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Central Baltic Programme

**FestiSkills Hunters**



## FestiSkills Hunters training programme – participant workbook

### Purpose of this workbook:

This workbook is a practical tool for participants of the *FestiSkills Hunters* training programme. It is designed to support the development of your own festival or event concept throughout the course. Each sheet in this workbook corresponds to a specific training module and contains guided tasks, templates, and planning tools that help you apply the learned knowledge directly to your own idea.

### How to use this workbook:

After each training module, complete the corresponding worksheet based on your own festival idea.

Use the worksheets as building blocks toward a full project concept.

This workbook also serves as a basis for your mentoring discussions and final project presentation.

Save your progress regularly. You can use this file both during and after the programme for further development.

### Workbook contents by modules:

- 1. Festival planning** – Defining goals, audience,
- 2. Sustainability** – Planning eco-friendly, accessible, and inclusive events.
- 3. Crisis management** – Risk assessment, prevention, and communication strategies.
- 4. Budgeting** – Building realistic budgets and identifying funding sources.
- 5. Marketing** – Developing an audience-targeted marketing campaign.
- 6. Team management** – Structuring your team and planning motivation and conflict handling.
- 7. Digital tools** – Integrating innovative tech into festival planning.
- 8. Pitching**– Final concept development and preparation for pitching.
- 9. Mentoring Log** – Tracking your progress, feedback, and readiness for final presentation.

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**Support:**

Throughout the programme, your mentors and lecturers are here to guide you. Don't hesitate to share this workbook

## Module 1: Fundamentals of Festival Management

### EVENT

**1. Project/event name:**

**2. Event description (1–2 sentences):**

Why

To whom

Uniquess

Location

What type of event is it? (festival, seminar,

Event idea, concept

What influence this event brings? Economoc,

### GOALS AND OBJECTIVES

**3. What influence this event brings? Economoc, commnuty, cultural etc**

What will your event achieve? What are the long-term and short-term goals?

*Goal 1*

*Goal 2*

*Goal 3*

**4. Target Group (who benefits and how?):**

Musicians

Arists

....

Secondary target group: (e.g., "Residents of the

Local people

Tourist (loacl or international)

.....

....	
....	





### Accessibility options for events

Target group	Partially accessible event meaning
<b>People with mobility impairments</b>	The event includes solutions or services that allow people with temporary or permanent mobility impairments to participate more equally.
<b>People with visual impairments</b>	The event includes solutions or services that support equal participation for people with visual impairments.
<b>People with hearing impairments</b>	The event includes solutions or services that support equal participation for people with hearing impairments.
<b>People with intellectual disabilities</b>	The event includes solutions or services that allow individuals with intellectual disabilities to participate more comfortably and equally.

<b>Families with small children</b>	The event includes solutions or services that allow families with babies or toddlers, including strollers, to participate comfortably.
<b>People with limited Estonian/finnish language skills</b>	The event includes solutions or services that help people who do not speak or speak limited Estonian to participate more fully.
<b>All visitors (General Improvements)</b>	Additional improvements that enhance accessibility for everyone. These are optional and not required to be marked in Kultuuriaken.

<b>Guidelines for organising environmentally friendly events</b>	
<b>Category</b>	<b>Minimum</b>
<b>1. Materials and purchases</b>	- Printed materials must be reusable.
	- No single-use gift items (except food).
	- Event materials (decorations, furnishings) must be reusable.
	- Use only reusable tableware (no edible cutlery).
	- No disposable straws/stirrers/decorations.

