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Music Festival Organization

I. Primary Report

Introduction

Organizing a music festival is a challenging undertaking that requires three key processes: event planning and coordination, logistics and infrastructure management, and artist and performance coordination. From conception to execution, the delicate dance of these processes forms the festival experience. Event planning creates the framework by identifying themes, enlisting sponsors, and coordinating multiple teams, whereas logistics management assures a safe and immersive setting by overseeing permits, security, and physical setup. Meanwhile, artist and performance coordination brings the festival to life, requiring act curation, negotiations, and rigorous backstage logistics. We hope to deliver practical insights by studying the subtleties of these basic processes, which will contribute to the seamless coordination of events that engage with audiences and enrich the festival experience.

Observation

In the dynamic realm of music festival organization, the company currently orchestrates complex events featuring multiple stages, diverse artists, and various vendors. However, the intricate nature of this operation is met with a notable absence of a well-defined and systematic approach. Within this landscape, the existing processes, encompassing crucial facets like artist booking, stage setup, ticketing, and crowd management, exhibit a blend of manual and semi-automated methods. This hybrid system, while attempting to navigate the intricacies of festival logistics, inadvertently introduces inefficiencies and coordination challenges.

Existing problems or challenges

- a. Lack of Coordination:** The absence of a centralized system hampers the seamless coordination of critical activities such as artist availability, stage setup, and vendor management. Communication breakdowns occur, fostering a climate where miscommunication and delays become prevalent challenges. The decentralized nature of the current system undermines the company's ability to synchronize these vital elements, leading to suboptimal collaboration among teams.
- b. Inefficient Booking Process:** Artist booking, a pivotal aspect of the festival, unfolds through a patchwork of disparate channels, creating a fragmented landscape for managing contracts, availability, and performance details. The lack of a unified platform makes it challenging to consolidate information, resulting in difficulties in tracking artist-related data. This fragmented approach opens the door to potential scheduling conflicts, missed opportunities, and an overall lack of transparency in the booking process.
- c. Crowd Management Issues:** The absence of a streamlined process for crowd management presents significant challenges. Predicting attendance becomes a complex task with a high degree of uncertainty, impacting the company's ability to prepare adequately for the scale of the event. The lack of accurate attendance predictions can result in scenarios of either overcrowding, posing potential safety concerns, or underutilization of space, impacting the overall festival experience for attendees.

Performance or capability gaps

a. Booking Efficiency: The artist booking process spans an average of 3 weeks, contributing to missed opportunities and the potential for scheduling conflicts. The target is to reduce the booking time to 1 week, significantly enhancing overall efficiency and minimizing the risk of missed opportunities or artist conflicts.

b. Crowd Prediction Accuracy: The existing system exhibits a 20% variance in predicting crowd attendance, contributing to challenges in crowd management. Implementing predictive analytics seeks to reduce this variance to 5%, providing more accurate predictions and enabling proactive crowd management measures.

c. Customer Satisfaction: Measured through post-event surveys, indicating issues with crowd management or ticketing, reflecting potential dissatisfaction among attendees. The goal is to enhance customer satisfaction by addressing identified issues through improved crowd management and ticketing processes, ensuring a positive and memorable festival experience.

d. Operational Costs: Higher operational costs attributed to inefficient resource allocation in the current festival planning process. Implementing streamlined processes and enhanced efficiency aims to optimize resource allocation, thereby reducing operational costs while maintaining or improving overall event quality.

Best practices that are not followed

a. Integration with Industry Best Practices: The current festival organizing process finds itself lacking integration with industry best practices, particularly in the absence of integrated event management systems. These systems, which typically cover artist management, ticketing, and crowd analytics, are considered standard in the event management industry. The current fragmented approach results in inefficiencies and a disjointed workflow.

b. Data-Driven Decision Making: The current festival planning process reveals a notable gap in adopting a data-driven approach, a key best practice in successful event organization. Industry leaders leverage data analytics to make informed decisions regarding artist selection, stage planning, and crowd management. The absence of a data-driven strategy in the current process suggests a missed opportunity to harness valuable insights from data.

c. Booking Process Efficiency: The reliance on manual booking processes for both artists and vendors presents a significant gap in efficiency within the current festival planning process. Best practices advocate for the adoption of automated booking systems to streamline processes, minimize delays, and capture opportunities promptly.

d. Integrated Event Management Software: The current festival planning process faces coordination challenges due to the absence of an integrated event management software. Industry best practices emphasize the importance of centralized systems to manage various aspects of festivals seamlessly. The lack of integration in the current process hinders effective collaboration, underlining the necessity of adopting integrated event management software.

