A PRACTICAL GUIDE FOR ORGANISERS AND VENUES

From planning to delivery

People, equipment and decisions need to work together. These are the essential steps for making event operations work.

An edited summary of 36 guides from Mano Solutions.

EVENT / HOSPITALITY / SECURITY
CREW / LOGISTICS / WAREHOUSE

01 **Event**
Planning and coordination

02 **Hospitality**
Guests and service

03 **Security**
Risks and responsibilities

04 **Crew**
Practical production

05 **Logistics**
Transport and deliveries

06 **Warehouse**
Equipment and storage

Love for the backstage.

HOW TO USE THIS GUIDE

A working tool. Not another lengthy plan.

Read it before the first production meeting, use the checklists on the day and carry the learning into your next event.

Find what you need	Page
Five principles and the short event brief	3-4
Responsibilities, contacts and timeline	5-6
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Adapt it to your event

Timing, staffing and control points are planning suggestions. Adapt them to the venue, audience, tasks, agreements and the assessment of those responsible. This guide is not a safety plan, regulatory approval or legal advice.

Worksheet fields are intended for printing or your own notes. The PDF contains clickable links but no interactive form fields.

OVERVIEW

Five principles that hold the production together.

The same practical principles recur throughout the 36 guides.

01 / Start with the task

Describe what needs to be ready, where it needs to be and by when. Then choose the staffing, transport and equipment needed.

02 / Name the person responsible

A company name is not a decision-making route. Identify an owner, a deputy and a clear escalation path.

03 / Use one current plan

Make the version, time and changes visible. Share the part of the plan each team actually needs.

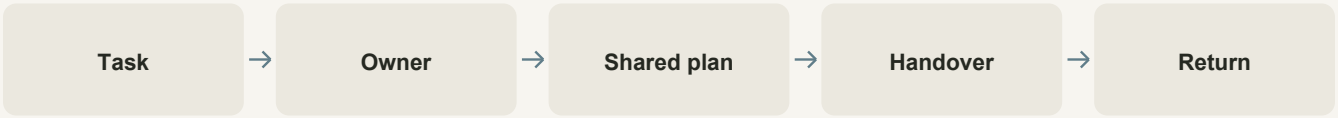
04 / Plan the handovers

Warehouse teams, drivers, crew, hosts and security affect one another. Agree who hands over, who receives and how receipt is confirmed.

05 / Plan the return from the start

Breakdown, sorting, transport and inventory updates are part of the task. Production is not complete until the next team has received the handover.

FIVE PRINCIPLES IN PRACTICE



WORKSHEET

Your one-page event brief.

Complete it with the organiser, venue and relevant suppliers before finalising the details.

Clarify	Record the agreement
Event, date and venue	
Purpose and intended guest experience	
Audience and expected arrival peaks	
Fixed times: access, opening, handback	
Tasks and services in and out of scope	
Access, space and practical constraints	
Special needs and specialist questions	
Owner, deputy and next decision	

Before you book

Is anything still unknown? Record who will clarify it and when the answer is needed. Writing an assumption into a plan does not turn it into an agreement.

RESPONSIBILITIES

One coordinated production. Clear specialist roles.

Shared coordination does not mean that every employee is authorised or qualified to perform every task.

Decision or task	Owner / deputy
Overall production and priorities	
Venue, access and handback	
Hospitality and guest information	
Security and emergency coordination	
Crew and work areas	
Transport, deliveries and warehouse	
Cost changes and approval	

Agree how decisions are made

- What can each team decide independently?
- When does a change need approval, and from whom?
- Who takes over if the person responsible is unavailable?

Further reading

Event: When the agency and operations partner work as one team

Professional venue operations: Making multiple suppliers work as one team

Multiple suppliers at one event? Improve coordination and reduce misunderstandings

TIMELINE

Work backwards from the fixed deadlines.

Use these phases as a sequence, not standard lead times. Small and large events need different planning cycles.

Define the scope

Purpose, audience, venue, fixed deadlines, tasks and responsibilities. Record the questions still open.

Connect the services

Plan storage, packing, transport, receiving, build, staffing and breakdown as one connected chain.