<b>2. Catering and water use</b>	- Offer at least one 100% vegan main dish; food events need multiple vegan vendors.
	- Edible leftovers must be reused/donated, not thrown away.
<b>3. Waste management</b>	- Must separate waste by type (packaging, biowaste, deposit items, mixed waste,
	- Use correct container colors (e.g., green for glass, brown for biowaste).
	- Provide waste reports from handlers.
	- Small events can self-deliver separated waste.
<b>4. Transport</b>	- Promote alternatives to solo driving (bikes, public transit, walking).
	- Info must be shared in all event communications.
	- Bicycle parking must be available or provided temporarily.
<b>5. Energy and resource efficiency</b>	- Reduce electricity use outside event hours.
	- Prefer permanent electricity setups.
	- Prevent resource waste.
<b>6. Environment and community</b>	- Site must be left in original condition.
	- Fix any landscape damage.
	- Notify property owners at least one week in advance.
<b>7. Communication</b>	- Share environmental rules with vendors/partners early.
	- Publicly share rules at least a week in advance.
	- Explain rules on site during event.

Possible good solutions	Yes	No
- Step-free access in and out of venue		
- Step-free internal paths		
- Accessible toilets		
- Ramps between levels		
- Elevators or platform lifts		
- Designated wheelchair areas		
- Accessible parking spots		
- Tactile guidance paths		
- Seating with arm/back support		
- Audio guides (specify content and		
- Tactile maps, models, or signage		
- Voice-guided navigation		
- Braille information (specify where)		
- Guide paths between key areas		
- Clear signage with good contrast		
- Descriptions of visuals (e.g. audio		
- Real-time captioning / transcription		
- Subtitles (opening/closing/interim —		
- Induction loop system (specify		
- Written materials with clear		
- Materials in easy-to-read language		
- Audio versions of easy-to-read content		
- Trained staff to assist if needed		
- Visually clear layouts and signage		

- Step-free access and paths		
- Stroller parking area		
- Changing and breastfeeding rooms		
- Rest areas with arm/back support		
- Family-friendly play zones		
- Multilingual pre-event info (specify		
- On-site multilingual information		
- Multilingual signage or staff support		
- Subtitles in foreign languages		
- Interpretation or translation services		
- Free entry for assistants or interpreters		
- Early, clear communication of		
- Visual materials with large text and		
- Logical and symbol-supported signage		
- Platform for wheelchair users		
- Loan of mobility aids		
- Tactile instructions for stairs, buttons,		

<b>ents</b>		
<b>Recommendations</b>	<b>Yes</b>	<b>No</b>
- Prefer digital over paper materials; use		
- Minimize gifts; prefer green services or		
- Avoid over-ordering; estimate		
- Collaborate with other organisers to		
- Allow own reusable containers.		
- Provide rinsing stations.		

- Provide free clean tap water; avoid		
- Ask caterers to list vegan dishes first.		
- Prefer seasonal, organic, and fair trade		
- Prefer caterers using green energy.		
- Use labeled containers with		
- Add sample items on bins or use starter		
- Transparent bags in racks.		
- Use green ambassadors to guide		
- Follow official sorting guides.		
- Choose venues accessible by public		
- Organize event buses/trains.		
- Include route numbers and stops.		
- Promote carpooling (e.g., vehicle-based		
- Instead of offsetting emissions,		
- Use renewable energy sources.		
- Prefer low-emission transport options.		
- Choose energy-efficient equipment.		
- Use resource-saving tech (e.g., motion-		
- Reduce light/sound pollution.		
- Minimize disruption from		
- Involve local community through jobs,		
- Communicate eco-principles clearly		
- Provide accessible rules to all relevant		
- Use signage and infographics to		
- Prepare responses to criticism (e.g.,		

<b>Module 3: Crisis management and problem solving</b>	
<b>Possible risk scenarios (weather, technology, health, security)</b>	<b>Risk balance (low/medium/high)</b>
<b>Weather-related risks</b>	
<i>Heavy rain during outdoor event</i>	
<i>Extreme heat</i>	
<i>Storms/high winds</i>	
...	
<b>Technology-related risks</b>	
<i>Power outage</i>	
<i>Internet/Wi-Fi failure</i>	
<i>Equipment malfunction (mic/projector/sound)</i>	
<i>Cybersecurity breach (event app/hack)</i>	
...	
<b>Health-related risks</b>	
<i>Attendee medical emergency</i>	
<i>Food poisoning/allergies</i>	
<i>Overcrowding</i>	
...	
<b>Security-related risks</b>	
<i>Unauthorised entry</i>	
<i>Theft of equipment/personal belongings</i>	
<i>Fire hazard</i>	
<i>Violence or protest</i>	
...	
<b>Financial &amp; contractual risks</b>	
<i>Budget overrun</i>	