The current festival planning process is beset by challenges stemming from a lack of coordination, inefficient booking procedures. Issues in crowd management compound these challenges, leading to missed opportunities, scheduling conflicts, and inaccuracies in ticketing and attendance predictions. The cumulative effect of these shortcomings compromises the overall efficiency and attendee experience of the music festivals.

As-Is Scenario: Music Festival Planning Process

- Artists submit their logistical and financial requirements for consideration.
- The company thoroughly reviews and documents the artist's requirements as part of the assessment process.
- In-house resources are assessed to align with the artist's technical specifications and budgetary constraints.
- If internal resources are insufficient, the company explores third-party vendors after checking their availability.
- A comprehensive proposal is sent to third-party vendors, outlining both budgetary and logistical requirements.
- The project's feasibility is evaluated by considering the available resources and staying within budget constraints.
- If resources are deemed unavailable, the project is terminated, and the artist is promptly notified.
- Collaboration with the social media department to strategize ticketing and create a comprehensive marketing plan.
- The security team is engaged to ensure effective crowd control, safety, and overall event discipline.
- Ticket sales are initiated through various channels, aligning with the social media marketing plan.
- The social media branding plan is executed to promote the event and actively engage with prospective attendees.
- The meticulous oversight of stage setup, artist performances, and overall event logistics is carried out.
- Communication with the artist's team is maintained to ensure a seamless payment process.
- Financial settlements with third-party vendors, if utilized, are finalized to complete the event transactions.
- A comprehensive evaluation of the overall event success is conducted, taking into account financial performance and stakeholder feedback.

Implications

- a. **Data Accuracy and Reporting Issues:** Relying on manual processes may result in mistakes in data and hampered capacity to provide reliable reports for post-event analysis.
- b. **Poor Customer Experience:** Inconsistent process execution may cause disruptions, extended wait times, and decreased overall attendee satisfaction.
- c. **Logistical Issues and Delays:** Inadequate logistics management, resulting in venue setup delays and increased operational costs.
- d. **Poor Artist and Performance Coordination:** Inefficient artist booking and coordination, which can lead to schedule issues and artist unhappiness.

Business Impact vs. Risk Model:

Type of Risk	Business Impact	Risk	Action Priority
Inefficiency in Event Planning	High	Medium	High
Logistical Challenges and Delays	High	High	High
Poor Artist and Performance Coordination	High	Medium	High
Limited Sponsorship and Revenue Opportunities	High	High	High

Urgency vs. Importance Model:

