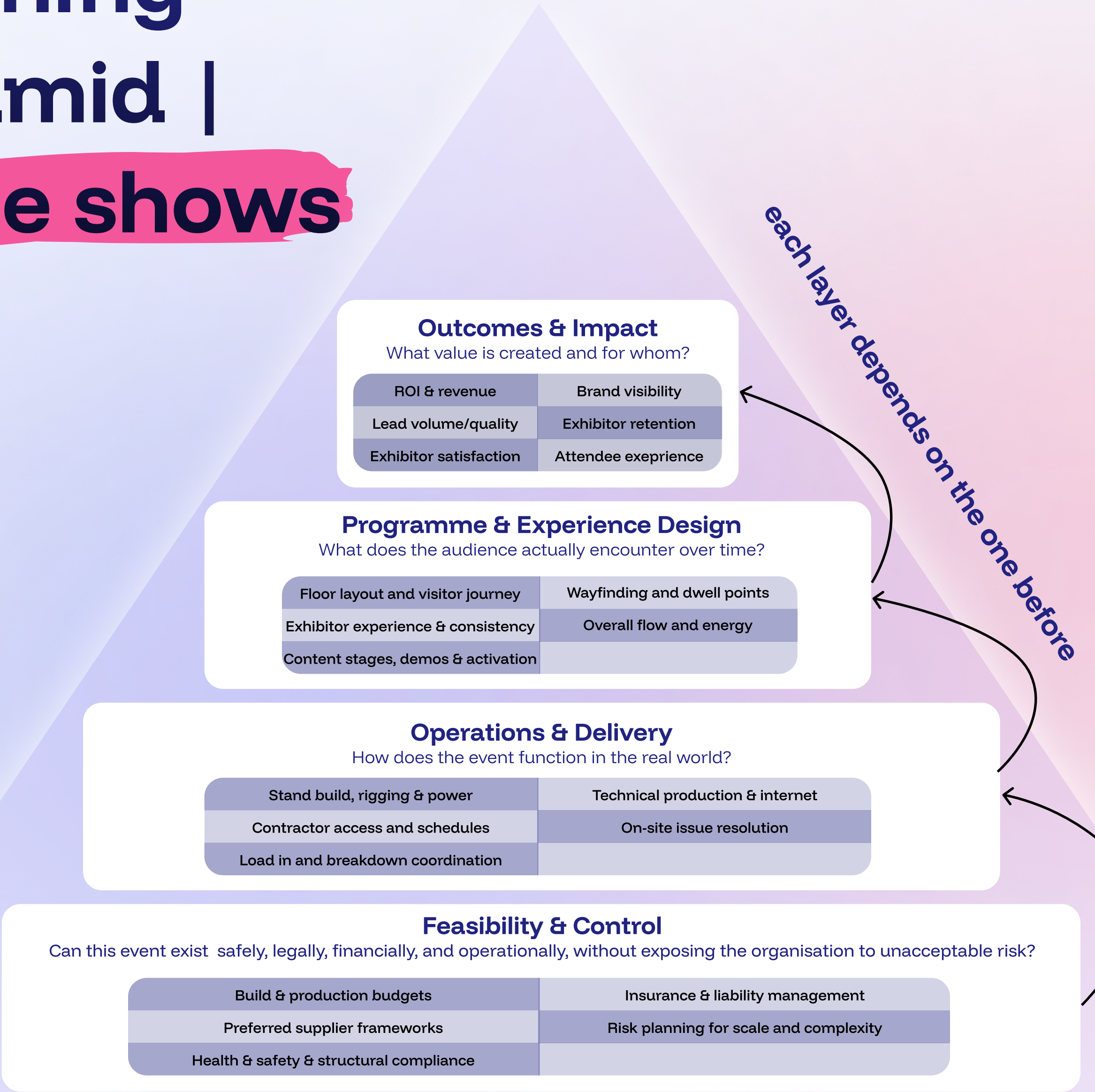
Clear owner

- Marketing or Commercial Lead, with shared accountability from the Event Director

The event planning pyramid | Conferences



The event planning pyramid | Trade shows



The event planning pyramid | Festivals