<i>Sponsor withdrawal</i>	
<i>Vendor cancellation</i>	
<i>Ticketing fraud/scalping</i>	
...	
<b>Human resource risks</b>	
<i>Staff shortage (no-shows)</i>	
<i>Miscommunication among team</i>	
<i>Key person dependency</i>	
...	
<b>Reputation &amp; PR risks</b>	
<i>Negative social media coverage</i>	
<i>Poor attendee experience (long queues, delays)</i>	
<i>Celebrity/guest speaker cancellation</i>	
...	
<b>Venue &amp; infrastructure risks</b>	
<i>Venue double-booking</i>	
<i>Accessibility issues (parking, disabled access)</i>	
<i>Equipment/structure failure (stage collapse, lighting rig)</i>	
...	
<b>Environmental &amp; legal risk</b>	
<i>Waste mismanagement</i>	
<i>Noise complaints from neighbors</i>	
<i>Lack of permits/licenses</i>	
<i>Insurance gaps</i>	
...	

<b>Message</b>	<b>Who</b>

Crisis co








### Module 4: Financial management and budgeting

Frame

Projection

Revenue sources			
Box office / tickets			
Merchandising			
Vendor Fees			
Sponsors / Partnerships			
Grants (Foundations, Gov.,			
Own contribution (working			

Costs by category			
Technology			
Performers / Artists fee's			
Security			
Catering			
Marketing			
Etc			

Cost item and category	Example	Cost unit	Cost per unit/EUR	TOTAL
<b>Staff</b>				
Project manager				
Marketing expert				
Bookkeeper				
Technical Director & team				
<b>Venue and Infrastructure</b>				
Venue rental & permissions	Hall, park, gallery, market			
Stage/booth setup	Stage, lighting, fencing			
Technical equipment rental	Sound, light, projectors			

Security & safety	Guards, insurance, first aid			
Cleaning services	Pre/during/ post-event cleanup			
Utilities	Water, electricity, Wi-Fi			
<b>Program &amp; artists</b>				
Artist Fees	Performers, speakers, DJs			
Travel & accommodation	For guests/artists			
Rights / Licences (Author's	Music, film, or image use,			
<b>Marketing &amp; communication</b>				
Promotion materials	Posters, flyers, banners			
Online marketing	Social media ads, PR,			
Website	Design, hosting			
Ticketing platform	Ticketing fees			
Outdoor marketing				
Photos, videos				
<b>Sustainability measures</b>				
Waste management	Sorting bins, bags, disposal			
Reusable tableware	Purchase or rental			
Green ambassador team	Volunteers to guide eco-			
<b>Miscellaneous</b>	Contingency, office supplies,			
Meeting costs				
<b>TOTAL</b>				<b>0</b>

**Actual**

**Initials and date**

JR 21.10.25



Module 5: Marketing and communication				
Target audiences	Messages and value	Channels (social media,	Campaign schedule	Marketing budget
<b>Primary</b>				
<i>Visuals/online</i>				
<i>Social media campaign (FB, IG, TikTok)</i>				
<i>Email marketing campaign</i>				
<i>Press release to media</i>				
<i>Ticketingplatform setup &amp; promotion</i>				
<i>On-sitesignage &amp; information points</i>				
<b>Secondary</b>				
<i>Influencer collaborations</i>				
<i>Posters &amp; flyers</i>				
<i>Partnerships with local businesses</i>				
<i>Giveaways / contests</i>				
<i>Event teaser video</i>				
<i>Post-event highlights</i>				
<i>Thank You campaign</i>				