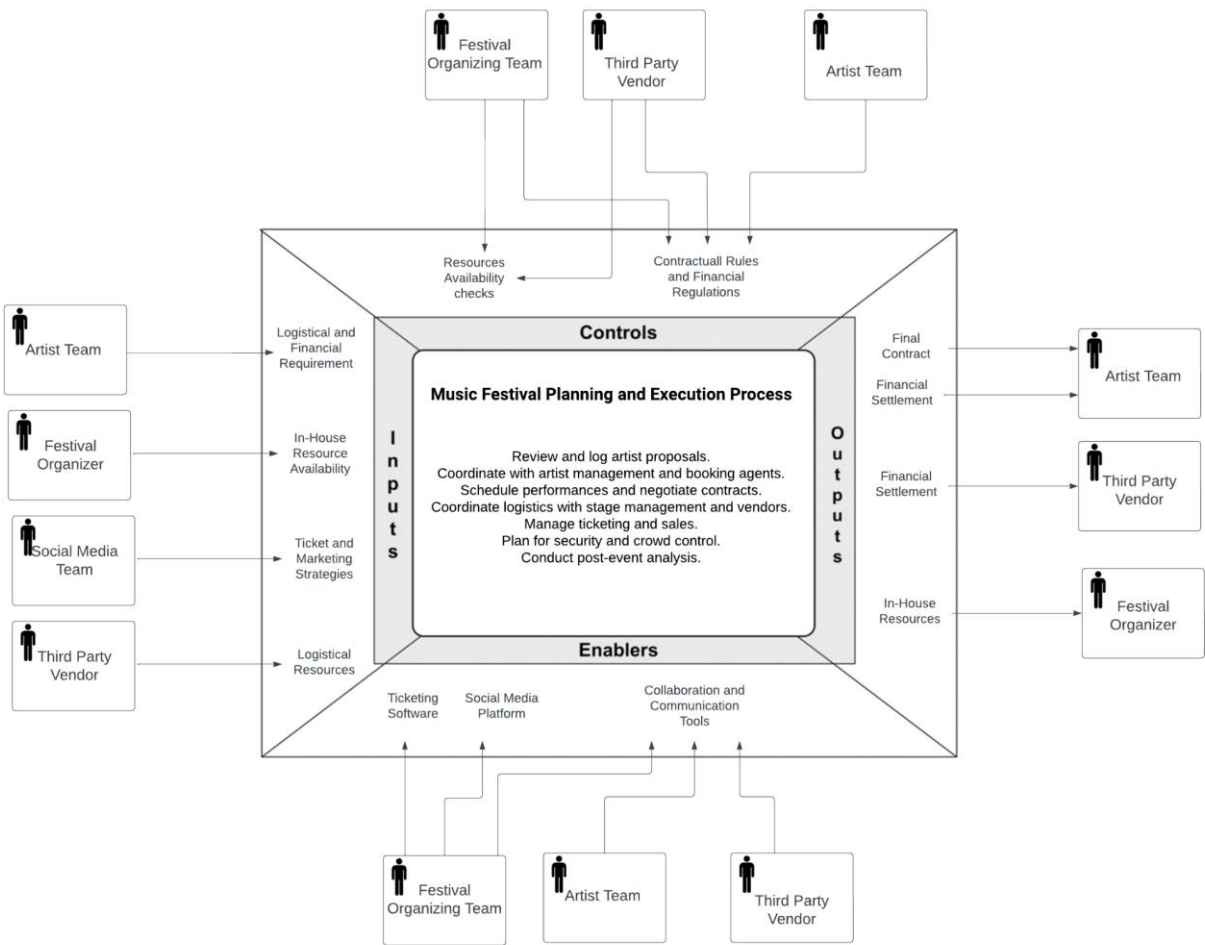
Type of Risk	Urgency	Importance	Action Priority
Inefficiency in Event Planning	High	High	High
Logistical Challenges and Delays	High	High	High
Poor Artist and Performance Coordination	Medium	High	Medium
Limited Sponsorship and Revenue Opportunities	High	High	High

Recommendations

- a. **Artist Booking:** Implement a centralized artist booking platform with e-signature capabilities for faster agreements and automated notifications to enhance communication. This expedites the agreement process, leading to better planning and increased satisfaction among artists, while also reducing scheduling conflicts.
- b. **Stage Setup:**
 - a. **Standardized Checklist:** Collaborate with seasoned stage managers and technical teams to develop a comprehensive checklist encompassing all essential equipment, safety measures, and a step-by-step guide for efficient stage setup. The implementation ensures a reduction in the risk of overlooking critical tasks, leading to smoother and quicker stage setups, ultimately contributing to the overall success of events.
 - b. **Training Sessions:** Conduct training sessions for stage crew on the standardized checklist, enhancing their preparedness for unforeseen challenges. Regularly update the checklist based on feedback and industry standards to ensure continuous improvement and successful stage setups.
- c. **Ticketing:**
 - a. **Integration with Event Management Systems:** Choose a ticketing platform seamlessly integrated with the event management system for efficient transactions and reduced queues. Real-time synchronization of ticket sales data ensures a better overall experience for attendees.
 - b. **Customer Support Channels:** Implement robust customer support channels, including chatbots and dedicated staff during peak times, for prompt ticketing issue resolution. This ensures improved customer satisfaction and contributes to a positive overall event experience.
- d. **Crowd Management:**
 - a. **Comprehensive Plan:** Develop a detailed crowd management plan with entry/exit strategies, designated areas, and emergency exits, collaborating with local authorities for safety compliance. This well-structured plan enhances safety, controls crowd flow, and contributes to a positive attendee experience.
 - b. **Emergency Response Protocols:** Train staff and security on emergency response protocols and conduct regular drills for quick and effective responses to emergencies, ensuring attendee safety.