Confirm the working plan

Share the current version, contacts, access arrangements and dependencies. Confirm critical deliveries.

Brief and walk through

Walk the site. Test contact routes. Assign tasks and clarify who can release areas and authorise opening.

Delivery and adjustments

Monitor arrival peaks, deliveries, transitions and staffing. Record changes in the shared plan.

Hand back and learn

Confirm receipt of materials and handback of the venue. Reconcile hours and deviations. Choose improvements for next time.

Further reading

Planning large event productions: From the first build to the final breakdown

01 / EVENT

Help suppliers work from the same plan.

Start with the interfaces: tasks without a clear owner often sit between two services.

Make the plan usable

- Mark fixed deadlines and the activities that depend on them.
- Describe what must be complete before the next team can begin.
- Use one contact to coordinate priorities across the production.
- Agree how changes, additional costs and new information are approved and shared.

Example: a delivery is delayed

Unloading affects the crew sequence, which in turn affects readiness before opening. The person responsible brings the affected teams together, considers the options and shares a revised plan. No one promises a new opening time without the appropriate decision.

Have these ready

- A shared production plan with a version and named owners.
- A short contact list and an overview of unresolved dependencies.
- An agreement on what must be recorded at each handover.

Further reading

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Professional venue operations: Making multiple suppliers work as one team

Event framework agreements: From individual assignments to strong partnerships

Planning large event productions: From the first build to the final breakdown

Multiple suppliers at one event? Improve coordination and reduce misunderstandings

Outsourcing event operations: When does bringing tasks together with one partner make sense?

02 / HOSPITALITY

See the event through your guests’ eyes.

The guest experience starts on the way to the entrance and ends only once the guest has moved on comfortably.

Walk the complete route

Follow the journey from parking or public transport through the entrance, check-in, cloakroom, rooms, breaks and exit. Note where guests may hesitate or where different flows meet.

Plan the difficult transitions

- Deploy hosts around arrivals and programme changes, rather than attendee numbers alone.
- Create a clear route for failed tickets, missing names and additional assistance.
- Give teams consistent information about the programme, rooms, contacts and changes.
- Agree the tone and service level for conferences, festivals and VIP events.

Discretion is part of service

Share only the guest information needed for the task. Agree access, handover and subsequent handling with the person responsible. Avoid guest lists in open chat groups or on unattended desks.

Further reading

Hospitality: A good arrival starts before the guest walks in

How to choose the right event staff for your conference

Good guest flow begins before guests arrive

Guest services as a competitive advantage for venues and event organisers

Festival staffing: Creating a good experience for guests and staff

Event hosts: The first impression begins at the door

VIP event hospitality: When the details make the difference

03 / SECURITY

Clarify safety and security before the doors open.

Planning must reflect the event's specific risks, conditions and applicable plans.

Ask the questions early

- Where could pressure, congestion or conflict develop during arrival, the event and departure?
- How do access, exits, guest information and staffing work together?
- Who observes, who assesses and who is authorised to decide?
- Which skills and any required approvals do the specific tasks call for?

Service and security need clear boundaries

A host can observe and report, but should not simply take over security duties. Name the function that takes over and use the agreed reporting route. A job title alone does not establish competence.

Use the event-specific plan

Review changes with those responsible and brief the relevant teams again. This summary does not prescribe capacity, staffing ratios, security roles or regulatory requirements, and does not replace a professional risk assessment.

Further reading

Security: Safety and service need to work together at events

Event safety begins long before the doors open

What kind of security staff does your event need?

Crowd management: How to prevent problems before they arise

Event safety briefings: Why every staff member needs to know their role

Conference and business event security: Reassurance without disrupting the experience

Festival and concert safety: From risk assessment to practical delivery

Event contingency planning: When collaboration matters most if the unexpected happens

04 / CREW

Book a defined task. Not just extra hands.

A crew can work effectively when the task, sequence, access and leadership are clear.

Describe the job before booking

- What needs to be moved, built, prepared or packed, and in what order?
- What access, handling equipment and specific skills are required?
- Who provides instructions, sets priorities and releases the next activity?
- How are briefings, breaks, shifts and handovers included in the plan?