Implementation levels of the communication strategy			
Level	Who	Key responsibilities	Time

<b>Level 1</b>	Central coordination	campaigns, volunteer activation, stakeholder	
Your organisation			
<b>Level 2</b>	Joint campaigns	Co-marketing, national and international outreach	
Partners			
<b>Level 3</b>	Event promotion	Pre- and post-event coverage, heritage storytelling	
Event Organisers			
<b>Level 4</b>	Organic info sharing	Word of mouth, social media, merch, community involvement	
Grassroots / Individuals			

<b>Annual timeline of activities (simplified)</b>				
<b>Year</b>	<b>Your organisation</b>	<b>Partners</b>	<b>Event organisers</b>	<b>Grassroots</b>
	Building network, "making-of" content	Initial channels and pilots	First presentations, pilot events	Join info stream, social media support
	Ongoing content, volunteer community building	Campaign pilots, tourism outreach	Promotion (level 1 activity)	Share events with friends, wear merch
	Program announcement, campaign ramp-up	Visibility in key "gateways" (e.g., airport)	Targeted info to audiences (level 2)	Join "Open Doors" pilot, community sharing
	Massive visibility, heritage focus	Barter campaigns, maximum outreach	Full delivery, practical info sharing (level 3)	Invite, post, participate, amplify
	Focus on legacy and continued storytelling	–	–	



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## Module 6: Team management and collaboration

1. Roles and responsibilities			
Role	Main responsibilities	Required skills	Yes
Coordinator	Project management, overall planning,	Leadership skills, communication,	
Technical manager	Planning and implementation of technical	Technical knowledge, problem-solving	
Volunteer manager	Recruiting, training, and organizing	Organizational skills, motivation, good	
Communications officer	Managing internal and external	Written and verbal communication,	
Logistics manager	Organizing equipment and transport	Planning skills, problem-solving	

2. Contact persons and areas of responsibility			
Responsibility area	Role	Name	Yes / no
Project leadership, overall	Coordinator		
Sound, lighting, technical issues	Technical manager		
Volunteer recruitment,	Volunteer manager		
Internal info flow, social media,	Communications		
Transport and equipment	Logistics manager		

3. Motivation measures			
Target Group	Motivation measures	Goal	Yes / No
Team members	Recognition, development opportunities,	Keep staff motivated and engaged	
Volunteers	Thank-you events, certificates, small gifts,	Increase volunteer satisfaction and	
Partners & suppliers	Clear communication, collaboration	Ensure smooth cooperation and long-	

<b>4. Volunteer engagement plan</b>			
<b>Stage</b>	<b>Activity</b>	<b>Responsible</b>	<b>Timeline</b>
Volunteer Recruitment	Advertising on social media, via partners	Volunteer manager	3 months before
Candidate interviews	Assessing suitability, sharing information	Volunteer manager	2 months before
Training and orientation	Training sessions, distributing guidelines	Volunteer manager	1 month before
Event day coordination	Task allocation, supervision, support	Volunteer manager	During event
Appreciation and feedback	Thank-you notes, appreciation event,	Coordinator & volunteer manager	After event

NO

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<b>“Before the event” checklist</b>			
<b>Task</b>	<b>Responsible</b>	<b>Due date</b>	<b>Status</b>
Define purpose and outcomes			
Define volunteer roles/tasks			
Determine number/types of volunteers			
Share volunteer needs with VC (if any)			
Prepare team-specific work schedules			
Send schedules to volunteers			
Plan trainings (if needed)			
Distribute training materials			
Collect & share dietary needs			
Collect transport/accommodation needs			
Organize transport/accommodation			
Plan uniforms; collect sizes			
Ensure uniform availability			
Plan equipment needs			
Assess risks/crises			
Estimate expenses; discuss with PM			
Send welcome/instruction emails			
<b>“After event” checklist</b>			
<b>Task</b>	<b>Responsible</b>	<b>Due date</b>	<b>Status</b>
Welcome volunteers at meeting point			
Distribute uniforms/tools (if not earlier)			
Provide instructions and briefings			
Deliver safety instructions			
Explain meal logistics			
Distribute equipment			
Maintain motivation & positive morale			
Collect equipment after work			
Collect informal verbal feedback			
Notify manager of issues			