II. Appendix

Scope Diagram



Work System Snapshot

Work System Name: Music Festival Organization		
Customers: Artists Ticket Sales Channels Third Party Vendors Social Media		
Products/Services: Ticketing Internal Resource Assessment Review Artist Requirements		
Processes/Activities: Internal Resource Assessment Project Feasibility Evaluation Third Party Vendor Exploration Initiation of ticket sales		
Participants: Artists Security Team Attendees Ticket Channels	Information: Artist Preferences Vendor Capabilities Security Plan Availability Event oversight Financial settlements	Technology: Communication Platforms Event Management Software Ticketing Platforms Social Media Platforms
Environment: Venue Weather conditions Social Impact Local Regulations Online Platforms	Infrastructure: Connectivity Systems Public Address Systems Audio & Lighting Systems Backstage Area Digital Platforms	Strategies: Target audience identification Logistics Optimization Community engagement Health & Safety Measures Innovative Technology

Harmon's Business Problem Process Analysis Checklists & Problems

All the items on Harmon's Business Problem Process Analysis Checklists are applicable to Music Festival Organization. But specifically sub-dividing them, there are a few problems in this scenario.

a. Output Problems:

Event Success and Quality: The overall experience of the festival may not meet attendee expectations, leading to dissatisfaction. Artist performances might not align with the audience's preferences or expectations.

b. Input Problems:

Quality and Reliability of Artist Submissions: Managing artist submissions for an event poses several challenges, primarily stemming from the potential lack of detail and clarity regarding logistical and financial requirements. The information provided by artists may exhibit inconsistencies or inaccuracies, thereby affecting the feasibility and planning of their performances. Moreover, the reliability of artists' own estimates, encompassing technical needs and anticipated expenses, can be questionable, leading to unforeseen challenges during the event. To overcome these hurdles, a meticulous review and verification process of artists' submissions become essential, ensuring a smoother and more successful execution of the event with minimized logistical and financial risks.

Adequacy of Information for Planning Purposes: Managing artist requirements for an event presents challenges as artists may not furnish comprehensive information about their needs, creating planning gaps in technical specifications, stage design, and budget considerations. The submissions might lack sufficient detail, hampering the precise alignment of in-house or external resources with the artists' specific requirements. The presence of incomplete or vague information heightens the risk of misunderstandings or misalignments between artists' expectations and the actual arrangements made by organizers. Addressing these challenges requires a meticulous approach to ensure a seamless and harmonious execution of the event, minimizing potential discrepancies and enhancing overall satisfaction for both artists and attendees.

c. Guide Problems

Regulatory or Compliance Issues Related to Event Hosting: Organizing an event involves navigating challenges related to meeting safety standards set by local or national authorities, encompassing aspects like fire safety, crowd management, and emergency response protocols. The process of obtaining necessary permits and ensuring compliance with regulations pertaining to noise levels, public gatherings, and environmental impact can prove to be intricate. Additionally, ensuring strict adherence to health and safety guidelines, especially if there are specific requirements due to public health concerns, adds another layer of complexity. Successfully addressing these challenges is paramount to creating a secure and compliant event environment, underscoring the importance of thorough planning and coordination with regulatory bodies.