Resolve conflicting instructions

If different suppliers give conflicting instructions, the crew refers to the agreed leader. Priorities must be clear before work continues. Assign technical and safety-critical work according to the expertise required.

Plan the final lift too

The crew needs the sorting, labelling, collection and handback plan. A well-planned build makes breakdown easier when packaging, destination labels and return lists stay with the materials.

Further reading

Crew: The right event crew is more than extra hands

Event crew: Why the build and breakdown are one production

How to plan the right staffing for large events

Planning large event productions: From the first build to the final breakdown

Technical event crew: Why experience and coordination make a difference

Event crew management: Building effective collaboration on site

05 / LOGISTICS

An on-time vehicle is not always an on-time delivery.

A delivery becomes useful when the materials have reached the right place in the right sequence and been received.

Connect transport and receiving

- Confirm the vehicle, access, time slot, loading arrangements and on-site contact.
- Pack according to build sequence and material destination.
- Name a receiver who can check the contents and report discrepancies.
- Agree an alternative contact route for delays or changed access.

The delivery list should include

Minimum information	Check
Sender, contents and quantities	
Arrival, vehicle and time slot	
Unloading, destination and receiver	
Return, packaging and collection	

For roadshows and tours, plan the whole route, local differences and repacking. A standard kit is useful only when the differences between venues are understood.

Further reading

Logistics: Better goods receiving for your event

Event logistics from warehouse to venue: How to avoid costly mistakes

Event transport: Why timing and coordination matter

Roadshows and tours: Making event logistics work across locations

Transport and delivery for trade shows, conferences and exhibitions

06 / WAREHOUSE

Equipment needs to be ready. Not merely stored.

Inventory status should show what is available, where it is and whether it is ready for the next task.

Connect the warehouse processes

- Use consistent names and labels for equipment, cases and lists.
- Record reservations, dispatch, returns, missing items and damage.
- Separate equipment needing inspection or repair from ready-to-use stock.
- Agree access, notice periods and out-of-hours handling explicitly.

Access is an agreement, not an assumption

Clarify booking deadlines, access windows, who picks and releases equipment, and any additional charges. A storage agreement is not itself a promise of unrestricted or round-the-clock access.

Compare more than floor space

Consider receiving, picking, handling, records, transport and returns too. The option that looks cheapest per square metre is not necessarily right for the material flow.

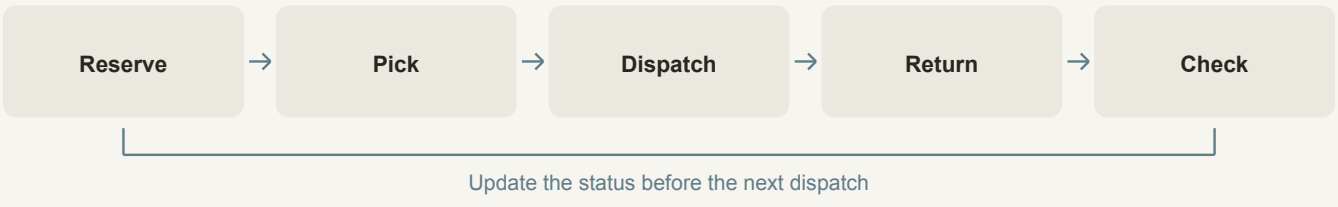
Further reading

What does event storage cost, and what should you consider?

Event inventory management: Keeping track of materials and equipment

Storing event equipment: Protecting your materials and investment

THE EQUIPMENT CYCLE



STAFFING

Plan for tasks and peak demand.

Two events with the same attendance can have very different needs. Do not use a universal guest-to-staff ratio.

Function / location	Peak demand	Skills / owner
Arrivals and check-in		
Cloakroom and wayfinding		
Rooms, breaks and transitions		
Security functions		
Build and breakdown		

Before confirming the booking

- Do the hours include briefing, breaks, cover and handover?
- Is there a named leader and a plan for absence?
- Do language skills, experience and qualifications match the tasks?