<b>"On the field" checklist</b>			
<b>Task</b>	<b>Responsible</b>	<b>Due date</b>	<b>Status</b>
Collect uniforms, equipment, etc.			
Process compensation (if any)			
Send thank-you email			
Gather feedback from team			
Conduct self-reflection			
Share feedback with other teams			

**Module 7: Innovation and digital tools for festival organization**

Digital tools for planning			
Tool	Purpose	Pros	Recommended for
Trello	Task and project	Visual layout, easy to use,	Small to mid-sized teams
Asana	Team planning and workflow	Detailed task tracking,	Complex projects, larger
Notion	All-in-one workspace	Customizable, good for	Creative or hybrid teams
Slack	Communication and quick	Fast interaction,	All team sizes

Ticketing and participant registration			
Platform	Functionality	Strengths	Best Use Case
Fienta	Ticket sales, registration,	Local platform, good for	Cultural events in Estonia
Eventbrite	Ticketing and international events	Global reach, easy setup	International audiences
Google Forms	Basic registration	Free, customizable	Small-scale free events
Piletilevi			

Social media analytics tools			
Tool	Platform coverage	Key features	Usage
Meta Business Suite	Facebook, Instagram	Insights, scheduling, engagement tracking	Facebook & instagram analysis
Hootsuite	Multiple platforms	Centralized analytics & scheduling	Agencies or multi-channel use
Sprout social	Facebook, Twitter, IG, LinkedIn	Deep analytics, competitor insights	Professional teams
Buffer	Instagram, Facebook, LinkedIn	Easy scheduling, basic analytics	Smaller teams

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<b>Visitor feedback collection</b>			
<b>Tool</b>	<b>Method</b>	<b>Strengths</b>	<b>When to Use</b>
Google Forms	Online survey	Easy setup, free, analytics	Post-event surveys
Typeform	Interactive forms	Visually engaging, user-	Creative events
QR Code Surveys	Scannable feedback access	Quick and contactless	On-site feedback stations
Mentimeter	Live feedback and polling	Real-time audience	Workshops, talks

**Presentation link**

**Pitching notes framework**

**1. Introducion**

**2. Event overview**

**3. Objectives**

**4. Program highlights**

**5. Sponsors and partners**

**6. Risk management**

**7. Budget**

**8. Closing**

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Quick greeting + who you are.  
“We are organizing [Event Name], a [type of event, e.g. cultural/music/business festival] that will bring together [target audience] to [main benefit].”

Name of the event  
Date & venue  
Theme/concept  
Target audience (age, interests, expected numbers)  
What makes it unique, stand out from similar events?

Why this event? (Awareness, community building, sales, celebration, networking).  
What outcomes are expected? (e.g., 5,000+ attendees, media coverage, sponsor exposure).

Key attractions (performers, speakers, activities).  
Side activities (food stalls, networking zones, workshops).  
Schedule teaser (not full program, just highlights).

Exposure opportunities (branding, stage mentions, media coverage).  
Audience access (target demographics).  
On-site activations (booths, sampling, banners).

Venue confirmed, permits/licenses in process.  
Safety & security plan (health, weather, emergency backup).  
Professional vendors & experienced team.

Expected income (tickets, sponsors, vendors).  
Expected expenses (venue, logistics, marketing).  
Sponsorship packages (Gold, Silver, Bronze).

End with vision & impact statement:  
“This event will not only entertain but also create lasting connections, boost local culture, and provide brands with direct engagement opportunities.... etc”  
Invite questions / next steps.