Internal Policies Affecting the Selection and Management of Artists and Vendors: The company's internal policies for artist and vendor selection may pose challenges as they might be restrictive or not entirely aligned with the dynamic requirements of a successful music festival. Limitations or constraints within the company's policies regarding budget allocations could impede the ability to secure desired artists or vendors, potentially affecting the overall quality of the event. Moreover, policies related to diversity in artists, musical genres, and vendor selection may influence the festival's overall appeal and inclusiveness. Striking a balance between adhering to internal policies and fostering the flexibility needed for a vibrant and diverse music festival becomes crucial to ensure both organizational compliance and the creation of an engaging and inclusive event.

d. Enablers Problems

Adequacy of In-House Technical and Financial Resources: The company's internal technical resources, encompassing sound and lighting equipment, stage setup, and IT support, may fall short of meeting the specific needs of artists, potentially resulting in performance issues or dissatisfaction. Financial constraints could further impede the company's capacity to fulfill all artist requirements, particularly if these demands are high or unexpected. In addition, the internal team may lack the necessary expertise or manpower to effectively manage the intricate logistics and technical aspects inherent in orchestrating a successful festival. Overcoming these challenges involves a strategic approach, possibly involving external partnerships or resource augmentation, to ensure that the technical aspects align seamlessly with the artists' expectations and contribute to an overall positive festival experience.

Effectiveness of the social media and Security Teams: The effectiveness of the social media team's strategies is pivotal for the success of marketing efforts, and if they fall short, it can adversely impact ticket sales and overall marketing success. Challenges may arise in crafting engaging content and utilizing diverse digital platforms to maximize the event's reach and appeal, further complicating the task of connecting with the target audience. Additionally, shortcomings in the security team's planning and execution may leave gaps in addressing critical aspects such as crowd control, safety measures, and emergency response. Ensuring a seamless festival operation requires a comprehensive approach that addresses both the digital marketing challenges and security considerations to enhance audience engagement, promote the event effectively, and guarantee the safety and satisfaction of attendees.

e. Activity or Flow Problems

Sequence of Activities: Effective event planning demands a meticulous orchestration of various activities, and issues may arise when the logical sequence of tasks is disrupted. For instance, engaging with vendors before thoroughly assessing in-house resources could lead to inefficiencies and resource mismanagement. Coordination challenges between stage setup and artist performance schedules may result in event delays or disruptions, impacting the overall experience. Additionally, the timing and execution of marketing and ticket sales initiatives might not be optimally aligned with the broader event planning timeline, potentially affecting audience engagement and attendance. Addressing these concerns necessitates a strategic and well-coordinated approach, ensuring a seamless flow of activities from resource assessment to scheduling, and aligning marketing efforts with the overarching event timeline for a successful and well-executed event.

Coordination Between Departments: Effective communication and synchronization among the social media, security, and logistics teams are critical to prevent disjointed efforts and inefficiencies. Insufficient information flow between departments, such as from artist management to the security team, can give rise to operational challenges. Aligning the efforts of various departments with the overall event timeline and objectives is crucial for seamless coordination and successful event execution.

f. Process Management Problems

Monitoring and Controlling Event Planning Stages: The event planning process may face challenges due to the absence of effective mechanisms to monitor progress and control various stages, resulting in the oversight of critical issues. Inadequate checkpoints or reviews in the process can contribute to missed opportunities for course correction or optimization, highlighting the need for a robust and thorough evaluation framework throughout the planning stages.

Adaptability to Changes: The planning process may lack the necessary flexibility to accommodate unexpected changes, such as last-minute artist cancellations or alterations in technical requirements. Additionally, the ability to swiftly adapt to external factors, including changes in weather, public health guidelines, or market conditions, could

be limited. Enhancing adaptability and incorporating contingency plans becomes crucial for navigating unforeseen challenges and ensuring the resilience of the event planning process.

Level 2 of Alter's Work System Method - 25 questions applicable to this scenario

All the questions in Level 2 of Alter's Work System Method apply to Music Festival Organization.