Further reading

How to choose the right event staff for your conference

How to plan the right staffing for large events

Festival staffing: Creating a good experience for guests and staff

How many staff does an event need? Planning your team

COSTS AND AGREEMENTS

Compare the complete service.

Hourly rates are meaningful comparisons only when the task, terms and included services are equivalent.

- Define the scope and what is excluded.
- Compare skills, supervision, briefing, minimum hours and additional charges.
- Include transport, equipment, handling, breaks and handover where relevant.
- Agree changes, cancellation, approval of additional work and supporting records.

Use a framework agreement for repeat work

Agree the booking process, roles, service levels and review process. Repeat work can improve familiarity and reduce repeated clarification, but savings and outcomes must be reviewed. They do not arise automatically from consolidating suppliers.

Ask the supplier

“What do we need to provide, which assumptions underpin the quote, and what changes the price?” Put the answers into the agreement before production begins.

Further reading

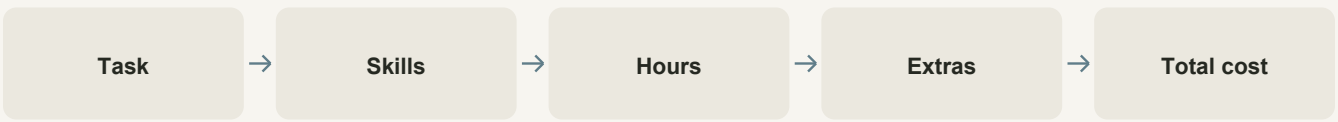
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Outsourcing event operations: When does bringing tasks together with one partner make sense?

COMPARE THE COMPLETE SERVICE



WORKSHEET / BRIEFING

Make the plan usable for the people delivering it.

Use a shared core briefing, supplemented by instructions for each function.

- Event purpose, audience and programme.
- Individual role, leader and task boundaries.
- Current plan and where updates are shared.
- Entrances, exits, work areas and guest routes.
- Communication channel, contacts and escalation.
- Breaks, shifts, cover and handover.
- Handling changes under the event-specific plan.

Ask the team to explain it back

Who do you contact? What happens if there is no answer? Which decisions can you make yourself? The answers show whether the briefing has been understood and where uncertainty remains.

Briefing completed	Record
Date, time and plan version	
Team, leader and people absent	
Changes requiring another briefing	

Further reading

Hospitality: A good arrival starts before the guest walks in

Event safety briefings: Why every staff member needs to know their role

Event crew management: Building effective collaboration on site

WORKSHEET / BEFORE OPENING

Opening is a decision. Not just a time on a schedule.

Use this list to bring the responsible people together. It does not replace venue-specific or safety-specific checks.

- Guest information, signage and staffed contact points are coordinated.
- Registration and the agreed process for errors have been reviewed.
- Critical deliveries and necessary production work have been status-checked.
- Access routes, exits and work areas have been reviewed by the appropriate owners.
- Relevant teams have been briefed and can reach their contacts.
- Open issues have an owner and a clear decision.

Issue	Owner	Decision / deadline

Record the authorisation

Who has authority to decide whether to open? Record their name, the time and any conditions. Completing a checklist does not itself grant permission to open.

DURING THE EVENT

Watch the transitions. Share changes early.

Operations become vulnerable when a change is known to one team but not to the next people affected.

Follow the shifting points of demand

- Arrivals: monitor questions, queue development and assistance needs.
- Programme changes: coordinate information and staffing around the rooms affected.
- Deliveries: report delays before another team is left waiting.
- Breaks and shifts: give the next team the status, open tasks and contacts.
- Closing: prepare guest departure without mixing it with breakdown work.

Keep a simple operations log

Time / observation	Decision / owner	Who was informed?

Record what is needed for coordination and follow-up. Avoid unnecessary personal data in the shared log.

Further reading

Professional venue operations: Making multiple suppliers work as one team

Good guest flow begins before guests arrive

Guest services as a competitive advantage for venues and event organisers

Multiple suppliers at one event? Improve coordination and reduce misunderstandings

WHEN PLANS CHANGE

Separate operational issues from emergencies.

A delayed vehicle and a serious incident require different decision-making routes.