<b>SOS kit checklist</b>			
<b>Category</b>	<b>Item / tool</b>	<b>Purpose</b>	<b>Yes</b>
<b>First aid</b>	First aid kit (bandages, plasters, etc.)	For small injuries and cuts	
	Disinfectant (spray/gel)	For hygiene and cleaning wounds	
	Cold pack / instant ice pack	For bruises or sprains	
	Disposable gloves & face masks	For health safety and hygiene	
<b>Technical equipment</b>	Extension cord / power splitter	For additional power supply	
	Power bank	Charging phones or radios	
	Flashlight or headlamp	Useful in darkness or power outages	
	Tape (gaffer tape, electric tape)	For temporary fixes and securing items	
<b>Hygiene &amp; cleaning</b>	Wet wipes / hand sanitiser	For cleaning hands or surfaces	
	Trash bags	For collecting waste quickly	
	Toilet paper	For emergency toilet supply	
	Hand soap or disinfectant	General hygiene	
<b>Communication</b>	Contact list (organizers, security, EMS)	For fast communication during emergencies	
	Notebook and pen	For quick notes or emergency signage	
	Whistle or hand siren	For alerting without electricity	
	Walkie-talkies (2 or more)	Internal team communication	
<b>Crowd &amp; safety tools</b>	Safety vests (multiple)	To identify team or emergency responders	
	Signage for exits and gathering points	For clear emergency navigation	
	Temporary barriers (tape, cones)	For blocking or guiding people	
<b>Weather &amp; unexpected</b>	Rain ponchos (spares)	In case of unexpected rain	
	Thermal blankets / space blankets	For warming up cold participants	
	Sunscreen	For daytime outdoor events	
<b>Documents &amp; other</b>	Printed event safety plan	For step-by-step emergency guidance	
	Emergency numbers (on box lid)	Quick access to important contacts	
	Small cash reserve	For unplanned minor expenses	



<b>Event internal rules &amp; regulations</b>
<b>1. General</b>
<b>2. Access</b>
<b>3. Safety and security</b>
<b>4. Hygien</b>
<b>5. Equipment</b>
<b>6. Behaviour</b>
<b>7. Environmental responsibility</b>
<b>8. Liability</b>
<b>9. Violation rules</b>

These rules apply to all participants, staff, vendors, and visitors of the event.  
By entering the event area, every person agrees to comply with these regulations.  
The organizer reserves the right to update or amend the rules at any time for safety or operational reasons.

Only accredited persons (staff, performers, volunteers, vendors, and media) are allowed in restricted areas.  
Attendees must wear visible wristbands, badges, or passes at all times.  
Unauthorized entry to restricted zones is strictly prohibited.

All participants must follow instructions given by security personnel and organizers.  
Weapons, dangerous objects, illegal substances, and fireworks are strictly forbidden.  
In case of emergency, evacuation routes must be followed immediately.  
First aid points will be available and clearly marked.

Food and drinks are only allowed from authorized vendors.  
Smoking is permitted only in designated areas.  
Any medical conditions should be reported to the first aid team before the event if relevant.  
Participants are encouraged to maintain personal hygiene and respect cleanliness in shared spaces.

Only authorized technical staff may handle event equipment (lights, sound, stage, electrical systems).  
Personal devices must not interfere with event operations.  
Unauthorized recording or live streaming may be restricted.

Respectful behavior towards staff, performers, and other participants is mandatory.  
Harassment, discrimination, or disruptive actions will not be tolerated.  
Alcohol consumption is allowed only in designated areas and must not lead to disorderly conduct.  
Any form of vandalism or damage to property will result in liability for compensation.

Waste must be disposed of in provided bins.  
Recycling stations must be used appropriately.  
Participants should minimize noise and disturbance outside the venue area.

The organizer is not responsible for personal belongings lost or damaged during the event.  
Participants attend the event at their own risk.  
Insurance coverage is recommended for vendors and performers

Failure to comply with these rules may result in removal from the event without refund.  
Serious violations may be reported to law enforcement authorities.