1. What are the problems or opportunities present?

Problems:

- a. **Aligning Artist Requirements:** Ensuring that the logistical and financial requirements submitted by artists align with the company's internal resources poses a challenge. This involves a thorough review and documentation process.
- b. **Internal Resource Insufficiency:** If internal resources are insufficient to meet the technical specifications and budgetary constraints outlined by the artists, it becomes a significant problem.
- c. **Third-Party Vendor Exploration:** The process of exploring third-party vendor options after internal resource assessment is crucial, and the availability and suitability of such vendors can be a challenge.
- d. **Budget Constraints:** Maintaining the budgetary constraints outlined by the artists while crafting comprehensive proposals and throughout the event poses a constant challenge.
- e. **Crowd Control and Safety:** Ensuring effective crowd control, safety, and overall event discipline requires continuous attention and coordination with the security team.
- f. **Seamless Payment Processes:** Maintaining clear communication with the artist's team to ensure a seamless payment process based on agreed-upon terms can be complex.

Opportunities: There is an opportunity to optimize event planning, logistics, and artist coordination processes to enhance the overall festival experience for both artists and attendees.

2. What work system has these problems or opportunities?

The work system in question is the entire process of organizing a music festival, which involves event planning, logistics and infrastructure management, and artist and performance coordination.

3. What factors contribute to problems or opportunities?

Factors Contributing to Problems:

- a. **Resource Management:** Insufficient internal resources contribute to challenges in meeting artist requirements.
- b. **Vendor Availability:** The availability and suitability of third-party vendors impact the feasibility of the event.
- c. **Financial Management:** Budget constraints and the need for seamless payment processes contribute to financial challenges.
- d. **Security Measures:** Effective crowd control and safety measures require continuous coordination with the security team.

Factors Contributing to Opportunities: The process optimization opportunity lies in optimizing event planning, logistics, and artist coordination processes for more efficient and successful festivals.

4. What constraints limit the feasible range of recommendations?

Budget Constraints: The financial limitations outlined by artists restrict the feasible range of recommendations.

Internal Resource Availability: The availability of suitable internal resources limits the options for meeting artist requirements.

Third-Party Vendor Availability: The availability and suitability of third-party vendors also constrain the feasible range of recommendations.

5. Summarize the work system using a work system snapshot.

The work system involves three core processes: event planning and coordination, logistics and infrastructure management, and artist and performance coordination. From the initial submission of artist requirements to the final evaluation of event success, the system requires careful consideration of internal and external factors. Challenges include aligning artist requirements with resources, exploring third-party vendors, and maintaining budget constraints. The opportunity lies in optimizing processes to enhance the overall festival experience, creating a seamless and engaging event for all stakeholders.

6. Who are the customers and what are their concerns?

The customers in this scenario are dual-fold. Artists are stakeholders seeking a platform for their performances, and their concerns revolve around logistical support, financial considerations, and the overall success of their act. Attendees, on the other hand, are seeking an immersive and entertaining experience. Their concerns encompass safety, the quality of performances, and the overall enjoyment of the festival.

7. How good are the products and services produced by the work system?

The products and services produced by the work system are the organized music festivals. This involves assessing the effectiveness of event planning, the seamless execution of logistics, the quality of artist performances, and the overall experience provided to both artists and attendees. Evaluating the success of these components contributes to understanding the effectiveness of the work system.

8. How good are the work practices inside the work system?

Work practices include the intricate processes of event planning, logistics management, artist coordination, and collaboration with other departments such as social media and security. Assessing the efficiency and effectiveness of these practices involves examining the coordination, communication, and execution of tasks within the organization.

9. How well are the roles, knowledge, and interests of work system participants matched to the work system's design and goals?

Ensuring that roles align with the goals of event planning, logistics management, and artist coordination is essential for a harmonious workflow. Matching participants' knowledge and interests to their respective roles contributes to the overall success of the festival, promoting a more cohesive and efficient work environment.

10. How might better information or knowledge help?

Improved information and knowledge could enhance decision-making processes. For instance, having better insights into artists' requirements, market trends, and attendee preferences can lead to more informed planning and coordination. It can contribute to a proactive approach in addressing challenges and optimizing processes.