For an operational issue

- Give the owner a concrete update: what, where, when and which dependencies are affected.
- Use the agreed decision-maker rather than issuing conflicting instructions.
- Share the approved change with affected teams and confirm receipt.
- Record the decision and its consequences so the next shift can take over.

In an emergency

Follow the event-specific emergency plan and the instructions of the responsible functions. This guide does not provide instructions for evacuation, first aid or handling dangerous situations. Everyone needs to know their role and the relevant alarm and contact route on site.

Review scenarios before the day

Discuss absence, delayed transport, programme changes, technical faults and changing guest flows. State who assesses the situation, who decides and who communicates.

Further reading

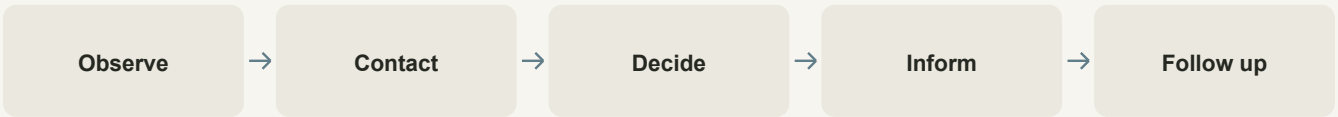
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FROM OBSERVATION TO SHARED ACTION



WORKSHEET / RETURNS

Give the next production a sound starting point.

A return is complete only once the materials have been received, checked and recorded.

- The area has been released for breakdown by the appropriate owner.
- Sequence, crew and transport are coordinated.
- Materials are sorted, labelled and packed for the agreed destination.
- Missing items, damage and equipment needing inspection are marked separately.
- Venue, transport and warehouse have acknowledged their parts of the handover.

Equipment / case	Destination / receiver	Issue / status

Further reading

Event crew: Why the build and breakdown are one production

Event logistics from warehouse to venue: How to avoid costly mistakes

Event transport: Why timing and coordination matter

Event inventory management: Keeping track of materials and equipment

Storing event equipment: Protecting your materials and investment

Transport and delivery for trade shows, conferences and exhibitions

WORKSHEET / REVIEW

Improve the next event with three specific changes.

Review the production with the different functions that experienced it from different perspectives.

Ask about what actually happened

- Where did waiting, repeated questions or unclear responsibilities arise?
- Which handovers worked and what information was missing?
- Where did staffing or timing fail to match demand?
- Which issues changed production or the guest experience?

Improvement	Owner	Deadline / next check
1.		
2.		
3.		

Follow up on the agreement

Identify the time spent, type of error or recurring situation you want to improve. Choose a simple measure you can follow next time. Distinguish an expected benefit from an outcome you have actually documented.

FURTHER READING / 1 OF 2

The 36 guides.

Click a title to read the full article on manosolutions.dk. These articles are the source for this edited summary.

01 Event: When the agency and operations partner work as one team

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31 Conference and business event security: Reassurance without disrupting the experience

32 Event hosts: The first impression begins at the door

33 Outsourcing event operations: When does bringing tasks together with one partner make sense?

34 Festival and concert safety: From risk assessment to practical delivery

35 VIP event hospitality: When the details make the difference

36 Event contingency planning: When collaboration matters most if the unexpected happens

NEXT STEPS

Connect what needs to work behind the scenes.

Start with the task, the critical transitions and the decisions that still need a named owner.

Bring these three things to the conversation

- A short event brief with venue, date, audience and fixed deadlines.
- An overview of the tasks you handle and the areas where you want support.
- The main uncertainties between staffing, transport, warehouse and live operations.

Talk to Mano Solutions

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Mano Solutions brings together Event, Hospitality, Security, Crew, Logistics and Warehouse. The specific services, skills, capacity and responsibilities are agreed for each assignment.

About this edition

English edition 1.0, November 2026. An editorial selection and synthesis of the 36 website guides. The timeline, checklists and worksheets bring together the articles' practical recommendations. No client cases, prices or performance measurements have been added.

Specific security roles, approvals, workplace safety, personal data and warehouse access need to be clarified for each event. The guide does not promise particular staffing levels, certifications or round-the-clock access.

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