11. How might better technology help?

Better technology can play a pivotal role in various aspects of festival organization. This includes improved communication channels with artists, advanced ticketing systems for smoother transactions, and enhanced coordination tools for logistics. Embracing technological advancements can contribute to the overall efficiency and innovation in event planning.

12. How good is the work system's fit with its environment?

The work system's fit with its environment involves adapting to regulatory requirements, community expectations, and industry standards. It requires a keen understanding of external factors to ensure that the festival planning aligns seamlessly with the surrounding environment, fostering positive relationships with stakeholders and ensuring compliance.

13. How well does the work system use the available infrastructure?

Efficient utilization of infrastructure, such as venues, technological resources, and logistical support, is paramount. Maximizing the use of available infrastructure involves strategic planning to optimize costs, enhance the overall attendee experience, and ensure that the festival operates smoothly within the available resources.

14. How appropriate is the work system's strategy?

The appropriateness of the work system's strategy is crucial. This involves aligning the strategies for event planning, logistics, and artist coordination with the overarching goal of delivering a successful and engaging music festival. A well-crafted and aligned strategy contributes to the overall success and sustainability of the event.

15. How well does the work system operate as a whole and in relation to other work systems?

Assessing how well the different components (event planning, logistics, artist coordination) operate cohesively is essential. Additionally, understanding the interaction with other departments or external entities, such as social media and security, is vital for seamless collaboration. Evaluating the holistic operation ensures that the festival functions as a unified entity, delivering a comprehensive and successful experience.

16. What are the recommended changes to the work system?

The recommended changes include the implementation of e-signature capabilities for faster agreements, integration with an event management system for ticketing efficiency, the use of BPM software for overall process automation, and a phased implementation approach for smoother transitions and continuous improvement.

17. How does the preferred alternative compare to other alternatives?

The preferred alternatives, such as e-signatures, integrated ticketing systems, and BPM software, are compared favorably as they aim to improve efficiency, reduce manual errors, and enhance coordination. Alternative methods might exist, but these recommendations align with industry best practices and technological advancements.

18. How does the recommended system compare to an ideal system in this area?

The recommended system moves towards an ideal state by incorporating modern technologies and best practices. The use of e-signatures, integrated ticketing, and BPM software aligns with the current standards for efficiency and automation in event management.

19. How well do the recommended changes address the original problems and opportunities?

The recommended changes directly address issues such as slow agreement processes, inefficient ticketing, and lack of overall process automation. They also seize opportunities to improve coordination, reduce errors, and enhance the overall attendee and stakeholder experience.

20. What new problems or costs might be caused by the recommended changes?

Potential challenges could include initial implementation costs, staff training for new systems, and the need for careful execution to prevent disruptions during the phased implementation. However, the long-term benefits are expected to outweigh these challenges.

21. How well does the proposed work system conform to work system principles?

The proposed work system aligns well with work system principles by leveraging technology for efficiency, ensuring collaboration among various departments, and emphasizing continuous improvement through stakeholder feedback.

22. How can the recommendations be implemented?

Implementation involves collaborating with IT experts for BPM software integration, selecting and integrating e-signature and ticketing platforms, conducting training sessions for staff, and gradually extending the system in a phased manner.

23. How might the perspectives or interests of different stakeholders influence the project's success?

Stakeholders such as artists, vendors, and attendees may have varying expectations. Engaging with them for feedback is crucial. Adequate communication is needed to address concerns and ensure the system meets the diverse needs of all stakeholders.

24. Are the recommended changes justified in terms of costs, benefits, and risks?

The changes are justified based on the long-term benefits of increased efficiency, reduced errors, improved coordination, and enhanced stakeholder satisfaction. The initial costs are expected to be outweighed by the positive impact on the overall festival planning process.

25. Which important assumptions within the analysis and justification are most questionable?

Assumptions related to the ease of integration of BPM software, the adaptability of staff to new systems, and the speed of phased implementation are critical and need careful consideration.